

XU (VIVIAN) ZHENG

Department of Marketing
College of Business
City University of Hong Kong

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Kowloon, Hong Kong
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EDUCATION

Doctor of Philosophy in Marketing	2012
Wisconsin School of Business, University of Wisconsin-Madison	
Master of Philosophy in Marketing	2007
College of Business, City University of Hong Kong	
Bachelor of Science in International Economics and Trade	2005
School of Economics, Nankai University	

ACADEMIC POSITIONS

Associate Professor in Marketing, City University of Hong Kong	2020-present
Assistant Professor in Marketing, City University of Hong Kong	2012-2020

RESEARCH INTEREST

Interorganizational relationship governance (e.g., franchising); GIS-informed location choices and their impacts on firms' financial performance and survival; conflict management; institutional environment

JOURNAL PUBLICATIONS

1. Feng, Chao, **Xu (Vivian) Zheng**, Guijun Zhuang, and Ruiqi Li (2020), "Revisiting Exercise of Power Strategies from the Perspective of Information Processing," *Industrial Marketing Management* (91), 41-54.
2. Jeff Jianfeng Wang, Marko Grunhagen, Jenny Li Ji, **Xu (Vivian) Zheng** (2020), "Financial Implications of Conflict Management Strategies in Franchising", *Journal of Retailing*, 96 (4), 548-562.
3. **Zheng, Xu (Vivian)**, David A. Griffith, Ling Ge, and Uri Benoliel (2020), "Effects of Contract Ambiguity in Interorganizational Governance," *Journal of Marketing*, 84 (4), 147-167.
4. **Zheng, Xu (Vivian)**, Jenny Li Ji, and Chenting Su (2020), "Mitigating the Negative Effects of Regional Clustering: The Roles of Governance Mechanisms", *Journal of Retailing*, 96 (3), 433-444.
5. **Zheng, Xu (Vivian)**, Xingyao Ren and Xiaoling Li, and Zhilin Yang (2020), "Enhancing Channel Program Compliance by Modeling Reward Events: Matching Motivation and Ability with Model Selection," *Journal of the Academy of Marketing Science*, 48,

331-349.

6. Shen, Lu, Chenting Su, **Xu (Vivian) Zheng**, and Guijun Zhuang (2020), “Between Contracts and Trust: Disentangling the Safeguarding and Coordination Effects over the Relationship Lifecycle,” *Industrial Marketing Management*, 84, 183-193.
7. Zhang, Chun, **Xu (Vivian) Zheng**, and Julie Juan Li (2019), “Is Collaboration a Better Way to Develop Trust after Opportunism? Distinguishing Firm and Boundary Spanner Opportunism,” *Industrial Marketing Management*, 82, 38-51.
8. Shen, Lu, Chenting Su, **Xu (Vivian) Zheng**, and Guijun Zhuang (2019), “Contract Design Capability as a Trust Enabler in the Pre-Formation Phase of Interfirm Relationships,” *Journal of Business Research*, 95, 103-115.
9. Uri Benoliel and **Xu (Vivian) Zheng** (2018), “Are Disclosures Readable? An Empirical Test”, *Alabama Law Review*, 70, 237 (Featured in *Wall Street Journal* May 1, 2018).
10. Li, Miao, **Xu (Vivian) Zheng**, Guijun Zhuang (2017), “Information Technology-Enabled Interactions, Mutual Monitoring and Interfirm Cooperation: A Network Perspective,” *Journal of Business Research*, 78 (September), 268-276.
11. Grunhagen, Marko, **Xu (Vivian) Zheng**, Jeff Jianfeng Wang (2017), “When the Music Stops Playing: Post-Litigation Relationship Dissolution in Franchising,” *Journal of Retailing*, 93 (2), 138-153. [Lead Article]
12. Shou, Zhigang, **Xu (Vivian) Zheng** and Wenting Zhu (**Equal Authorship**) (2016), “Contract Ineffectiveness in Emerging Markets: An Institutional Theory Perspective,” *Journal of Operations Management*, 46 (September), 38-54.
13. Li, Xiaoling, Xingyao Ren, and **Xu (Vivian) Zheng** (2015), “Management of Competition Among Sellers And Its Performance Implications For Business-To-Business Electronic Platforms,” *Nankai Business Review International*, 6 (2), 199-222.
14. Antia, Kersi D., **Xu (Vivian) Zheng**, and Gary L. Frazier (2013), “Conflict Management and Outcomes in Franchise Relationships: The Role of Regulation,” *Journal of Marketing Research*, 50 (5), 577-589.

