

October 13, 2021

# CURRICULUM VITAE

RALF VAN DER LANS

Professor of Marketing, Hong Kong University of Science and Technology

## PERSONAL DETAILS

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Name: Ralf van der Lans  
Work Address: Hong Kong University of Science and Technology  
Marketing Department  
Clear Water Bay, Kowloon, Hong Kong  
Phone (work): +852 2358 7706  
E-mail: [rlans@ust.hk](mailto:rlans@ust.hk)

## POSITIONS

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July 2020 – Professor of Marketing, Hong Kong University of Science and Technology  
August 2010 – June 2020 Associate Professor of Marketing, Hong Kong University of Science and Technology  
May 2009 – July 2010 Associate Professor of Marketing, Rotterdam School of Management, Erasmus University  
September 2005 – April 2009 Assistant Professor of Marketing, Rotterdam School of Management, Erasmus University

## EDUCATION

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2001-2006: PhD in Marketing, Tilburg University (*Cum Laude*)  
Supervisors: Prof. Dr. F.G.M. Pieters (Tilburg University)  
Prof. Dr. M. Wedel (University of Maryland)  
Title Thesis: Brand Search  
1996-2001: M.Sc. Econometrics, Erasmus University Rotterdam, The Netherlands (*Cum Laude*)  
1990-1996: Atheneum, Westland College, Naaldwijk

## BOOK

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Wierenga, Berend and Ralf van der Lans (2017), "Handbook of Marketing Decision Models, Second Edition," New York, Springer

van der Lans, Ralf, Michel Wedel, Rik Pieters (2021), "Online Advertising Suppresses Visual Competition during Planned Purchases," *Journal of Consumer Research*, forthcoming

Chen, Xi, Ralf van der Lans, Michael Trusov (2020), "Efficient Estimation of Network Games of Incomplete Information: Application to Large Online Social Networks," *Management Science*, forthcoming

Gelper, Sarah, Ralf van der Lans, Gerrit van Bruggen (2021), "Competition for Attention in Online Social Networks: Implications for Seeding Strategies," *Management Science*, 67(2), p. 1026-1047.

Wang, Sherry Shi and Ralf van der Lans (2018), "Modeling Gift Choice: The Effect of Uncertainty on Price Sensitivity," *Journal of Marketing Research*, 55(4), p. 524-540.

van der Lans, Ralf (2018), "A Simultaneous Model of Multiple-Discrete Choices of Variety and Quantity" *International Journal of Research in Marketing*, 35(2), p. 242-257.

Chen, Xi, Ralf van der Lans, Tuan Q. Phan (2017) "Uncovering the Importance of Relationship Characteristics in Social Networks: Implications for Seeding Strategies," *Journal of Marketing Research*, 54(2), p. 187-201.

van der Lans, Ralf, Yvonne van Everdingen, Valentyna Melnyk (2016), "What to Stress, to Whom and Where? A Cross-Country Investigation of the Effects of Perceived Brand Benefits on Buying Intentions," *International Journal of Research in Marketing*, 33(4), p. 924-943.

van der Lans, Ralf, Bram van den Bergh, Evelien Dieleman (2014), "Partner Selection in Brand Alliances: An Empirical Investigation of the Drivers of Brand Fit," *Marketing Science*, 33 (4), p. 551-566.

Romero, Jaime, Ralf van der Lans, Berend Wierenga (2013), "A Partially-Hidden Markov Model of Customer Dynamics for CLV Measurement," *Journal of Interactive Marketing*, 27 (3), p. 185-208.

van der Lans, Ralf (2011), "Bayesian Estimation of the Multinomial Logit Model: A Comment on Holmes and Held, 'Bayesian Auxiliary Variable Models for Binary and Multinomial Regression'", *Bayesian Analysis*, 6(2), p. 353-356.

van der Lans, Ralf, Michel Wedel, Rik Pieters (2011), "Defining Eye-Fixation Sequences Across Individuals and Tasks: The Binocular-Individual Threshold (BIT) Algorithm", *Behavior Research Methods*, 43 (1), p. 239-257.

van der Lans, Ralf, Gerrit van Bruggen, Jehoshua Eliashberg, Berend Wierenga (2010), "A Viral Branching Model for Predicting the Spread of Electronic Word-of-Mouth," *Marketing Science*, 29 (2), p. 348-365.

