

Flora Fang GU, PhD

Professor of Marketing
Associate Department Head (Knowledge Transfer)
Director, Asian Centre of Branding & Marketing (ACBM)
Department of Management and Marketing
Faculty of Business, Hong Kong Polytechnic University

Editorial Review Board

Journal of Marketing

Journal of the Academy of Marketing Science

Industrial Marketing Management

Journal of Business Research

Associate Editor, *Australasian Marketing Journal* (A rank in ABDC list)

Email: flora.gu@polyu.edu.hk

Tel: (852) 9126 0512

ACADEMIC QUALIFICATIONS

2006 Ph.D. in Marketing, School of Business, University of Hong Kong

2001 Bachelor in International Business, School of Management, Fudan University

ACADEMIC POSITIONS

07/2023 to present Professor of Marketing, Hong Kong Polytechnic University

07/2012 to 06/2023 Associate Professor of Marketing, Hong Kong Polytechnic University

07/2006 to 06/2012 Assistant Professor of Marketing, Hong Kong Polytechnic University

02/2019 to present Invited Researcher, Sales and Marketing Strategy (SAMS) Institute, Foster School of Business, University of Washington

2004 Visiting Scholar, Department of Marketing, Eli Broad College of Business, Michigan State University

RESEARCH INTERESTS

Marketing strategy, Online influencer marketing, Digital marketing, Inter-organizational relationships

TEACHING INTERESTS

Marketing strategy, Marketing management, Marketing research

PUBLICATIONS

1. Wang, Meng*, **Flora F. Gu**, Danyang Zhao*, and Dongjin He (2025), “Sales representative vs. firm commitment: The moderating role of national distance,” *Industrial Marketing Management*, 127 (May), 119-132, <https://doi.org/10.1016/j.indmarman.2025.04.006>.
2. Fu, Xiaorong, Lifei Bai, and **Flora F. Gu** (2025), “Why Platforms Become Scapegoats: Extending Attribution Theory in Multi-Actor Service Contexts,” *Journal of Service Research*, <https://doi.org/10.1177/10946705251324611>
3. Zhao, Danyang*, Meng Wang*, **Flora F. Gu**, and Guijun Zhuang (2025), “Acquiring Cross-Border Business Customers: The Roles of Relevance and Novelty in Online Communication,” *Industrial Marketing Management*, 126 (April), 1-17, <https://doi.org/10.1016/j.indmarman.2025.01.020>
4. **Gu, Flora F.**, Danny T. Wang, Jeff Jianfeng Wang, and Aric Rindfleisch (2025), “Relationship Ambidexterity in Buyer–Supplier Relations,” *Journal of the Academy of Marketing Science*, January, 1-24, <https://doi.org/10.1007/s11747-024-01071-4>
5. **Gu, Flora F.**, Fine F. Leung, Danny T. Wang, and Yi Tang (2024), “Hubristic and Acquisitive: How Executive Hubris Affects Customer Acquisition and Retention,” *International Journal of Research in Marketing*, 41 (2), 362-382, DOI: [10.1016/j.ijresmar.2023.12.002](https://doi.org/10.1016/j.ijresmar.2023.12.002)
6. Wang, Meng*, Danyang Zhao*, and **Flora F. Gu** (2023), “Forms of Supplier Relationship Exploration and Distributor Performance,” *European Journal of Marketing*, 57 (4): 1161-1185.
7. Leung, Fine F., Jonathan Z. Zhang, **Flora F. Gu**, Yiwei Li, and Robert W. Palmatier (2022), “Does Influencer Marketing Really Pay Off?” *Harvard Business Review*, November, <https://hbr.org/2022/11/does-influencer-marketing-really-pay-off>
8. Leung, Fine F., **Flora F. Gu**, Yiwei Li, Jonathan Z. Zhang, and Robert W. Palmatier (2022), “Influencer Marketing Effectiveness”, *Journal of Marketing*, November, 86 (6), 93-115, <https://doi.org/10.1177/00222429221102889>.
 - Featured by U.S. Chamber of Commerce (<https://www.uschamber.com/co/grow/marketing/bestpractices-for-boosting-roi-with-influencer-marketing>)
 - Featured by China Daily Hong Kong (<https://www.chinadailyhk.com/article/261288#Driving-a-‘human-business’>)
9. Zhao, Danyang*, Angela Yi Gao*, **Flora F. Gu** (2022), “The use of ambiguous language in contract adjustment: An empirical study of its impact on interfirm relationship performance”, *Industrial Marketing Management*, 107 (November), 368-382.