WORKING PAPERS

- “Locations and Beyond: Franchise Clustering and Contingent Effects of Governance Mechanisms,” with Yajing Fan and Mrinal Ghosh, under review of *Journal of Marketing*.
- “When Multi-Unit Franchising Backfires: The Contingent Effects of Subgroup Configurations,” with Ji, Jenny Li and Haibin Yang, under review of *Strategic Management Journal*.
- “Learning by Doing: The Antecedents and Consequences of Contract Evolvement in Marketing Channels,” with Flora Gu and David Griffith, data collection and analysis for *Journal of Marketing Research*.
- “The Financial Impact of and Firms’ Marketing Response to International Terrorism,” with Aric P. Rindfleisch, David A. Griffith, and Haibo Pan, data analysis for *Journal of*

International Business Studies.

“Mitigating Opportunism Through Trust Creation: A Match between Behavior Control Modes and Relationship Role Perception”, with Shou, Zhigang, Samuel Su, and Tao Wang, manuscript preparation for *Journal of the Academy of Marketing Science*.

“Diffusion of Franchised Outlet Failure”, with Yajing Fan, data analysis for *Journal of Marketing Research*.

RESEARCH GRANTS

PI: When Mutli-Unit Franchising Backfires: The Contingent Effects of Subgroup Configurations, General Research Grant (GRF), Research Grants Council, Hong Kong (HKD 240,993), 2022-2023, with Li Ji.

PI: Beyond Locations: The Contingent Effects of Governance Mechanisms in Regional Clustering of Franchised Outlets, General Research Grant (GRF), Research Grants Council, Hong Kong (HKD 486,176), 2021-2023, with Yajing Fan.

PI: When It Is Good to Be Vague: The Strategic Use of Contract Ambiguity in Franchise Relationship Management, Strategic Research Grant (SRG), City University of Hong Kong (HKD 100,000), 2018-2020.

PI: Unnatural Relationship Dissolution in Franchising Relationships: A Dual-Agency Perspective, General Research Grant (GRF), Research Grants Council, Hong Kong (HKD 501,250), 2015-2017, with Jeff Jianfeng Wang and Marko Grunhagen.

PI: “Marketing Assets, Marketing Actions, and Firms’ Response Strategies to Exogenous Shocks”, Early Career Scheme (ECS), Research Grants Council, Hong Kong (HKD 321, 696), 2013-2015.

PI: “Marketing Assets, Marketing Actions, and Firms’ Response Strategies to Exogenous Shocks,” Startup Research Fund (HKD 297,000), City University of Hong Kong, 2012-2014.

PI: Wisconsin School of Business Doctoral Students Research Competition Award, University of Wisconsin-Madison (USD 1,500), 2011

REFEREED CONFERENCE PROCEEDINGS

1. Feng, Chao, Yajing Fan, and Xu (Vivian) Zheng, “The Fit Between Social Media Use and Functions of Contracts: A Contingent Perspective,” Academy of Management Annual Meeting (Virtual Conference), August 7-11, 2020.
2. Feng, Chao, Xu (Vivian) Zheng, and Guijuan Zhuang, “Antecedents and Consequences of IT-Enabled Interaction: The Moderating Role of Interpersonal Tie,” China Marketing Association of University Annual Conference, Central South University, Changsha, Hunan, China, July 26-28, 2019. [Best Conference Proceeding]
3. Zheng, Xu (Vivian), Aric P. Rindfleisch, David A. Griffith, and Kersi D. Antia, “The Financial Impact of and Firms’ Marketing Response to International Terrorism”, Winter AMA Conference, Texas, Austin, February 23-25, 2019.
4. Zhang, Chun, Xu (Vivian) Zheng, and Julie Juan Li, “Is Collaboration a Better Way to

