

# BENJAMIN LAWRENCE

Georgia State University  
J. Mack Robinson College of Business  
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## EDUCATION

PhD Management (Marketing), Boston University, Boston, MA, 2011  
MBA (Marketing and Finance), Texas A&M University, College Station, TX, 2001  
BS (Hotel Administration), Cornell University, Ithaca, NY, 1997

## ACADEMIC POSITIONS

Georgia State University, Robinson College of Business, Cecil B. Day School of Hospitality  
Aziz Hashim Professor in Franchise Entrepreneurship & Associate Professor, 2018 - Present

Cornell University, SC Johnson College of Business, School of Hotel Administration  
Assistant Professor of Food and Beverage Management, 2011-2017

## HONORS & AWARDS

Best Paper, International Society of Franchising, 2016  
Best Article of Year Appearing in *Service Science*, 2015  
Teacher of the Year Award: Freshman Required Courses, SHA, Cornell University, 2015  
Coleman Foundation Faculty Fellow, 2014-2015  
Teacher of the Year Award: Freshman Required Courses, SHA, Cornell University, 2013  
Doctoral Student Research Award, Boston University - School of Management, 2011  
AMA Sheth Doctoral Consortium Fellow, 2010  
Doctoral Student Teaching Award, Boston University - School of Management, 2009  
Doctoral Student Service Award, Boston University - School of Management, 2008  
Doctoral Fellowship, Boston University, 2006-2010  
Mays MBA Scholarship, Texas A&M University, 1999-2001

## ACADEMIC SCHOLARSHIP

### Published Journal Articles

Lawrence, Benjamin and Patrick J. Kaufmann, Channel Members' Relationships with the Brands they Sell and the Organizations that Own them, *Industrial Marketing Management* (In press, corrected proof, Available online 17 September 2018)

Gibelhausen, Michael, Benjamin Lawrence, Helen Chun and Liwu Hsu (2017). The Warm Glow of Restaurant Checkout Charity, *Cornell Hospitality Quarterly* 58, 329-34 (Lead Article).

Lawrence, Benjamin, Jie J. Zhang and Janelle Heineke (2016). A Life-cycle Perspective of Professionalism in Services. *Journal of Operations Management* 42-43, 25-38.

Hsu, Liwu and Benjamin Lawrence (2016). The Role of Social Media and Brand Equity During a Product Recall Crisis: A Shareholder Value Perspective. *International Journal of Research in Marketing* 33:1, 59–77.

Susskind, Alex, Mark A. Bonn, Benjamin Lawrence and H. Leslie Furr (2016). A Review of Regional Contrasts in Consumers' Attitudes and Behavior Following the BP Oil Spill, *Cornell Hospitality Quarterly* 57, 66-81.

Jie J. Zhang, Benjamin Lawrence and Chris K. Anderson (2015). An Agency Perspective on Service Triads: Linking Operational and Financial Performance. *Journal of Operations Management* 35, 56-66.

Lawrence, Benjamin and Rozenn Perrigot (2015). Organizational Form and Customer Satisfaction in Franchise Chains. *Journal of Small Business Management* S1, 58-74.

Anderson, Chris K. and Benjamin Lawrence (2014). The Influence of Online Reputation and Product Heterogeneity on Service Firm Financial Performance. *Service Science* 6:4, 217-228.

- *Winner of Service Science best article of 2014.*

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Lawrence, Benjamin, Susan Fournier and Frederic Brunel (2013). When Companies Don't Make the Ad: A Multi-Method Inquiry into the Differential Effectiveness of Consumer-Generated Advertising. *Journal of Advertising*, 42:4, 292-307.

- *Measures developed for this article in Volume 8 of the Marketing Scales Handbook.*

Lawrence, Benjamin and Patrick J. Kaufmann (2011). Identity in Franchise Systems: The Role of Franchisee Associations. *Journal of Retailing*, 87:3, 285–305.

Lawrence, Benjamin and Patrick J. Kaufmann (2010). Franchisee Associations: Strategic Focus or Response to Franchisor Opportunism? *Journal of Marketing Channels*, 17:2,137-155.