10. Leung, Fine, **Flora F. Gu**, and Robert W. Palmatier (2022), “Online Influencer Marketing”, *Journal of the Academy of Marketing Science*, 50, 226-251, <https://doi.org/10.1007/s11747-021-00829-4>.
 - The paper won **2022 JAMS Sheth Foundation Best Paper Award**. It is a prestigious award in the marketing field, which was chosen by a vote of ERB members after the AEs shortlisted the top 10 papers published in JAMS in 2022.
11. Zhao, Danyang*, **Flora F. Gu**, and Longwei Wang (2022), “The Impact of Contractual Governance on Forms of Opportunism,” *Industrial Marketing Management*, 102 (April), 89-103.
12. Zhao, Danyang*, Longwei Wang, and **Flora F. Gu** (2021), “Reconsidering Network Embeddedness: Effects on Different Forms of Opportunism”, *Journal of Business Research*, 131 (July), 12-24, <https://doi.org/10.1016/j.jbusres.2021.03.029>.
13. Wang, Meng*, Danyang Zhao*, and **Flora F. Gu** (2021), “Distributors’ Market-driving Capability under Supplier Encroachment,” *Industrial Marketing Management*, 94 (April), 52-65, <https://doi.org/10.1016/j.indmarman.2021.02.007>.
14. Zhang, Tracy J.F., Fiona S.Y. Tse, Danny T. Wang, and **Flora F. Gu** (2021), “The Effect of Distributors’ Relationship Exploration under Market Uncertainty”, *Industrial Marketing Management*, 93 (February), 344-355, <https://doi.org/10.1016/j.indmarman.2020.12.005>.
15. Tang, Qingqing*, **Flora F. Gu**, En Xie, and Zhan Wu (2020), “Exploratory and Exploitative OFDI from Emerging Economies: Their Impacts on Firm Performance”, *International Business Review*, 29 (2), <https://doi.org/10.1016/j.ibusrev.2019.101661>.
16. **Gu, Flora F.**, Jeff Wang, Danny T. Wang (2019), “The Role of Sales Representatives in Cross-Cultural Business-to-Business Relationships”, *Industrial Marketing Management*, 78 (April), 227-238.
17. Zhang, Chun, Xuan Bai, and **Flora F. Gu** (2018), “Contract Learning in the Aftermath of Exchange Disruptions: An Empirical Study of Renewing Interfirm Relationships”, *Industrial Marketing Management*, 71 (May): 215-226.
18. Leung, Vincent*, Marco Chi Keung Lau, Zhe Zhang, and **Flora F. Gu** (2015), “Explorative versus Exploitative Alliances: Evidence from the Glass Industry in China,” *Journal of Chinese Economic and Business Studies*, 13 (2), 127-146.
19. Wang, Danny T., **Flora F. Gu**, and Maggie Dong (2013), “Observer Effects of Punishment in a Distribution Network”, *Journal of Marketing Research*, 50 (5): 627–643.
20. Wang, Danny T., **Flora F. Gu**, David K. Tse, and Chi Kin (Bennett) Yim (2013), “When Does FDI Matter? The Roles of Local Institutions and Ethnic Origins of FDI”, *International Business Review*, 22 (2): 450-465.