- Develop Trust after Opportunism? Distinguishing Firm and Boundary Spanner Opportunism,” Winter AMA Conference, Texas, Austin, February 23-25, 2019.
5. Pan, Haibo and Xu (Vivian) Zheng, “Optimizing the Impact of Franchisor Plural Governance on Franchisee Performance: The Moderating Roles of System Size and Regulatory Environment,” Summer AMA Conference, Boston, August 10-12, 2018.
 6. Ren, Xingyao, Xiaoling Li, Xu (Vivian) Zheng, “Selection and Implementation of Influence Strategies in Channels: A Legitimacy-Based Approach,” Academy of Management Annual Meeting, Atlanta, Georgia, August 4-8, 2017.
 7. Wang, Jeff Jianfeng, Xu (Vivian) Zheng, Marko Grunhagen, “Dispute Resolution and Relationship Dissolution in Franchising,” EMAC Annual Conference, Groningen, The Netherlands, May 23 – 26, 2017.
 8. Zheng, Xu (Vivian), Ling Ge, and Uri Benoliel, “When It Is Good to Be Vague: The Strategic Use of Contract Ambiguity in Franchise Relationship Management,” Winter AMA Conference, Orlando, Florida, February 17 – 19, 2017.
 9. Ji, Li (Jenny), Xu (Vivian) Zheng, and Haibo Pan, “Regional Clustering, Matching Governance Mechanisms, and Performance Implications in Franchising,” Winter AMA Conference, Orlando, Florida, February 17 – 19, 2017.
 10. Ji, Li (Jenny), Xu (Vivian) Zheng, and Haibo Pan, “Regional Clustering, Matching Governance Mechanisms, and Performance Implications in Franchising,” Annual Conference of JMS China Marketing Science, October 21-23 2016, Beijing, China.
 11. Zheng, Xu (Vivian), Ling Ge, and Uri Benoliel, “Minimizing Litigation in Franchising: The Role of Contract Ambiguity,” 38th INFORMS Marketing Science Conference, June 16-18 2016, Shanghai, China.
 12. Ji, Li (Jenny), Xu (Vivian) Zheng, and Jeff Jianfeng Wang, “Grow with Neighbors: Regional Clustering of Franchised Outlets,” 38th INFORMS Marketing Science Conference, June 16-18, 2016, Shanghai, China.
 13. Zheng, Xu (Vivian), Jeff Jianfeng Wang, and Marko Grunhagen, "Unnatural Relationship Termination: A Dual-Agency Perspective," 29th Annual Conference of International Society of Franchise, June 18 - 20 2015, Oviedo, Spain.
 14. Zheng, Xu (Vivian), Chuoyan Dong, and Yulin Fang, “Managing Role Stress between Supply Chain Partners in Uncertain Market Condition,” 2015 Academy of Management Meeting, August 7 -11, 2015, Vancouver, BC, Canada.
 15. Zheng, Xu (Vivian), Kersi D. Antia, and Aric Rindfleisch, “Marketing Assets, Marketing Actions, and Firms’ Response Strategies to Exogenous Shocks”, Winter AMA, Las Vegas, NV, February 15-17, 2013.
 16. Zheng, Xu (Vivian), Kersi D. Antia, and Gary L. Frazier, “Dispute Initiation, Resolution, and Outcomes in Franchise Relationships,” ISBM Academic Conference, Boston, MA, August 11-12, 2010.
 17. Zheng, Xu (Vivian) and Kersi D. Antia, “Disputes in Channel Relationships: Resolution

and Outcomes,” INFORMS Marketing Science Conference, Ann Arbor, MI, June 3-6, 2009.

18. Law, Kwok Kei and Xu Zheng, “Is Innovation a Panacea in Today’s Business World? A Literature Review on Innovation Research”, the 5th Conference of Asia Academy of Management (AAOM), Tokyo, Japan, Dec. 19-21, 2006.

TEACHING PORTFOLIO

City University of Hong Kong

Instructor

- ❖ MKT5643 Global Marketing (Taught Master), 2015 - present
- ❖ MKT4605 International Marketing (Undergraduate), 2012 – present
- ❖ MKT4676 Managing the Chinese Organizations (Undergraduate), 2012-2018

Student Learning and Development Excellence Award, Department of Marketing, City University of Hong Kong, 2012-2013.