van der Lans, Ralf, Joseph A. Cote, Catherine A. Cole, Siew Meng Leong, Ale Smidts, Pamela W. Henderson, Christian Bluemelhuber, Paul A. Bottomley, John R. Doyle, Alexander Federikhin, M. Janakiraman, B. Ramaseshan, Bernd H. Schmitt (2009), "Cross-

National Logo Evaluation Analysis: An Individual Level Approach,” *Marketing Science*, 28 (5), p. 968-985.

van der Lans, Ralf, Rik Pieters, Michel Wedel (2008), “Competitive Brand Salience,” *Marketing Science*, 27 (5), p. 922-931.

van der Lans, Ralf, Rik Pieters, Michel Wedel (2008), “Eye Movement Analysis of Search Effectiveness,” *Journal of the American Statistical Association*, 103 (482), p. 452-461.

## BOOK CHAPTERS

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Wedel, Michel, Rik Pieters and Ralf van der Lans (2019), “Eye Tracking Methodology for Research in Consumer Psychology,” in *Handbook of Research Methods in Consumer Psychology*, eds. Frank R. Kardes, Paul M. Herr, and Norbert Schwartz, Routledge, New York, p. 276-292.

Wierenga, Berend and Ralf van der Lans (2017), “Marketing Decision Models: Progress and Perspectives,” in *Handbook of Marketing Decision Models*, 2<sup>nd</sup> edition, eds. Berend Wierenga and Ralf van der Lans, Springer, New York, p. 1-11.

Chen, Xi, Ralf van der Lans and Michael Trusov (2017), “Integrating Social Networks into Marketing Decision Models,” in *Handbook of Marketing Decision Models*, 2<sup>nd</sup> edition, eds. Berend Wierenga and Ralf van der Lans, Springer, New York, 505-529.

van der Lans, Ralf and Michel Wedel (2017), “Eye Movements during Search and Choice,” in *Handbook of Marketing Decision Models*, 2<sup>nd</sup> edition, eds. Berend Wierenga and Ralf van der Lans, Springer, New York, p. 331-359.

van der Lans, Ralf and Gerrit van Bruggen (2010), “Viral Marketing: What is it and What are the Components of Viral Success?,” in *The Connected Customer*, eds. Stefan Wuyts, Marnik G. Dekimpe, Els Gijsbrechts, and Rik Pieters, Routledge, New York, p. 257-282.

## OTHER PUBLICATIONS

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van der Lans (2018), “Eye-Tracking Technology and Marketing,” *Biz@HKUST*, p. 14-15.

van Bruggen, Gerrit and Ralf van der Lans (2014), “Virale Marketing: Hoe Campagnes zich Online Verspreiden,” *Jaarboek MOA/Ontwikkelingen in het Marktonderzoek*, p. 9-24.

van der Lans, Ralf, Gerrit van Bruggen, Jehoshua Eliashberg, Berend Wierenga (2012), “Seeding a Message to Harvest Reach: Predicting and Optimizing the Spread of Electronic Word-of-Mouth,” *GfK Marketing Intelligence Review*, 4(1), p. 32-41.

van der Lans, Ralf, Gerrit van Bruggen, Jehoshua Eliashberg, Berend Wierenga (2010), “Viral marketing can be a safe bet,” *RSM Insight*, 3, p. 12-14

van der Lans, Ralf (2007), “Eye-tracking trekt de aandacht,” *Markeur*, March, p. 28-29.

van der Lans, Ralf (2007), “Gevecht om aandacht op het schap: Meten van merkopvallendheid,” *Jaarboek MOA/Ontwikkelingen in het Marktonderzoek*, p. 53-69.

van der Lans, Ralf (2001), "Het opvoerproces van post: een transportprobleem met een aanvoereis," *Medium Econometrische Toepassingen*, 9(4)

## AWARDS

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### *Research Awards:*

2020 MSI Scholar

ERIM Award for Outstanding Performance by a Young Researcher 2007

SAP-PIM Marketing Science Prize 2007: Best dissertation in marketing defended at a Dutch university in 2006, chosen by practitioners and academics.