### Book Chapters and Reports

Zhang, Jie and Benjamin Lawrence. (2019) How Can We Reinvent Business Education? Applying the Professional Service Life-Cycle Perspective to AI-Enabled Learning in Management and Business Education in the time of Artificial Intelligence, A. Stachowicz-Stanusch, W. Amannby (eds.), Information Age Publishing, Charlotte, NC, USA.

Lawrence, Benjamin, Cyril Pietrafesa and Patrick J. Kaufmann. Exploring the Growth of Multi Unit Franchising – A Practitioner Perspective, in *Handbook of Research on Franchising*, F. Hoy, R. Perrigot, A. Terry (eds), Edward Elgar Publishing.

Susskind, Alex, Mark A. Bonn, Benjamin Lawrence (2015). How the Deepwater Horizon Oil Spill Damaged the Environment, the Travel Industry, and Corporate Reputations, Center for Hospitality Report.

Lawrence, Benjamin and Patrick Kaufmann (2015). Identity Tensions in Business Based Brand Relationships, in Better Brands, Better Relationships, S. Fournier, M. Breazeale, and J. Avery (eds.), London: Routledge/Taylor & Francis Group.

Lawrence, Benjamin and Peng Liu (2014). Insights on Hospitality, Retailing, and Commercial Real Estate: 2014 Cornell Retail Real Estate Roundtable Proceedings, Center for Hospitality Report.

Lawrence, Benjamin (2013). Proceedings: Emerging Trends in Restaurant Ownership and Management Roundtable, Center for Hospitality Report.

Batra, Rishtee, Benjamin Lawrence, Susan Fournier and Russ Winer (2008). Engaging Communities for the Company and the Brand, Conference Summary Marketing Science Institute Report, 8-301.

Lawrence, Benjamin and C.B. Bhattacharya (2008). Stakeholder Marketing: Beyond the Four Ps and the Customer, Conference Summary Marketing Science Institute Report, 200.

#### Forthcoming

Grunhagen, Marko, Rajiv Dant and Benjamin Lawrence. An Empirical Assessment of the Consumer Agency Framework: Evidence from India and China. Journal of Marketing Channels.

#### Under Review

Supersize Me? Franchisee size and voluntary compliance with corporate brand building initiatives (Co-author: Brett Massimino) – Major revision at Journal of Operations Management

Doing Good While Behaving Badly: Checkout Charity Process Mechanisms (Co-authors: Michael Giebelhausen and Helen Chun) – Major Revision at Journal of Business Ethics

Cooperative and Localized Investments in Hotel Franchising: Moderating Effects of Franchisee Dependence (Co-authors: Jie J. Zhang and Liwu Hsu) – Under review at Production and Operations Management

Decay and Renewal of Corporate Routines: A Longitudinal Assessment of Franchisee Compliance (Co-author Brett Massimino) – Being revised for submission to Production and Operations Management

#### Ongoing Projects

Franchising in healthcare (with Jie Zhang and Sarah Zheng)

Brand portfolio strategy and firm value (with Liwu Hsu)

Corporate governance in franchising (with Martin Ludvigsson)

## REFEREED CONFERENCE PROCEEDINGS

Lawrence, Benjamin and Brett Massimino (2018). "Decay and Renewal of Corporate Routines: A Longitudinal Assessment of Franchisee Compliance", in *Proceedings of the 32nd International Society of Franchising Conference*, (Quito, Ecuador).

Lawrence, Benjamin and Brett Massimino (2017). "The Effect of Governance Structure, Location, Competition and Agglomeration on Outlet Compliance with Corporate Brand Building Initiatives", in *Proceedings of the 31st International Society of Franchising Conference*, (Atlanta, Georgia).

Lawrence, Benjamin, Liwu Hsu and Jie J. Zhang (2016). "The Impact of Marketing Expenditures on Outlet Performance in Franchised Channels", in *Proceedings of the 30th International Society of Franchising Conference*, (Groningen, Netherlands).

Grunhagen, Marko, Rajiv Dant and Benjamin Lawrence (2016). "An Empirical Assessment of the Consumer Agency Framework: Evidence from India and China", in *Proceedings of the 30th International Society of Franchising Conference*, (Groningen, Netherlands).