21. **Gu, Flora F.** and Danny T. Wang (2011), “The Role of Program Fairness in Asymmetrical Channel Relationships,” *Industrial Marketing Management*, 40 (8): 1368–1376.
22. Wang, Danny T., S. X. Zhao, **Flora F. Gu**, and Wendy Y. Chen (2011), “Power or Market? Location Determinants of Multinational Headquarters in China,” *Environment and Planning A*, 43 (10): 2364-2383.
23. **Gu, Flora F.** Namwoon Kim, David K. Tse, and Danny T. Wang (2010), “Managing Distributors’ Changing Motivations over the Course of a Joint Sales Program,” *Journal of Marketing*, 75 (4), 32–47.
24. **Gu, Flora F.** and Kineta Hung (2009), “Materialism among Adolescents in China: A Historical Generation Perspective,” *Journal of Asian Business Studies*, 3 (2), 56-64.
25. Zhang, Chun, Zuohua Hu, and **Flora F. Gu** (2008), “Intra- and Interfirm Coordination of Export Manufacturers: An Exploratory Study of Indigenous Chinese Exporters,” *Journal of International Marketing*, 16 (3), 108-135.
26. **Gu, Flora F.** Kineta Hung, and David K. Tse (2008), "When Does Guanxi Matter? Issues of Capitalization and Its Dark Sides," *Journal of Marketing*, 72 (4), 12-28.
 - The paper received Emerald Management Reviews Citations of Excellence Awards for 2012. It was chosen as one of the top 50 articles with proven impact since its publication date from the top 300 management journals in the world.
27. Hung, Kineta, **Flora F. Gu**, and Chi Kin (Bennett) Yim (2007), “A Social Institutional Approach to Identifying Generation Cohorts in China with a Comparison to American Consumers”, *Journal of International Business Studies*, 38 (5), 836-853.
28. Hung, Kineta, **Flora F. Gu**, and David K. Tse (2005), “Improving Media Decisions in China: A Targetability and Cost-Benefit Analysis,” *Journal of Advertising*, 34 (1), 49-63.
29. Yim, Chi Kin (Bennett), **Flora F. Gu**, Kimmy W. Chan, and David K. Tse. (2003), “Justice-Based Service Recovery Expectations: Measurement and Antecedents,” *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 16, 36-52.

* denotes my PhD students when the project started

DOCTORAL STUDENT SUPERVISION

PHD

Lai Ningfan, Xiong Guoxu, Peiwen Tang (Ongoing), Yue Cao (Joint degree with HIT, ongoing), Angela Gao (Research Assistant Professor, Lingnan University, 2024), Danyang Zhao (Joint degree with Xi’an Jiaotong University, Assistant Professor, Suzhou University, 2023), Meng Wang (Assistant Professor, Shenzhen University, 2022)

DMGT (CHINA) / DBA (HK)

As Chief Supervisor: Tian Jun (2024), Qrainy Yanli Xu (2023), Helen Leung (Ongoing), Austin Sun (2023), Celine Ho (2022), Bernie Wong (2022), Wang Ying (2021), Ben Leung (2021), Peng Qi (2020), Zhang Yinjie (2020), Zhang Li (2020), Li Yan (2019), Mak Moon Kuen (2019), Yang Jianjun (2016), Xu Xiaodong (2014), Vincent Leung (2010), Josephine Fok (2010)

As Co-Supervisor: Annie Chan (2021), Cher Chi Yuen Terence (2020), Fan Dapeng (2019), Mok Hon Yong (2019), Zen Renwei (2019), Ye Jun (2019), Yuan Yu (2018), Wang Yong (2016), Chen Yanmin (2014)

GRANTS

Beauty in Averageness: Influencer Marketing Spend and Content Creativity, PI, General Research Fund, RGC, Jan 2024 – Jun 2026, HK\$ 560,131

Digital Transformation of Hong Kong Enterprises in the Greater Bay Area, Co-I, Hong Kong Polytechnic University, Jul 2021, HK\$1,994,000