Dissertation supervision

- ❖ Co-supervisor (with Chenting Su), Ji, Li, City University of Hong Kong, July 2014 – June 2019
- ❖ Supervisor, Pan, Haibo, City University of Hong Kong, September 2016 – Present
- ❖ Supervisor, Fan, Yajing, City University of Hong Kong, September 2018 – Present
- ❖ Dissertation Committee Member, Bai, Xuan, City University of Hong Kong
- ❖ Dissertation Committee Member, Zhang, Yuanyuan, City University of Hong Kong
- ❖ Dissertation Committee Member, Zhu, Nibing, City University of Hong Kong.

University of Wisconsin-Madison (Ph.D. Program)

Instructor: Marketing Strategy, Summer 2010. Teaching Evaluation: 4.83/5.0

Head Teaching Assistant: Marketing Management, Spring 2011

Teaching Assistant: Marketing Management, 2007-2010, 2012

City University of Hong Kong (M.Phil. Program)

Instructor: China Business, Spring 2006 - 2007, Fall 2007

ACADEMIC HONORS AND AWARDS

- Student Learning and Development Excellence Award, Department of Marketing, City University of Hong Kong, 2012-2013.
- Presenter, Haring Symposium, Bloomington, IN, 2011
- Discussant, Haring Symposium, Bloomington, IN, 2010
- Winner, Wisconsin School of Business Doctoral Students Research Competition Award, University of Wisconsin-Madison, 2010
- Graduate School Scholarship, University of Wisconsin-Madison, 2007- 2011
- Research Tuition Scholarship (for Excellent Academic Performance), City University of Hong Kong, 2006-2007.
- First-Class National Scholarship (for Excellent Academic Performance), Nankai University, 2002, 2003, 2004

ACADEMIC ACTIVITIES & SERVICES

Invited Talks

Chongqing University, June 17, 2019.

Dongbei University of Finance and Economics, October 14, 2018

Shenzhen University, School of Business, May 2, 2018

Keynote Speaker, Doctoral Consortium, China Marketing Association of University Annual Conference, Nankai University, Tianjin, July 22, 2016.

Keynote Speaker, Doctoral Consortium, 12th Journal of Marketing Science Annual Conference, Shanghai, October 23, 2015.

The University of Hong Kong, School of Business, October, 2011.

University of Massachusetts Boston, College of Management, November, 2011.

Binghamton University, School of Management, November, 2011.

University of Nebraska-Lincoln, College of Business Administration, November, 2011.

Reviewer

Journal of Academy of Marketing Science, 2019 - present

Journal of Retailing, 2018 – present

Industrial Marketing Management, 2018-present

Journal of Business Research, 2018-present

Asia Pacific Journal of Management, 2015 – present

Journal of Marketing Channels, 2015-present

Faculty Development Scheme, Research Grant Council, Hong Kong, 2015 - present

UNIVERSITY, COLLEGE, AND DEPARTMENTAL SERVICES

City University of Hong Kong

❖ *University Level*

Member, Research Committee, City University of Hong Kong, 2021-2023

❖ *College Level*

Program Leader, Global Business (Undergraduate), College of Business, City University of Hong Kong, 2020-present

Member, College Validation and Monitoring Committee, College of Business, City University of Hong Kong, 2020-present

Board Member, College of Business, City University of Hong Kong, 2020-present

Internal Mentor, Young Scholar Program, College of Business, City University of Hong Kong, 2012-present

Student Advisor, College of Business, City University of Hong Kong, 2013-2014

❖ *Departmental Level*

Co-Director, Sales and Marketing Consulting Unit, 2021-present

Departmental Staffing Committee, Department of Marketing, City University of Hong Kong, 2020-2021

Departmental Academic Advisor Coordinator, Department of Marketing, City University of Hong Kong, 2020-present

Research Coordinator, Department of Marketing, City University of Hong Kong 2015-present

REFERENCES

Aric Rindfleisch

John M. Jones Professor of Marketing
Executive Director, Illinois Maker Lab
University of Illinois
4026 Business Instructional Facility
Champaign, IL 61820
Phone: 217-265-0438
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Hallie Vanderhider Chair in Business
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Mays Business School
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Kersi D. Antia

George and Mary Turnbull Faculty
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Ivey Business School
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