

# JOSEPH SALVACRUZ

Department of Marketing  
School of Business and Management  
The Hong Kong University of Science and  
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## CURRENT POSITION:

**Professor of Business Practice**, Department of Marketing, The Hong Kong University of Science & Technology, Clearwater Bay, Hong Kong, 24 August 2011 to present

### **Undergraduate Teaching:**

Bachelor of Business Administration

- Marketing Management
- Business to Business Marketing
- Consumer Behavior
- Marketing Research
- Competitive Positioning

Global Business Programme

- Final Year Project Advisor

### **Post-graduate Teaching**

- PhD in Marketing
  - Research Topics: Relationship Marketing
  
- Master of Business Administration
  - Marketing Strategy and Policy
  - Channel Management
  - Competitive Positioning
  - Customer Relationship Marketing
  - Business Simulation
  - Field Studies
  - Enhancing Professional Skills
  - Adviser in various Business Plan Competitions
  
- MSc in E-Commerce Management
  - E-Business
  - Customer Relationship Marketing
  
- International Executive MBA (IEMBA)/ Bilingual EMBA
  - Marketing Strategy
  - Business Simulation
  - Interdisciplinary Learning (Uniqlo case)
  
- Master of Science in Industrial Engineering and Enterprise Management
  - Marketing Management and Strategy

## **Executive Teaching**

- Leading for Success Consortium Program
  - Strategy and Marketing
  
- Executive Diploma in Management
  - Strategic Marketing
  - Marketing Strategy and Policy
  
- Open Executive Programmes (including programme development)
  - Competitive Positioning
  - Customer Relationship Management
  - Fly High@HKUST
  - Leading for Success Consortium Program (Strategy and Marketing)
  - Marketing Excellence through Customer-centricity
  
- Corporate Training Programmes (including course/programme development and marketing)
  - Strategic Insights and Customer Experience Program for Lenovo
  - SK Global Management Program (Marketing Simulation)
  - Nokia Customer Strategy
  - Strategic Marketing Programme for Bertelsmann
  - BASF Strategic Pricing for Profit and Growth
  - Bank of China (HK)-HKUST Academy for Management Excellence: Relationship Marketing
  - Bank of China (HK)-HKUST Academy for Management Excellence: New Product Development and Brand Management Program
  - 3M Marketing Leadership Development Program
  - Novartis (Asia) Key Account management Program
  - Thai Caprolactam Public Co. Ltd - Strategic Marketing Program
  - Accor Services - Strategic Approach to Improve Customer Service and Satisfaction
  - Airport Authority Hong Kong - Business Management and Marketing Program
  - Airport Authority Hong Kong - Entrepreneurial and Strategic Thinking Program
  - Hong Kong Housing Society - Strategic Approach for Managing Customer Relationships and Satisfaction
  - Hong Kong News Executives' Association ( HKNEA )
  - Northern China German Automobile Co Ltd/ Lotus Group of Companies
  - Hong Kong SAR Government Officials
  - Beijing Telecom Senior Management Programme
  - China Telecom Chong Qing General Management Programme
  - China Telecom Senior Executives Programme
  - China Mobile Senior Executives Programme
  - Bausch and Lomb Marketing Strategy Training Programme
  - Dupont China Marketing Excellence Programme (Corporate Training for Senior Level Executives in the Asia-Pacific Region)

## **Courses Developed**

- Business to Business Marketing

- Channel Management
- Competitive Positioning
- Marketing and Society

#### **Administrative Task Force/ Committee Membership**

- Member, MBA Leadership Committee, current
- Member, MBA Data Analysis Task Force, current
- Member, Task Force on Assessing the Marketing Effectiveness of the SBM Self-financed Programs, current
- Member, Community Engagement Committee of the SBM, 2016
- Task Force on the Business Ethics Course Development, 2011
- Chairperson, Teaching Faculty Recruitment Committee
- Department Liaison, MBA Programme, July 2010 to present
- Chairperson, Department's MBA and MSc Committee
- Committee Member, Departmental Committee on the MSc in Marketing Committee
- Member, Department's UG Committee
- Department Representative, Working Group for the Four-Year Curriculum
- Department Liaison, Quality Assurance Council (QAC) Audit, 2009-10
- Project Manager, Department of Marketing, Outcome-Based Education, 2008-2010
- Committee Member, Teaching and Learning Quality Process Reviews, January 2003

#### **Research**

Research portfolio includes topics on strategic and international marketing issues, food distribution and agribusiness management, and marketing education. Current work involves cross-country studies on producer decision making and consumer preferences, and evaluation of simulation-based instruction.

