

Editorial

Editor-in-Chief Search Committee Report:
The Digital Future Is Now

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The Journal Will Continue to Be in Good Hands

On August 9, 2007, this *Marketing Science* Editorial Search Committee enthusiastically and unanimously recommended to the INFORMS Publications committee that Professor Eric T. Bradlow of the Wharton School (University of Pennsylvania) be appointed as the next Editor-in-Chief (EIC) of *Marketing Science* for a term of three years, beginning January 1, 2008. On September 12, 2007 the INFORMS board unanimously accepted our recommendation.

Eric graduated from Harvard with a PhD in Statistics in 1994. After brief stints working as a statistician at the Educational Testing Service (ETS) and at DuPont, and as a lecturer in the Statistics Department at Wharton, he joined the Marketing Department at Wharton in July 1996 as an Assistant Professor. He was appointed the K. P. Chao Professor in 2005. Even within a short period of time, he has built up an impressive record of publications, numbering over 50, in marketing, statistics, and education. He has also won numerous awards for both teaching and research, including being a finalist for the Green Award from the *Journal of Marketing Research* (2004) and the winner of the 2006 Research Committee of the Society of General Internal Medicine Best Paper award.

Eric impressed the committee as a thoughtful leader who values theory and methods but who is also a champion of relevance and practice. He focuses on

the big picture but also relishes the small details. He has a reputation for offering honest opinions that are not abrasive or dogmatic. The journal will be in good hands with Eric as Editor-in-Chief. We wish Eric all the best in his new role.

The committee thanks Steven M. Shugan for leading the journal successfully for the past six years. Under his editorship, there have been many noteworthy accomplishments for *Marketing Science*, including the following:

- The annual number of new manuscript submissions has increased from 124 to about 350 in 2007.
- Between 2001 and mid-2007, a total of 283 articles were published, of which 195 were regular contributions, with the others being Practice Prize papers, editorials, notes, etc.
- The impact factor, as measured by *Journal Citation Reports*, has more than doubled from 1.94 in 2002 to 3.98 in 2006.
- In 2006, *Marketing Science* was included in the *Financial Times* list of top 40 business journals.
- Based on an analysis of the email IDs of authors, we estimate that more than 2,000 authors (and co-authors) from more than 500 universities and organizations in about 40 countries have submitted articles to be considered for publication.
- Individual subscriptions (print and online) have increased 41% in five years from 942 in 2002 to 1,326 in 2006, and institutional subscriptions (print and online) have increased 66% from 740 to 1,230 in the same period.

We are confident that many of the papers published in the past six years are, or will become, classics in the field, as are the articles reprinted in the current issue.

The Search Process

Many people view the search process for positions such as the editor-in-chief of a journal or the dean of a business school as being shrouded in mystery and wish the process would be more transparent. We will attempt here to demystify the process.

The chair of the Search Committee is nominated by the INFORMS Publication Board and approved by the President of INFORMS. The committee is charged with recommending *one candidate* to the INFORMS Publication Board. Based on recommendations from the *Marketing Science* editorial board and consultation with senior leaders in the field, the chair appoints a committee with experience in the editorial process and a strong record of publication in the field. Collectively, the members span relevant research areas; at least one member is familiar with past searches and one member represents the INFORMS Publication Board. Members recommended by the chair have to be approved by the INFORMS Publication Board.

A primary objective for the committee is to identify, seek, and if necessary, convince the very best people in our field to consider serving in this position. The committee begins by reviewing the current state of the journal and establishing criteria for the EIC. Our criteria were:

- a demonstrated record of scholarship in the fields of marketing and marketing science;
- a commitment to support the broad range of topics in the field;
- a vision and a plan for enhancing the reputation and stature of *Marketing Science*;
- ability to manage the editorial process efficiently and effectively;
- a clear understanding of the role of *Marketing Science* in today's digital world;
- prior editorial experience;
- commitment to the workload involved.

All else being equal, we would seek an EIC who would have an eye for high-impact papers in emerging areas of research, and who would nurture them through the review process.

We sought nominations for the position from all INFORMS members, as well as comments and suggestions about the current state of *Marketing Science* and ideas for enhancing its status. We received a total of 32 outstanding nominations, an indication that the field is vibrant and broad and has a bright future. Comments and suggestions indicated that the journal enjoys a strong reputation and generally provides

helpful and timely reviews. It is viewed as an "A" journal by most leading business schools, and authors perceive it to be a premier outlet for publishing their best papers on analytical and quantitative aspects of marketing. There were a few concerns, including the variance in the quality of reviews and the variance in the quality of nonregular papers (e.g., editorials, comments, and practice papers).

Due to the online availability of *curriculum vitae* and publications, we screened candidates based on their written records and reputations. Fortunately, the committee was sufficiently broad to have one or more members who personally knew almost all of the nominees. Committee members formed their own evaluations of each candidate (a spreadsheet was developed for this purpose) and then shared those evaluations in committee meetings, leading to a set of six finalists (all committee deliberations were conducted via email and teleconference).

Each finalist who agreed to be considered submitted a written statement with his or her assessment of the state of the journal and plans for the future of the journal, should s/he become the EIC. The candidates addressed strengths, weaknesses, opportunities, and threats; described their editorial experiences; explained how they would balance false rejection versus false acceptance; expressed views on applied content; and addressed issues related to logistics of journal management. Finalists were then interviewed by the committee, which sought greater detail and insight into each candidate's specific vision and positions.

We were fortunate that all of the finalists interviewed would have made an excellent choice as EIC of *Marketing Science*. After due deliberation and discussion of all data collected, the committee unanimously chose Eric as the new EIC. He favors careful initial screening of manuscripts before sending them out for review, a greater role for the area editors in selecting reviewers, extra effort behind innovative papers that might face difficulties in the review process, encouragement for practitioners to partner with academics in publishing papers, and a commitment to a unique position for *Marketing Science* within the field of marketing.

The Electronic Publication Process

The Internet is playing an increasingly important role in all aspects of scholarly publishing, starting with the processing of a manuscript to its dissemination and impact. Digitization, globalization, and democratization of all types of content are likely to continue with greater intensity in the next few years. Online-only subscriptions for *Marketing Science* have increased from one subscribing institution in 2001 to

501 at the end of 2006, now constituting about 41% of total institutional subscriptions. Likewise, online-only subscriptions by individuals have increased from 34 in 2001 to 521 by the end of 2006, now representing about 39% of total individual subscriptions.

Eric is committed to managing *Marketing Science* in the age of electronic publishing. Starting with his editorship, the journal will be moving to Manuscript Central for all submissions. INFORMS fully supports this move and has experience with the earlier move of *Management Science* to a similar method of processing manuscripts. This new method of processing will help manage the manuscript flow more smoothly.

A Bright Future for *Marketing Science*

The search process has convinced us that marketing science is a vibrant field with a strong and committed set of scholars. A change in leadership at *Marketing*

Science is an opportunity to renew the journal so that it continues to serve our community of scholars as the field grows. The future depends on our collective efforts to push the frontiers of our field, even as we continue to build on the strong intellectual foundations laid by previous generations of scholars. Going forward, the only major constraint in growing the journal and its impact is the number of high-quality papers submitted by authors. (We are fortunate that the INFORMS Society of Marketing Science (ISMS) is committed to providing financial support so that there will always be sufficient pages to publish high-quality papers.) Both we and Eric encourage you to send your suggestions to further enhance the reputation and growth of *Marketing Science*.

We conclude by congratulating Eric and thanking everyone who provided data, suggestions, nominations, advice, and moral support.