MOA Award 2014 for research on Viral Marketing

### *Teaching Awards:*

Winner Franklin Prize 2019 for Undergraduate Courses at HKUST

Winner Franklin Prize 2013 for MBA Non-Required Courses and MSc teaching at HKUST

Runner up Franklin's best teacher award 2011 and 2012

Supervisor of Evelien Dieleman, Winner of Erasmus Marketing Thesis Award 2010 and Dutch Marketing Thesis Award 2010.

Supervisor of Anne Dorrestein, Winner of Erasmus Marketing Thesis Award 2008.

### *Service Awards:*

2019 Outstanding Reviewer Award, *Journal of Marketing*

## CONFERENCE PRESENTATIONS

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"Marketing Mix Effectiveness during a Product-Harm Crisis: The Role of Retailers in the 2008 China Infant Milk Scandal," Marketing Science Conference, Rochester University, Online, 2021 (Presented by Huidi Lu)

"Confirmation Bias in Quality Learning from Product Reviews," Marketing Science Conference, Rochester University, Online, 2021 (Presented by Sherry Shi Wang)

"How Attention Reveals Why Consumers Choose What When," *Marketing Science Conference*, Duke, Fuqua School of Business, Online, 2020 (Presented by Ana Martinovici)

"Customer Acquisition via Daily Deal Promotions and a Comparison with Alternative Acquisition Methods," *Marketing Science Conference*, Rome, 2019 (Presented by Jie Zhang)

"Utility Accumulation During Brand Choice," *Marketing Science Conference*, USC, Los Angeles, 2017 (Presented by Ana Martinovici)

“A Simultaneous Model of Multiple- discrete Choice of Variety and Quantity,” *Marketing Science Conference*, USC, Los Angeles, 2017

“Modeling Moment-to-Moment Utility Accumulation and Brand Choice on Comparison Websites using Eye Tracking,” *Marketing Dynamics Conference*, Hamburg, 2016 (Presented by Ana Martinovici)

“Modeling Gift Choice: The Effect of Uncertainty on Price Sensitivity,” *Marketing Dynamics Conference*, Hamburg, 2016 (Presented by Sherry Shi Wang)

“Modeling Gift Choice: The Effect of Uncertainty on Price Sensitivity,” *Marketing Science Conference*, Fudan University, Shanghai, 2016 (Presented by Sherry Shi Wang)

“Customer Base Analysis with Social Interaction: A Structural Model,” *Marketing Dynamics Conference*, Beijing, 2015

“Brand Search Benefits of Online Advertising: An Eye-Tracking Experiment,” *Marketing Dynamics Conference*, Las Vegas, 2014

“Variety, Quantity and Choice: The Additive Multivariate Ordinal Probit Model,” *Marketing Science Conference*, Özyeğin University Istanbul, 2013

“Viral Marketing via Online Social Networks: Competing for Your Friends' Attention,” *Marketing Science Conference*, Özyeğin University Istanbul, 2013 (Presented by Sarah Gelper)

“Customer Base Analysis in Social Networks: A Structural Model,” *Marketing Science Conference*, Özyeğin University Istanbul, 2013 (Presented by Xi Chen)

“Effectiveness of Different Brand Positioning Strategies Across the World,” *Marketing Science Conference*, Özyeğin University Istanbul, 2013 (Presented by Valentyna Melnyk)

“The times they are a-changin’ : The increasing role of concerts in the music industry,” *Marketing Dynamics Conference*, Tilburg University, 2012 (Presented by Dominik Papies)

“Diffusion on Social Networks: A Multi-Relational Approach,” *Marketing Science Conference*, Boston, 2012 (Presented by Xi Chen)

“Partner Selection in Brand Alliances,” *Marketing Science Conference*, Rice University Houston, 2011

“Short-term advertising effects,” *Marketing Science Conference*, University of Cologne, 2010

“A Viral Branching Model for Predicting the Spread of Electronic Word-of-Mouth,” *Marketing Science Conference*, University of British Columbia, 2008

“Predicting the Spread of Electronic Word-of-Mouth in Viral Marketing Campaigns,” *Marketing Dynamics Conference*, University of Groningen, 2007

“Managing Brand Salience,” *Marketing Science Conference*, Singapore Management University, 2007

“Incidental Brand Learning in front of the Shelf,” *Marketing Science Conference*, University of Pittsburgh, 2006

“Control of Consumer Attention: Stimulus and Memory Effects in Brand Search,” *Marketing Science Conference*, Emory University Atlanta, 2005