**Senior Consultant**, Market Solutions LLC, Maryland, USA, current

Working on projects dealing with marketing and distribution issues. Projects involved an evaluation of the promotion program of the Alaska Seafood Marketing Institute, USA Poultry and Egg Export Council (USAPEEC) in the Southern China region, and Chinese consumer preferences on different ginseng varieties.

#### **AREAS OF SPECIALIZATION:**

Strategic Marketing Management, Food and Agribusiness Marketing, Branding, International Marketing and Business, Applied Economics/ Econometrics,

Expertise in strategic marketing planning and management, commodity market analysis, econometric modelling and testing, price analysis, international competitiveness analysis, project evaluation and monitoring, and management development training.

#### **PROFESSIONAL AWARDS**

- Franklin Prize Awardee for Undergraduate Teaching 2012
- Finalist for the Franklin Prize for Teaching Excellence, HKUST Business School, 2007, 2008, 2009, 2010, 2011
- Consistently cited as one of the professors with high teaching ratings in the School of Business
- HKUST International EMBA Professor of the Year 2005

- Beta Gamma Sigma Honor Society, 2004
- University of the Philippines at Los Baños Outstanding Alumnus Award, October 2001
- University of Auckland Distinguished Teaching Award, 1997
- Gamma Sigma Delta Honor Society of Agriculture Academic Award, 1990
- UPLB College of Development Economics and Management Outstanding Faculty, 1985

**EMPLOYMENT HISTORY:**

**Adjunct Associate Professor**, Department of Marketing, The Hong Kong University of Science & Technology, Clearwater Bay, Hong Kong, 24 August 2005 to 23 August 2011

**Adjunct Assistant Professor**, Department of Marketing, HKUST, Clearwater Bay, Hong Kong, 24 August 2003 to 23 August 2005.

**Visiting Assistant Professor**, Department of Marketing, HKUST, Clearwater Bay, Hong Kong, 24 August 1999 to 23 August 2003.

**Visiting Professor**, China Europe International Business School, Shanghai, China, October 1998 – 2002

**Executive Development Programme**

Branding and New Product Introduction, Marketing Management

**MBA Programme**

- Marketing Management
- Brand Management
- MARKSTRAT Simulation-based Marketing Strategy class
- Business Game

**Advanced Management Programme (Marketing Management module)**

**Corporate Executive Training Programs in Strategic Marketing.**

- European Union Junior Management Training Programme
- Hewlett-Packard (China) Corporate Management Programme
- L’Oreal Marketing Strategy Training Programme
- Pharmacia-Upjohn Marketing Management Module
- Henkel Training Programme in Marketing Strategy

**Visiting Professor**, Lingnan College-Zhongshan University-University of Minnesota, (China Executive MBA), Guangzhou, China, October 2002.

**Visiting Scholar**, Department of Marketing, The Hong Kong University of Science & Technology, Clearwater Bay, Kowloon, Hong Kong, 24 August 1999 to 23 August 2001; 13 August 1997 – 13 August 1998

- Courses taught: Marketing Management, Marketing Strategy and Policy
- Programs covered: Undergraduate Programme, Executive Programmes
- Excellent teaching evaluation

**Senior Lecturer (UK)/Associate Professor (US)**, February 1997 – August 2001, (**Lecturer (UK)/Assistant Professor (US)**, May 1994 - February 1997), Department of Marketing, School of Business and Economics, The University of Auckland, New Zealand

- **Courses taught:** Undergraduate Programme (*Marketing Strategy, Marketing Management, International Business, Marketing Research*), Master of Commerce (*Advanced Marketing: Food Marketing, Branding, Promotion*), Master of International Business (*International Business Environment*), and Executive Programmes (*International Business Management, Pricing*). Excellent teaching evaluation across programmes.
- **1997 Distinguished Teaching Award**, Auckland Business School  
This distinguished honour is the highest award that the University of Auckland can give to its outstanding teaching staff. The selection committee bases its final decision on nominations from students, on clear records of excellent teaching ratings, and on other demonstrated evidence of teaching excellence and innovation. This is a university-wide honour (rather than a departmental honour). The University of Auckland is a major institution with some 30,000 students and 1,400 academic staff.
- **Executive Short Courses:** Strategic Pricing
- Supervised masters theses and served as external reviewer for masters' theses from other departments and institutions
- Undertook research and econometric studies dealing with commodity markets, international trade and marketing issues, pricing, branding, and food distribution.
- Served in several departmental and university committees such as:
  - Library Committee
  - Staff-Student Liaison
  - Committee on Internationalisation
  - Auckland Business School Research Committee
  - Master of International Business Development Committee

**Assistant Dean** for Undergraduate Programmes in Commerce, School of Business and Economics, The University of Auckland, New Zealand, 1995-97; 1998-99.