Enz, Cathy, Linda Canina and Benjamin Lawrence (2015). "The Role of Service Complexity and Operating Structure in the Performance of New Service Enterprises" in *Proceedings of the 29th International Society of Franchising Conference*, (Oviedo, Spain).

Lawrence, Benjamin, Jie J. Zhang, Chris K. Anderson (2014). "Linking Price and Performance with Satisfaction in Franchised Outlets", in *Proceedings of the 28th International Society of Franchising Conference*, (New Orleans, LA).

Lawrence, Benjamin and Patrick J. Kaufmann (2012). "Identification in Franchise Organizations", in *Proceedings of the International Society of Franchising*, (Ft. Lauderdale, FL: International Society of Franchising).

Brunel, Frederic, Benjamin Lawrence and Susan Fournier (2010). "Towards A Contingency Theory of Consumers' Engagement with CGAs," in *Advances in Consumer Research*, Vol. 37, eds. Margaret C. Campbell, Jeff Inman, and Rik Pieters, Duluth, MN: Association for Consumer Research.

Batra, Rishtee, Sucharita Chandran and Benjamin Lawrence (2010). "Is What You See What You Get? Consumer Responses to Product Packaging Transparency," in *Advances in Consumer Research*, Vol. 37, eds. Margaret C. Campbell, Jeff Inman, and Rik Pieters, Duluth, MN: Association for Consumer Research.

Lawrence, Benjamin and Patrick J. Kaufmann (2009). "Independent Franchisee Associations: Antecedents to Social Identification", in *Proceedings of the International Society of Franchising*, (Ft. Lauderdale, FL: International Society of Franchising).

Batra, Rishtee, Benjamin Lawrence and Sucharita Chandran (2008). "Is Seeing Believing: Consumer Responses to Opacity of Product Packaging," in *Advances in Consumer Research*, Vol. 36, eds. Ann L. McGill and Sharon Shavitt, Duluth, MN: Association for Consumer Research.

Fournier, Susan, Benjamin Lawrence and Frederic Brunel (2008). "Exploring the Benefits of Consumer Co-Creation in Advertising," in *Academy of Marketing Science Annual Conference Proceedings*, Vancouver, BC Canada.

Fournier, Susan, Frederic Brunel, Benjamin Lawrence, Courtney Guzman and Eliza Papavasileiou (2008). "Consuming the Consumer-Generated Ad," in *Advances in Consumer Research*, Vol. 35, eds. Angela Y. Lee and Dilip Soman, Duluth, MN: Association for Consumer Research.

### **CONFERENCE PRESENTATIONS**

International Society of Franchising, Annual Conference, Quito, Ecuador (2018). "Decay and Renewal of Corporate Routines: A Longitudinal Assessment of Franchisee Compliance," (with Brett Massimino).

INFORMS Annual Meeting (2017). Houston, TX. "The Effect Of Franchise Size And Geographic Location On Compliance With Corporate Brand-building Initiatives" (with Brett Massimino).

International Society of Franchising, Annual Conference, Atlanta, GA (2017). "The Effect of Governance Structure, Location, Competition and Agglomeration on Outlet Compliance with Corporate Brand Building Initiatives," (with Brett Massimino).

Decision Sciences Institute 48<sup>th</sup> Annual Meeting, Washington DC (2017). Super Size Me? The Effect Of Franchise Size And Geographic Location On Compliance With Corporate Brand-building Initiatives " (with Brett Massimino)

INFORMS, Annual Conference, Nashville, Tennessee (2016). "The Impact Of Marketing Expenditures on Outlet Performance In Franchised Channels," (with Jie Zhang and Liwu Hsu).

International Society of Franchising, Annual Conference, Groningen, Netherlands (2016). "The Impact of Marketing Expenditures on Outlet Performance in Franchised Channels," (with Jie Zhang and Liwu Hsu).

International Society of Franchising, Annual Conference, Groningen, Netherlands (2016). "An Empirical Assessment of the Consumer Agency Framework: Evidence from India and China," (with Marko Grunhagen and Rajiv Dant).