“Control of Consumer Attention: Stimulus and Memory Effects on Brand Search,” *ICI Conference on Visual Marketing*, University of Michigan, 2005

“A Dynamic Spatial Model for Target Search: Covert Task Switching over Time and Space,” *Marketing Science Conference*, Erasmus University Rotterdam, 2004

“In Search of the Brand,” *Marketing Science Conference*, University of Maryland, 2003

“Collection of Mail: A Transportation Problem with a Supply Restriction,” *Euro Conference on Operations Research*, Erasmus University Rotterdam, 2001

#### INVITED ACADEMIC PRESENTATIONS

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*The Welfare Gains and Losses of Gift Giving: Learning about Underexplored Alternatives*  
China Marketing International Conference (2021, keynote speech)

*Marketing Mix Effectiveness during a Product-Harm Crisis: The Role of Retailers in the 2008 China Infant Milk Scandal*  
Singapore Management University (2021)

*Discounting the Competition: Online Advertising Effects on Searching in Choice Mode*  
University of Geneva (2019)

*Competition for Attention in Online Social Networks: Implications for Seeding Strategies*  
19<sup>th</sup> Annual Tilburg X-Mas Research Camp (2018), Asia School of Business (2019),  
Amsterdam Business School (2019)

*What to Stress, to Whom and Where?*  
Reputation Symposium, University of Oxford (2016)

*Modeling Gift Choice: The Effect of Uncertainty on Price Sensitivity*  
Tilburg University (2016), VU University Amsterdam (2016)

*Scaling Social Influence Games to Massive Networks: Implications for Customer Base Analysis*  
Marketing in Israel, Hebrew University (2015)

*Managing New Media Advertising Campaigns: The Case of Viral Marketing:*  
EMG Conference, Singapore (2015, keynote speech)

*Brand Search Benefits of Online Advertising: An Eye-Tracking Experiment*

Nanjing University (2014)

*Customer Base Analysis with Social Interaction:*

University of Groningen (2013), Fudan University (2014)

*Partner Selection in Brand Alliances: Similarity versus Complementarity:*

University of Waikato (2010)

*Predicting the Spread of Electronic Word-of-Mouth in Viral Marketing Campaigns:*

Hong Kong University of Science and Technology (2009), HEC Paris (2009), London Business School (2009), Catholic University Leuven (2008), University of Maryland (2008).

*Competitive Brand Salience:*

VU University Amsterdam (2007), University of Wageningen (2007)

*Eye-Movement Analysis of Search Efficiency:*

Erasmus University, Econometric Institute (2006), Catholic University Leuven (2004), RSM Erasmus University Rotterdam (2004), University of Groningen (2004), University of Maastricht (2004)

#### INVITED PROFESSIONAL PRESENTATIONS

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DBA Info Session & Research Talk (2021): *Marketing Through Online Social Networks.*

BizInsights@HKUST Lunch Presentation Series (Online Webinar through Zoom, 2020):

*Pricing Strategies for Gift Giving.*

HKUST Business School Executive Education Webinar Series (2017): *Social Networks and Viral Marketing*

Technology and Business Innovation Forum, organized by Jebsen and HKUST (Hong Kong, 2014): *Eye-tracking in Marketing*

4<sup>th</sup> EdukCircle International Convention on Marketing and Advertising, Manila Philippines (2014): *Managing New Media Advertising Campaigns: The Case of Viral Marketing:*

The HKUST Business Insights Presentation Series (Hong Kong, 2011): *Managing New Media Advertising Campaigns: The Case of Viral Marketing.*

NIMA (Netherlands, 2009): *The Connected Customer.* TMC (Top Marketing Companies) Science Session

Energize (Netherlands, 2007): *Predicting the Spread of Electronic Word-of-Mouth in Viral Marketing Campaigns.* Network 2.0 meeting.