**Part-time Senior Lecturer**, School of Business, Auckland Institute of Studies, 1995 - 97

- Taught senior-level *International Business* course and *Applied Research*
- Developed and taught a senior-level *International Management* paper.

**Post-doctoral Scholar/ Research Associate**, University of Kentucky / Center for Agricultural Export Development, May 1993 - May 1994

- Conducted market assessment studies for U.S. agricultural exports, and research on technological progress, competitiveness and international agricultural trade patterns.
- Assisted the Director of the Center in the areas of instruction, research and extension.

**Part-time Faculty**, Eastern Kentucky University, Department of Economics, August 1993 - December 1993

Taught Principles of Economics (Microeconomics).

**Tutor**, U of Kentucky Center for Academic and Tutorial Services, 1991 - 1994

Subjects: Microeconomics, Macroeconomics, International Trade, Mathematics, Statistics, Marketing Management, and Marketing Research.

**Graduate Research Assistant**, University of Kentucky/ Center for Agricultural Export Development, August 1989 - April 30, 1993

Conducted research dealing with export market assessment and forecasting; assisted the Center in its various activities which include the provision of assistance to exporters of Kentucky products.

**Instructor**, 1978-82, then **Assistant Professor**, 1983-90, Department of Agribusiness Management, University of the Philippines at Los Banos (UPLB)

- Taught graduate and undergraduate courses in Marketing Management, Principles of Management, Agribusiness Management, Economic Analysis, Managerial Economics, and Farm Management
- Supervised undergraduate and graduate students in conducting their theses research.
- Received the **Outstanding Faculty Award** in 1985
- Conducted action-research type development projects, as well as research programs in agribusiness management, particularly marketing research and project feasibility studies
- Chaired the department's Instruction Committee which developed, monitored and evaluated undergraduate and graduate curricular/course offerings, formulated and implemented departmental policies on admission to the agribusiness program
- Served as a resource person/ lecturer in various training and extension programs

#### **EDUCATION:**

Ph.D., Agricultural Economics/International Trade  
University of Kentucky, 1993

Graduate Credits in Statistics, Econometrics, and International Trade  
North Carolina State University, 1987-89

M.S., Economics (Agricultural Economics/Agribusiness)  
Kansas State University, 1982

B.S., Agribusiness Management  
University of the Philippines at Los Banos, 1978

#### **RELATED PROFESSIONAL EXPERIENCES:**

**Market Analyst/Consultant**, several private business firms in New Zealand, the United States and the Philippines

Activities included serving as an expert witness on arbitration proceedings, market assessment for foreign investments in New Zealand, environmental market (impact) analysis for several business firms, determination of potentials for export market expansion, and alternative business scheme evaluation, amongst others.

External Moderator

- University of Auckland, Department of International Business
- Auckland University of Technology, for its Master of Business and Bachelor in Business Programmes

- Auckland Institute of Studies, for its International Trade and International Business courses

**Project Study Leader**, various UPLB research projects

- Action Research Program in Coconut By-Product Utilization
- Export Marketing Opportunities and Incentives for Small- and Medium-Scale Food Processing and Handicraft Firms
- Marketing Schemes for Foliage Ornamentals Produced by Rural Women
- Action Research for an Integrated Credit Delivery System

**President and Managing Director**, Exprophil Marketing, Inc., Philippines, 1985-1986.

- Administered the operations of an export-import marketing firm
- Developed a comprehensive marketing plan for the company's flagship export

**Agribusiness/Marketing Consultant**

- Mandala Agricultural Development Corporation, 1984-1986
- Agribusiness Associates, Inc., 1983-87
- Rizal National Agricultural School Development Program, 1982

**Coordinator and Case Writer**, UPLB Agribusiness Case Writing Project, 1983-1985.

**Curriculum Specialist**, UPLB-Technology Resource Center- University of Life Cooperative Project in Agribusiness Management, 1982-1985.

**Business Manager**, Journal of Agricultural Economics and Development, 1979-1981.

**PUBLICATIONS:**

Nason, Stephen, Joseph Salvacruz, and J.P. Stevenson, "Competing Against Bling: How Can Un Understated Watch Standout in China," *Harvard Business Review* (forthcoming).