Forms of Relationship Exploration and Firm Performance, PI, Hong Kong Polytechnic University, Mar 2021, HK\$50,000

Connecting to Your Partner's Partners? By Passing Strategy in Inhibiting Partner Opportunism, PI, Hong Kong Polytechnic University, Mar 2020, HK\$40,000

Inharmonious Reseller Rewards: The Impact of the Social Comparison of Rewards on Reseller Performance within Marketing Channels, Co-I, General Research Fund, RGC, Jan 2019, HK\$493,161

How to Build Cross-cultural Customer Loyalty in International Sales Relationship, PI, Hong Kong Polytechnic University, Oct 2017, HK\$105,000

Does CEO Overconfidence Matter? Effects of Firms' Customer Acquisition and Retention Strategies, PI, Department of Management and Marketing, Hong Kong Polytechnic University, Jul 2017, HK\$49,000

Contract Learning in Supplier-Buyer Relationships, PI, Department of Management and Marketing, Hong Kong Polytechnic University, Feb 2017, HK\$45,000

Strengthening or Diversifying: Channel Relationship Management Within and Beyond a Dyad, PI, General Research Fund, RGC, Jan 2016, HK\$440,000

AWARDS

2024: Best Reviewer Award, *Journal of the Academy of Marketing Science*

2023: 2022 *Journal of the Academy of Marketing Science* Sheth Foundation Best Paper Award

2022: Faculty Price for Outstanding Researcher, PolyU Faculty of Business

2022: Outstanding Reviewer Award, *Journal of Marketing*

2022: Long Service Award, Hong Kong Polytechnic University

2020: Doctor of Management Best Thesis Award Honorable Mention, Supervisor
2018: Best Reviewer Award, *Journal of the Academy of Marketing Science*
2016: Best Paper Award, 15th World Business Research Conference
2014: Best Paper Proceedings of the 2014 Academy of Management Meeting
2012: Emerald Management Reviews Citations of Excellence Awards, Emerald Group Publishing Ltd.
2005, 2006: Li Po Chun Postgraduate Scholarship, University of Hong Kong
2001- 2006: Postgraduate Studentship, University of Hong Kong
2001: College Graduate Excellence Award of Shanghai, Shanghai Municipal Education Commission

REVIEW SERVICE

ASSOCIATE EDITOR

Australasian Marketing Journal (A rank in ABDC list, July 2021 – present)

EDITORIAL REVIEW BOARD

Journal of Marketing (2018 – 2022) (2025 – present)
Journal of the Academy of Marketing Science (2017 – present)
Industrial Marketing Management (2022 – present)
Journal of Business Research (2022 – present)

AD HOC REVIEWERS

Journal of Marketing Research, *Journal of International Marketing*, *European Journal of Marketing*, *Psychology and Marketing*, *Journal of Business Ethics*

GRANT REVIEWERS

General Research Fund of Hong Kong Research Grant Council (RGC)
Hong Kong PhD Fellowship Scheme (H-panel, HKPFS, 2020/21, 2021/22, 2022/23)
RGC Postdoctoral Fellowship Scheme (H-panel, PDFS, 2020/21, 2021/22, 2022/23)

EXTERNAL REVIEWERS

Academic advisor – Marketing concentration, College of International Education, Hong Kong Baptist University, 2021, 2022, 2023
External assessor – MSc program in marketing, The University of Hong Kong, 2023
Tenure review – Beijing Normal-Hong Kong Baptist University (BNBU) 2025; Lingnan University 2024, 2025; University of Macau, 2015

PhD thesis review – Huang Lan, Hong Kong Baptist University, 2023; Fan Yajing, City University of Hong Kong, 2023; Leon Liu, University of Macau, 2019; Kevin Siu Lung Yu, University of South Australia, 2014

DBA thesis review – Mo Chi, City University of Hong Kong, 2022; Huang Jianhong, Gu Bingfeng, Wenzhong Dong, University of Macau, 2022; Sam Chan, Hong Kong Baptist University, 2020; Chen Ying, City University of Hong Kong, 2016