Smurfit Kappa (Netherlands, 2007): *Attracting Attention at the Point of Purchase: How do packages compete for attention?*

#### TEACHING EXPERIENCE

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*Undergraduate*

- 2020 GBUS Capstone Project: Paul Lafayette (UG Program, HKUST)
- 2020 Business Preview Sample Class: Marketing Strategies for the Gift Industry
- 2019 GBUS Capstone Project: L'Oréal (UG Program, HKUST)
- 2018 Independent Study Project: "Pricing Strategy" (UG Program, HKUST)
- 2018 – Pricing Strategy (UG Program, HKUST)
- 2017 GSK Corporate Project, Multichannel Marketing (UG Program, HKUST)
- 2016 – 2017 P&G Group Corporate Project, Effectiveness of POS (UG Program, HKUST)
- 2016 – 2017 Business Preview Sample Class: Eye Tracking in Marketing
- 2015 – 2016 LKF Group Corporate Project, Market segmentation (UG Program, HKUST)
- 2015 GSK Corporate Project, Multichannel Marketing (UG Program, HKUST)
- 2015 – 2018 HKUST Business YoungStars – Marketing Seminar
- 2014 TVB Corporate Project (UG Program, HKUST)
- 2014 Ralph Lauren Corporate Project (UG Program, HKUST)
- 2013 Independent Study Project: "Designing Restaurant Menus" (UG Program, HKUST)
- 2012 HKUST Business Summer Camp – Marketing Seminar
- 2011 School of Business Apple Project: Supervision of a marketing research project for Apple in China executed by UG business students (UG program, HKUST)
- 2010 - 2017 Marketing Research (UG program, HKUST)
- 2004 Academic Skills (supervision of 25 students writing their bachelor thesis)
- 2002 – 2004 Introduction to Marketing (bachelor level, 300 students)

*Postgraduate (PhD, MBA, MSc)*

- 2021 MPhil Thesis Supervision, Jingling Yu (with Bertram Shi)
- 2020 PhD Mentor Jingling Yu
- 2019 – Pricing Strategy (MBA program, HKUST)
- 2019 Marketing Research (Shenzhen MBA program in China, HKUST)



- 2019 PhD Mentor Xindie Huang
- 2018 MPhil Thesis Committee, Suhas Vijayakumar.
- 2017 – 2018 PhD Mentor Huidi Lu
- 2017 PhD Mentor Ziwei Cong
- 2016 PhD Mentor Haosheng Fan
- 2016 PhD Seminar: Bayesian Inference in Marketing (HKUST)
- 2016 PhD Tutorial: Bayesian Inference of Multiple-Discrete Choice Models (Tilburg University, VU University Amsterdam)
- 2015 MPhil Thesis Supervision, Shi (Sherry) Wang.
- 2013 - Market Research for Business Applications (CEMS, MSc program in International Management at HKUST)
- 2012 – 2014 Marketing Research (Shenzhen MBA program in China, HKUST)
- 2012 Eye-tracking Tutorial for faculty, research staff, and PhD students (HKUST)
- 2011 - Marketing Research (MBA program, HKUST)
- 2010 Guest lecture Viral Marketing (RSM Erasmus University)
- 2008 Ph.D. tutorial: Bayesian Inference on Hidden Markov Models (University of Maryland)
- 2006 – 2009 Marketing (Core course Master General Management, 35-65 students)
- 2005 – 2009 Consumer Marketing Research (Core course Master Marketing Management, 170 students)
- 2002 – 2010 Supervision Master students (supervised 40 completed master theses)

*Executive Education*

- 2018 Marketing Research – HKUST - Saudi Aramco MBA Program (Saudi Arabia)
- 2017 Marketing Research – HKUST - Saudi Aramco MBA Program (Saudi Arabia)
- 2016 Finance Leadership Development Program for Lenovo, module: Social Media
- 2012 Executive Teaching for SK Group (South Korea) – 2 modules: Marketing Research; 1 module: Social Media

## GRANTS

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HKUST Innovative Exploratory Grant: “Using Deep Learning and Eye Tracking to Optimize Package Design for the Elderly”, with Bert Shi (Grant IEG20BM01, 2020-2022, 530,220 HKD)

RGC General Research Fund (Hong Kong Government): “Modeling Gift Choices: Towards a Better Understanding of How People Buy Presents for Others” (2016-2018, 207,700 HKD)

RGC General Research Fund (Hong Kong Government): "Consumer Responses to Food Assortments, Menus, and Nutrition Information," with Anirban Mukhopadhyay, (Grant HKUST692413, 2013-15, HK\$390,000) Co-Investigator.