American Association of Wine Economics, Annual Conference, Bordeaux, France (2016). "Exploring the Influence of Numbers and Shapes on Wine Labels".

International Society of Franchising, Annual Conference, Oviedo, Spain (2015). "The Role of Service Complexity and Operating Structure in the Performance of New Service Enterprises," (with Cathy Enz and Linda Canina).

Cornell Hospitality Research Summit, Biennial Conference, Ithaca, NY (2014).  
"TechnologyBased Innovations in Restaurants: Contrasting Customer Preferences & Operator Strategies," (with Michael White and Rohit Verma).

International Society of Franchising, Annual Conference, New Orleans, LA (2014). "Linking Price and Performance with Satisfaction in Franchised Outlets," (with Jie Zhang and Chris Anderson).

Decision Sciences Institute, Annual Conference, Baltimore, MD (2013), "An Agency Perspective on Service Triads: Linking Price and Performance with Satisfaction," (with Jie Zhang and Chris Anderson).

International Conference on Economics and Management of Networks, Agadir, Morocco (2013).  
"The Influence of Organizational Form and Customer Type on Customer Satisfaction: Insights from TripAdvisor Ratings," (with Rozenn Perrigot).

Consumer Brand Relationships, Annual Conference, Boston, MA (2013). "Building Business Based Brand Relationships," (with Patrick J. Kaufmann).

Production and Operations Management Society, Annual Conference, Denver, CO (2013). "An Empirical Investigation of Collaborative Green Projects in U.S. Hotel Industry," (with Jie Zhang).

Production and Operations Management Society, Annual Conference, Denver, CO (2013).  
"Customer Service and Performance in Service Triads," (with Chris Anderson and Jie Zhang).

Cornell Hospitality Research Summit, Biennial Conference, Ithaca, NY (2012). "Managing Brand Relationships in Franchise Organizations," (with Patrick J. Kaufmann).

Decision Sciences Institute, Annual Conference, San Francisco, CA (2012). "A Tale of Two Kinds of Green Capital," (with Jie Zhang).

11th International Marketing Trends Conference, Venice, Italy (2012). "Consuming the Consumer-Generated Ad," (with Susan Fournier and Frederic Brunel).

International Society of Franchising, Annual Conference, Fort Lauderdale, FL (2012).  
"Identification in Franchise Organizations," (with Patrick J. Kaufmann).

Institute for the Study of Business Markets, Biennial Conference, Boston, MA (2010). "Identity in Franchise Systems: The Role of Franchisee Associations," (with Patrick J. Kaufmann).

Association for Consumer Research, Annual Conference, Pittsburgh, PA (2009). "Towards A Contingency Theory of Consumers' Engagement with CGAs," (with Susan Fournier and Frederic Brunel).

Association for Consumer Research, Annual Conference, Pittsburgh, PA (2009). "Is Seeing Believing: Consumer Responses to Opacity of Product Packaging," (with Rishtee Batra and Sucharita Chandran).

International Society of Franchising, Annual Conference, San Diego, CA (2009). "Independent Franchisee Associations: Antecedents to Social Identification," (with Patrick J. Kaufmann).

Academy of Marketing Science, Annual Conference, Vancouver, BC Canada (2008). "Exploring the Benefits of Consumer Co-Creation in Advertising," (with Susan Fournier and Frederic Brunel).

Association for Consumer Research, Annual Conference, Memphis, TN (2007). "Consuming the Consumer-Generated Ad," (with Susan Fournier and Frederic Brunel).

### **PRACTITIONER PRESENTATIONS**

Multi-Unit Franchising Conference, 2012, Panelist - Franchisee Associations, Las Vegas, NV.

Hotel Ezra Cornell, 2013, "Emerging Trends in Wine Research," Ithaca, NY.

Pennsylvania Restaurant and Lodging Association Annual Conference, 2014, Panelist- Social Media, Lancaster, PA.

B.E.V. NY, 2014, "Wine Labels and Consumer Behavior," Waterloo, NY.

CHS European Conference, 2014, "Building Brand Relationships: Connecting Customers to Your Wine," Verona, Italy.