Salvacruz, Joseph C. and Barry W. Bobst, "Lanzones: An Agribusiness Marketing Simulation," *Review of Agricultural Economics* 20:2 (Winter 1998) pp. 631-643.

Salvacruz, Joseph C., Book Review of Schaffner, David J., William R. Schroder, and Mary D. Earle, *Food Marketing: An International Perspective*. Boston: Mc-Graw-Hill, 1998," *European Journal of Marketing* . 32:9/10 (1998).

Salvacruz, Joseph C. "Determinants of Agricultural Export Market Potentials: The Case of the US and New Zealand," *Refereed Proceedings of the 1996 American Marketing Association Summer Educators' Conference*. August 1996.

Salvacruz, Joseph C. "Competitiveness of the US and ASEAN in the International Agricultural Market." *Journal of Food Distribution Research* 27:1(Feb 1996). pp. 81-89.

Salvacruz, Joseph Chu. *Technological Progress, Factor Endowments, and International Agricultural Trade*. (New York: Garland Publishing, Inc.), 1995.

Salvacruz, Joseph C. and Michael R. Reed. "Technological Progress and International Trade: The Case of the ASEAN LDCs." in *Agricultural Competitiveness: Market Forces and Policy Choices*. Edited by George H. Peters and Douglas D. Hedley (Vermont: Dartmouth Press), 1995. pp. 355-63.

Chadee, Doren D., Joseph C. Salvacruz, and Gilberto A. Altura. "Analysis of Fresh Apple Trade in the Philippines." *Refereed Proceedings of the Pan-Pacific Business Conference XII*. May 29-June 1, 1995. pp. 255-257.

Salvacruz, Joseph and Michael Reed. "Induced Technology and Agricultural Trade: The Case of the U.S. and the ASEAN." *Refereed Proceedings of the 1995 American Journal of Agricultural Economics Meeting*. August 1995. pp 32-33.

Salvacruz, Joseph C. and Doren D. Chadee. "Apple Market Liberalisation in the Philippines: Opportunities for New Zealand." *Proceedings of the Eleventh New Zealand International Conference on Asian Studies*. The University of Auckland. 1-4 July 1995.

Salvacruz, Joseph and Michael Reed. "Endogenous Technological Progress and International Agricultural Trade." *Journal of Agricultural and Applied Economics*. Vol. 26, No. 1 (1995), p. 331.

Brodie, R.J. and J.C. Salvacruz. "Product Class and Industry Level Promotion of Food Products: Issues and Challenges for Research." *Proceedings of the New Zealand Marketing Educators Conference*. November 1994. pp. 72-83.

Salvacruz, Joseph C. "Technological Change and Agricultural Trade Patterns." *Journal of Food Distribution Research*. 25:1(February 1994). pp. 34-39.

Reed, M.R. and J.C. Salvacruz. "Market Segmentation: Identifying the High-Growth Export Markets for U.S. Agriculture." *Journal of Food Distribution Research*. 25:1 (February 1994). pp. 26-33.

Salvacruz, J.C. and M.R. Reed. "Identifying The Best Market Prospects for U.S. Agricultural Exports." *Agribusiness: An International Journal*. 9:1(Jan 1993). pp. 29-41.

Salvacruz, J.C., M.R. Reed, and D. Mather. "Market Assessment Models for U.S. Agricultural Exports." *Journal of Food Distribution Research*. 23:1(Feb 1992). pp. 119-125.

Crisostomo, M.F. and J.C. Salvacruz. *Agribusiness Management Case Materials (Vol 1 & 2)*. UPLB Department of Management. 1985.

#### **RESEARCH GRANTS:**

Consumer Perception and Attitudes Towards Genetically-Modified Food Products: A Comparative Study, RGC Direct Allocation Grant, HKUST-OCGA (HK\$34,000), 01 December 2000.

"The Accession of China to the World Trade Organization and Country-of-Origin Effects of Chinese Products on U.S. Consumers," RGC Direct Allocation Grant, HKUST-OCGA (HK\$27,861), April 2000.

"Impact of Hong Kong's Hand-over to China on Hong Kong's International Agricultural Trade and Marketing Strategy," RGC Direct Allocation Grant, HKUST-OCGA (HK\$48,904), 08 December 1997.

"Competitiveness of New Zealand Food Exports in the Asia-Pacific Markets," University of Auckland Research Fund (\$14,000). Awarded 27 April 1995, May 1996, November 1996.



"Identifying the Best Market Prospects for New Zealand Beef and Dairy Exports," University of Auckland School of Commerce Research Fund (\$2,500). Awarded December 1995.