MSI Research Grant: “The times they are a-changin’: The increasing role of concerts in the music industry” with Dominik Papies and Harald van Heerde (2012, Grant#4-1770, 14,000 USD)

RGC General Research Fund (Hong Kong Government): “Visual Design Effects on Consumers’ Eye-Movements during Choice” (2012-2015, 1,285,691 HKD)

Research Equipment Competition (HKUST) for the purchase of an eye-tracker (2011, 386,549 HKD)

Direct Allocation Grant (HKUST): “Partner Selection in Brand Alliances” (2010-2012, 103,300 HKD)

NWO-VENI Grant: “Design Optimization through Eye-Movement Analysis” (2009-2012, 250,000 Euro)

Senter Novem Innovation Grant: Project Viral Marketing (January 2007, 2,500 Euro)

Travel grant Tilburg University to visit University of Michigan (September 2003).

Travel grant Ohio State University to attend ‘Bayesian Applications and Methods in Marketing, Conference and Tutorial’ by prof. Lenk and prof. Allenby, Ohio State University, Columbus (November 2001).

## REVIEWING ACTIVITIES

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Associate Editor	<i>International Journal of Research in Marketing</i> (2021 – present) <i>Journal of Marketing</i> (2020 – present)
Editorial Board	<i>International Journal of Research in Marketing</i> (2009 – 2021) <i>Journal of Marketing</i> (2018 – 2020) <i>Journal of Marketing Research</i> (2018 – present)
Guest AE	<i>Journal of Marketing Research, International Journal of Research in Marketing</i>
Ad Hoc Reviewer	<i>Marketing Science, Journal of Marketing Research, Management</i>

*Science, Journal of the American Statistical Association, International Journal of Research in Marketing, Behavior Research Methods, Journal of Classification, Journal of Interactive Marketing, Journal of Consumer Psychology, Journal of Retailing, International Journal of Advertising, International Marketing Review, EMAC, La Londe Consumer Behavior Conference, AMA, Statistica Neerlandica, Flanders Research Foundation (FWO), Journal of the Royal Statistical Society (Series A)*

Conferences      Journal of Marketing Research Development Workshop – Faculty leader (Hong Kong Polytechnic University, April 2019)  
Associate Editor – AMA Summer Conference 2019 (Chicago)  
14<sup>th</sup> Marketing Dynamics Conference 2017, HKUST (Chair)  
Marketing Dynamics Conference (Program Committee 2016 – present)

## DOCTORAL COMMITTEES

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### *Dissertation Chair:*

Haosheng Fan: Two Essays on the Role of Information on Online Platforms (June 15, 2021, Hong Kong University of Science and Technology, co-supervision with Song Lin) – first placement: Assistant Professor NEOMA Business School

Ana Martinovici: Revealing Attention: How Eye-Movements Predict Brand Choice and Moment of Choice (Dec 17, 2019, Tilburg University, co-supervision with Rik Pieters) – first placement: Assistant Professor Rotterdam School of Management, Erasmus University

Sherry Shi Wang: Two Essays on Gift Giving and Its Welfare Implications (Dec 12, 2018, Hong Kong University of Science and Technology) – first placement: Assistant Professor Ohio State University.

Xi Chen: Two Essays in Social Networking Marketing (May 21, 2013, Hong Kong University of Science and Technology) – first placement: Assistant Professor Rotterdam School of Management, Erasmus University.

### *In Progress:*

Huidi Lu – Hong Kong University of Science and Technology (co-supervision with Kristiaan Helsen)

Jingling Yu – Hong Kong University of Science and Technology (co-supervision with Bertram Shi)

### *Thesis Committees:*

Tan Tianhui (November 2018, National University of Singapore), “Creditworthiness Prediction in Microfinance Using Social Network and Mobile Data”

Wenhua Li (September 2017, Hong Kong Polytechnic University), “Advertising in Emerging Markets”

Ga-Eun (Grace) Oh, (August 2017, Hong Kong University of Science and Technology),  
“Three Essays on Self-Control in Food Consumption”

Zike Cao (June 2016, Hong Kong University of Science and Technology), “Three Essays on  
Economics of Online Communities and Platforms”

Yat Ming Cheung (December 2012, Hong Kong University of Science and Technology),  
“Impacts of Website Design on Online Consumers”

Francesca Sotgiu (June 2010, RSM Erasmus University), “Not All Promotions are Made  
Equal: From the Effects of a Price War to Cross-chain Cannibalization”