UNIVERSITY SERVICE

Associate Head (Knowledge Transfer), Department of Management and Marketing, PolyU Faculty of Business (July 2022 – present)

Director, Asian Centre for Branding & Marketing (ACBM) (July 2022 – present)

Chair, Department Service Committee (Aug 2022 – present)

Member, Faculty Staffing Committee, PolyU Faculty of Business (2023 – present)

Member, Faculty Board, PolyU Faculty of Business (2023 – present)

Member, Department Research Committee, PolyU Faculty of Business (2022 – present)

Member, Department Staffing Committee, PolyU Faculty of Business (2020 – 2023)

Member, Departmental Advisory Committee, Aug 2022 – present

Member, Recruitment Committee, Marketing Area, 2007 – present

Member, Student Disciplinary Committee, PolyU, 2019 – present

PolyU Academic Ambassador, September 2022 – September 2024

Speaker, PolyU Research Student Orientation, Sep 2023

Speaker, PolyU PhD Supervision Sharing, Aug 2023

Speaker, PolyU Online Lecture Series (理大云讲堂), April 30, 2022

Associate Head (Research), Department of Management and Marketing, PolyU Faculty of Business (2016 – 2022)

Hong Kong PhD Fellowship Scheme, University's Central Selection Panel (2022)

Presidential PhD Fellowship Scheme in 2021/22, University's Central Selection Panel (2021)

Selection Committee for the 2021/22 Collaborative Research with World-leading Research Groups (2021)

Chair, Department Research Committee, PolyU Faculty of Business (2016 – Jul 2022)

Associate Head (Research), Department of Management Marketing, PolyU Faculty of Business (2016 – 2022)

Member, Faculty Research Committee, PolyU Faculty of Business (2016 – 2022)

Doctor of Management Program Committee, PolyU Faculty of Business (2013 – present)

Doctor of Business Administration Program Committee, PolyU Faculty of Business (2013 – present)

Advisor, Undergraduate Research and Innovation Scheme (URIS), HUNG Man Sze, 2022/23

INVITED TALKS AND CONFERENCE ORGANIZATION

2025: Organizer, AI in Marketing Symposium, *AI and Common Sense: Revitalizing Marketing Strategies*, Asian Centre for Branding & Marketing (ACBM), Hong Kong Polytechnic University, February 26, 2025.

2023: Organizer, *Leveraging Influencer Marketing: Latest Research and Best Practices*, Asian Centre for Branding & Marketing (ACBM), Hong Kong Polytechnic University, December 5, 2023.

2023: Invited talk, Influencer Marketing, Centre for Interdisciplinary Evidence-based Practice and Research, Hong Kong Shue Yan University, Mar 28, Hong Kong.

2023: Invited talk, Influencer Marketing, University of Central Florida, February, Orlando, FL.

2022: Organizer, MM Alumni Conference, *Managing Innovation in the Digital Era*, Nov 4, Hong Kong.

2022: Guest Speaker, Short Video Marketing on Social Media for Brands, Hong Kong Association of Interactive Marketing (AIM), May 24, Facebook Live, Hong Kong.

2021: Invited talk, PhD Camp on Research in B2B Markets, Institute for the Study of Business Markets (ISBM), American Marketing Association, August 14, Online.

2019: Co-organizer, *Journal of Marketing* - Hong Kong Polytechnic University Research Development Workshop, April 3-4, Hong Kong.

2017: Invited talk, China Electronics Distributor Alliance (CEDA), Sep 15, Shenzhen, China.

2017: Session Chair, HEC PARIS Thought Leadership in the Sales Professions Conference, May 30- Jun 1st, Paris, France.

2016: Invited talk, Inauguration of Research Center for Marketing and Distribution, Dongbei University of Finance and Economics, June 3-4, Dalian, China.