#### **TECHNICAL PAPERS/POSTERS:**

"Technological Progress and Competitiveness in the Food Processing Industry." (Co-authored with Drs. Mike Reed and Peter Karungu). Paper poster at the International Association of Agricultural Economists meeting in Harare, Zimbabwe. August 1994.

"Product Cycle Trade in the Processed Food Industry." (with Dr. Michael Reed). Paper poster at the International Association of Agricultural Economists meeting in Zimbabwe. August 1994.

#### **ACADEMIC AND PROFESSIONAL PRESENTATIONS:**

Conference on Implications of China's Entry into the WTO ("Implications of China's Ascension to the WTO on Chinese State Owned Enterprise (SOE) Managers' Strategic Orientation"). Seattle, Washington, 02-03 December 1999.

American Agricultural Economics Association Annual Meeting. Free Session Organizer ("Relationship Marketing: Towards a Paradigm Shift in Agribusiness Management?"). Toronto, Ontario, Canada, 27-30 July 1997.

INFORMS-Marketing Science Conference, Berkeley, CA., 21-24 March 1997.

Australia-New Zealand Marketing Educators' Conference, Auckland, New Zealand, November 1996.

New Zealand Association of Economists, University of Auckland, New Zealand, September 1996.

American Marketing Association. Chicago, IL Aug 1997; San Diego, CA. Aug 1996.

Food Distribution Research Society Conference. Myrtle Beach, South Carolina. Oct 1995; Fort Mitchell, Kentucky. 20 Oct 1993; Western Michigan University. Oct 1991.

American Agricultural Economics Association Annual Meeting. Indianapolis, IN. 6-9 August 1995.

New Zealand International Conference on Asian Studies. The University of Auckland, New Zealand. 1-4 July 1995.

Pan-Pacific Business Conference XII. Queenstown, New Zealand. May 29-June 1, 1995.

NZ Marketing Educators Conference. Waikato University, New Zealand. Nov 1994.

Invited paper at the International Association of Agricultural Economists meeting in Harare, Zimbabwe. August 1994.

#### **EDITORIAL EXPERIENCE**

- **Guest Editor**, *New Zealand Journal of Business Special Issue on Trade and Investment in Asia*. Vol 18, No. 1, 1996.

▪ **Reviewer/Editorial Board Member**

- *Journal of Food Distribution Research*
- *Agribusiness: An International Journal*
- *International Business Review*
- *Journal of International Food and Agribusiness Marketing*
- *New Zealand Journal of Business*

**COMMUNITY AND ACADEMIC SERVICES:**

Faculty member, Foursquare Bible College, Hong Kong, 2004 to 2009.

Faculty Advisor, HKUST MBA team that participated in the USF Business Plan Competition, 2008, and in the University of Oregon's Business Plan Competition, 2009.

Faculty Advisor, Young Entrepreneurs Development Council (YDC) E-Challenge 2002 and 2008 Business Plan Competition for University Students (Hong Kong Champions; Finalists)

Council Member/Elder, The Living Spring Foursquare Gospel Church, 2003- January 2008

Director, Music Ministry, Praise and Worship, and Sunday School Teacher, The Living Spring Foursquare Gospel Church, November 2007 to March 2010.

Chief Editor, *Ripples (the Official Newsletter of the Living Spring Foursquare Gospel Church)*, 2003- 2009.

Council Member/Director and Sunday School Head Teacher, Lifeway Foursquare Gospel Church, 2000-2003

Columnist, "Through the Glass," *Lifeline: The Official Newsletter of the Lifeway Foursquare Gospel Church of Hong Kong*, current

International Institute for Research, Presentor/Resource Person, 1997.

Marist Primary Board of Trustees, Member, 1995-1997.

Philippine Bayanihan Club of New Zealand, Inc., Exec Committee Member, 1994-1997.

Staff-Student Liaison, Department of Marketing, The University of Auckland, 1995-96

Library Liaison, Department of Marketing, The University of Auckland, 1995-96

UPLB Resource Generation and Business Affairs Task Force, Member, 1985-1986.

UPLB Dept of Management's Instruction Committee, Chair, 1979-1980, 1983-1986.

Philippine Council for Agricultural Resources and Research Development (PCARRD) National Commodity Research Team, Member, 1985.

Community Development Committee of Los Baños, Member/Economic Coordinator, 1980.

**AFFILIATIONS:**

Beta Gamma Sigma Honor Society

American Agricultural Economics Association

Food Distribution Research Society

**PERSONAL:**

Date of Birth: 04 September 1957

Nationality: New Zealand

Marital Status: Married (with two children)