Clay M. Voorhees

● Department of Marketing ● Culverhouse College of Business ●
● University of Alabama ●
● cmvoorhees@ua.edu ●

PROFESSIONAL APPOINTMENTS

Professor of Marketing   2018 - Present
Morris Mayer Endowed Chair of Teaching Excellence in Marketing
Department of Marketing
Culverhouse College of Business
University of Alabama

Faculty Network   2016 - Present
Center for Services Leadership
W.P. Carey College of Business
Arizona State University

Associate Professor   2013 –2018
Department of Marketing
Eli Broad College of Business
Michigan State University

Assistant Professor   2006 – 2013
Department of Marketing
Eli Broad College of Business
Michigan State University

EDUCATION

Florida State University, Tallahassee, FL   2006
Ph.D. Business Administration (Marketing)

Ithaca College, Ithaca, NY   2001
B.S. Business Administration and Marketing

RECOGNITION AND AWARDS

- 2023: AMA Sheth Doctoral Consortium Faculty (Oslo, Norway)
- 2021: Culverhouse College of Business Board of Visitors Research Achievement Award
- 2021: Winner of the AMA's Organizational Frontlines Young Scholar Research Article Competition.
- 2020: Finalist, 2019 Sheth Foundation Best Paper Award, *Journal of the Academy of Marketing Science*
- 2017-2022: Web of Science "Highly Cited" Paper Award, placing Voorhees et al. (2017) *JBR* in the top 1% of its academic field based on a highly cited threshold for the field and publication year.
- 2016-2022: Web of Science "Highly Cited" Paper Award, placing Voorhees et al. (2016) *JAMS* in the top 1% of its academic field based on a highly cited threshold for the field and publication year.
- 2015-2022: Web of Science "Highly Cited" Paper Award, placing Baldus et al. (2015) *JBR* in the top 1% of its academic field based on a highly cited threshold for the field and publication year.
- 2017-2019: Web of Science "Highly Cited" Paper Award, placing Chaffin et al (2017) *ORM* in the top 1% of its academic field based on a highly cited threshold for the field and publication year.
- 2017: Finalist, 2016 Sheth Foundation Best Paper Award, *Journal of the Academy of Marketing Science*
- 2016: Winner of the AMA's Best Services Marketing Article Award Across All Major Marketing Journals
- 2016: Finalist, 2015 Sheth Foundation Best Paper Award, *Journal of the Academy of Marketing Science*

- 2016: Web of Science "Highly Cited" Paper, placing Allen et al. (2015) in the top 1% of its academic field based on a highly cited threshold for the field and publication year.
- 2015: American Marketing Association's SERVSIG Emerging Service Scholar Award
- 2015: Winner of the 2015 Industry Relevance Award given by the Cornell Center for Hospitality Research
- 2012: Winner of the 2012 Industry Relevance Award given by the Cornell Center for Hospitality Research
- 2011: Winner of the 2011 Industry Relevance Award given by the Cornell Center for Hospitality Research
- 2010: Finalist, Outstanding MBA Professor
- 2009: Finalist, Outstanding MBA Professor
- 2008: Outstanding MBA Professor
- 2005: Fellow, AMA Sheth Doctoral Consortium, University of Connecticut, Storrs, CT
- 2005: Outstanding Doctoral Student Teaching Award

RESEARCH

RESEARCH INTERESTS

Marketing strategy topics at the firm, employee, and consumer levels with a focus on the following substantive areas:

- *Customer Loyalty and Relationship Marketing* – Understanding the nature of the bonds between customers and firms and the strategic marketing actions firms can employ to increase these bonds, advocacy, and spending.
- *Customer Experience Management* - Understanding the dynamics of the customer experience including the impact of employees, other customers, and the retail environment on customer evaluations and behavior.
- *Digital Marketing* - Assessing the impact of consumer generated content on product performance, digital advertising effectiveness, and the digital consumer journey.
- *Personal Selling and Sales Management* – Understanding the role of salesperson traits on sales performance, customer success management, ambidextrous sales behaviors, and the role of technology in the sales funnel.

RESEARCH IMPACT

Google Scholar citation count 7,733, H-Index of 32

JOURNAL ARTICLES

* Papers with current or former doctoral students

1. *Liu, D., Zhao, Y., Q. Wang, W. Schrock, and C.M. Voorhees (2023), "Thirty Years of Research on Service Failure and Recovery: A Multi-Method Bibliometric Analysis," forthcoming at *Journal of Service Research*.

2. *R. Johnson, C. Voorhees, and F. Khodakarami (2023), "Is Your Brand Protected? Assessing Brand Safety Risks in Digital Campaigns," forthcoming at the *Journal of Advertising Research*.

3. *Pratt, A., S.G. Robinson, C.M. Voorhees, F. Wang, and M. Giebelhausen (2023) "Unintended effects of price promotions: Forgoing competitors' price promotions strengthens incumbent brand loyalty," forthcoming at the *Journal of the Academy of Marketing Science*.
   a. *In partnership with multinational marketing research firm and Fortune 500 consumer durables manufacturer.*

4. *Good, V., A. Fehl, A. LaBrecque, and C.M. Voorhees (2023), "Cultivating Resilience in Organizational Frontline Employees" forthcoming at the *Journal of Service Research*.
   a. *In partnership with regional call center and retailer.*

5. *Zhang, Y., C.M. Voorhees, C. Lin, J. Chaing, T. Hult, and R. Calantone (2022), "Information Search and Product Returns Across Mobile and Traditional Online Channels," *Journal of Retailing*, 98(2), 260-276.
    a. *In partnership with Alibaba.*

6. *Jones, Carol, B. Kazandjian, T. Hancock, C.M. Voorhees (2022) "Engaging the Avatar: The Effects of Authenticity Signals During Chat-Based Service Recoveries" *Journal of Business Research*, 144, 703-716.