CHS NY Chapter Annual Meeting, 2014 Moderator – Restaurant Entrepreneurship, NY, New York.

### **ACADEMIC SERVICE**

Vice President Programs: POM College of Service Operations, June 2018-Present  
Vice President and Treasurer, The International Society of Franchising, 2018-Present  
Track Co-Chair, Academy of Marketing Science 2014, Creating and Co-Creating Customer Value, Indianapolis, IN (May 2014)

Vice President Communications, American Marketing Association DocSIG 2006-2011  
President, Boston University – School of Management Doctoral Association, 2007-2008;

Vice President, Boston University – School of Management Doctoral Association, 2007-2008  
Contested Consumption ASA Mini Conference, *Organizing Committee Member*, 2008

Ad Hoc Reviewer: Journal of Small Business Management, Service Science, Cornell Hospitality Quarterly

### **SERVICE AT CORNELL UNIVERSITY**

Faculty Fellow, Cornell Institute for Healthy Futures, 2015-2017

Megan Trillo ('16), Honor's Thesis Committee Chair

Cyril Pietrafesa ('15), Honor's Thesis Committee Chair

Alexis Sicklick ('15), Honor's Thesis Committee Chair

Rongzhu (Lucy) Yang ('14), Master's Thesis Committee Member

School of Hotel Administration – Dean Search Committee: 2015

Entrepreneurship Bootcamp for Veterans – Faculty: 2013, 2014, 2015  
Nightlife Hospitality Club – Faculty Advisor: 2014, 2015, 2016  
SHA Academic Career Advisor: Fall 2003-present  
SHA Undergraduate Admissions Committee – Member: 2012-2013, 2015-2016  
SHA Undergraduate Interview Team – Member: 2011–2012, 2013-2015  
Statler Hotel Leadership Development Program – Faculty Mentor: 2012

## **GRANTS**

Einaudi Center Seed and Small Grant award (with Mona Anita K. Olsen), “Global Conversations with Entrepreneurs, Course Development,” (\$3,000)

Boston University School of Management Doctoral Research Grants (\$11,662)

## **TEACHING AND RESEARCH POSITIONS**

Georgia State University (Associate Professor)

- Undergraduate Franchising Entrepreneurship, Atlanta, GA  
Spring 2018 (Rating 5/5)  
Fall 2018 (Rating 5/5)
- Graduate Trends in Foodservice Industry, Atlanta, GA  
Fall 2018 (Rating 4.8/5)

Cornell University (Assistant Professor)

- Undergraduate Introduction to Foodservice Operations, Ithaca, NY  
Fall 2017 (Ratings 4.88/5, 4.74/5)  
Spring 2016 (Ratings 4.57/5, 4.78/5)  
Spring 2015 (Ratings 4.91/5, 4.89/5)  
Spring 2014 (Ratings 4.64/5, 4.68/5)  
Spring 2013 (Ratings 4.81/5, 4.79/5)  
Fall 2012 (Ratings 4.73/5, 4.79/5)  
Spring 2012 (Ratings 4.37/5, 4.71/5)
- Case Studies in Multi-Unit Restaurant Management, Ithaca, NY  
Fall 2015 (Rating 5/5)  
Fall 2014 (Rating 4.75/5)  
Spring 2014 (Rating 4.40/5)

Boston University (Lecturer), Undergraduate Consumer Behavior, Boston, MA Fall 2008  
(Ratings 4.93/5, 4.53/5)

Boston University (Lecturer), Fundamentals of Business, Boston, MA Summer 2009/2010

Boston University (TA), International Management Program, Shanghai, 2007

York County Community College (Adjunct Faculty), York, ME, 2004-2006

Southern Maine Community College (Adjunct Faculty), Portland, ME, 2005-2006

Texas Engineering Extension Service (Research Assistant), College Station, TX 2000-2001

## **PROFESSIONAL/INDUSTRY EXPERIENCE**

Abumas International (General Manager), Balikpapan, Indonesia, 2003-2004

Reliant Energy (Associate), Houston, TX, 2001-2003

The Aurora Inn (General Manager), Aurora, NY, 1997-1998