7. *Schrock, W., D.E. Hughes, Y. Zhao, C.M. Voorhees, and J.R. Hollenbeck (2021), "Self-oriented competitiveness in salespeople: sales management implications," *Journal of the Academy of Marketing Science*, 49(6), 1201 - 1221.
    a. *Project was completed in partnership with a national, financial services firm.*

8. *Voorhees, C.M., J. Beck, P. Randhawa, K.B. DeTienne, and S. Bone (2021), "Assessing the Effects of Service Variability on Consumer Confidence and Behavior," *Journal of Service Research*, 24(3), 405-420.
    a. *Project was completed in partnership with a national portrait studio.*

9. *Jones, A., J. Miller, S. Griffis, J. Whipple, and C.M. Voorhees (2021) "An Examination of the Effects of Omni-channel Service Offerings on Retailer Performance," *International Journal of Physical Distribution & Logistics Management*, 52(2), 150-169.

10. *Wiedmer, R., J. Whipple, S. Griffis, and C.M. Voorhees (2020) "Resource Scarcity Perceptions in Supply Chains: The Effect of Buyer Altruism on the Propensity for Collaboration," *Journal of Supply Chain Management,* 56(4), 45-64.

11. Voorhees, C.M., P. Fombelle, and S. Bone (2020), "Don't Forget About the Frontline Employee During the COVID-19 Pandemic: Preliminary Insights and a Research Agenda on Market Shocks," *Journal of Service Research,* 23 (4), 396-400.
    a. *Invited Editorial*

12. *Fombelle, Paul, Clay M. Voorhees, Mason R. Jenkins, Karim Sidaoui, Sabine Benoit, Thorsten Gruber, Anders Gustafsson, and Ibrahim Abosag (2020), "Customer deviance: A framework, prevention strategies, and opportunities for future research," *Journal of Business Research* 116 (August), 387-400.

13. *Chaudhuri, Malika, Clay M. Voorhees, and Jonathan Beck (2019), "The effects of loyalty program introduction and design on short- and long-term sales and gross profits," *Journal of the Academy of Marketing Science*, 47(4): 640-658.
    a. *Finalist, 2019 Sheth Foundation Best Paper Award, Journal of the Academy of Marketing Science*

14. Brusco, Michael J., Clay M. Voorhees, Roger J. Calantone, Michael K. Brady (2019), "Integrating linear discriminant analysis, polynomial basis expansion, and genetic search for two-group classification," *Communications in Statistics – Simulation and Computation,* 48(6): 1623-1636.
    a. *Project was completed in partnership with a Fortune 500 Chemical Manufacturer.*

15. *Zhao, Y., Roger Calantone, and Clay Voorhees (2018) "Identity Change versus Strategy Change: The Effects of Rebranding Dimensions on Stock Returns," *Journal of the Academy of Marketing Science,* 46(5): 795-812.

16. *Chaudhuri, M., R.J. Calantone, C.M. Voorhees, and S. Cockrell (2018), "Disentangling the effects of promotion mix on new product sales: An examination of disaggregated drivers and the moderating effect of product class," *Journal of Business Research*, 90: 286-294.

17. Bone, Sterling A., Katherine N. Lemon, Clay M. Voorhees, Katie A. Liljenquist, Paul W. Fombelle, Kristen B. DeTienne, and R. Bruce Money (2017), "Mere Measurement "Plus": How Solicitation of Feedback Influences Customer Repurchase Intentions and Behavior," *Journal of Marketing Research,* 54(1): 156-170.

a. *Project was completed in partnership with a regional portrait studio and multinational software manufacturer.*
b. *Featured as a Keller Center Research Report (2018)*
c. *Featured in Harvard Business Review (January 2017) as an "Idea to Watch"*
d. *Featured in Forbes (September 2017)*

18. *Voorhees, Clay M., Paul W. Fombelle, Yany Gregoire, Anders Gustafsson, Rui Soussa, and Travis Walkowiak (2017), "Service Encounters, Experiences and the Customer Journey: Defining the Field and a Call to Expand Our Lens," *Journal of Business Research*, 79 (October): 269-280.
    a. *Web of Science "Highly Cited" Paper, placing it in the top 1% of its academic field based on a highly cited threshold for the field and publication year.*

19. Rapp, Adam A., Daniel G Bachrach, Karen E Flaherty, Douglas E Hughes, Arun Sharma, and Clay M. Voorhees (2017), "The Role of the Sales-Service Interface and Ambidexterity in the Evolving Organization A Multilevel Research Agenda," *Journal of Service Research*, 20(1): 59-75.

20. *Chaffin, Daniel, Andrew Yu, John Hollenbeck, Ralph Heidl, Roger Calantone, Clay M. Voorhees, and Michael Howe (2017), "The Promise and Perils of Wearable Sensors in Organizational Research" *Organizational Research Methods*, 20(1): 3 – 31.
    a. *Project was funded by the National Science Foundation through the Division of Advanced Cyberinfrastructure (Award #1231154) and was completed in partnership with the Facility for Rare Isotope Beams.*
    b. *Web of Science "Highly Cited" Paper, placing it in the top 1% of its academic field based on a highly cited threshold for the field and publication year.*

21. Voorhees, Clay M., Michael K. Brady, Roger J. Calantone, and Edward Ramirez (2016), "Discriminant Validity Testing in Marketing: An Analysis, Causes for Concern, and Proposed Remedies," *Journal of the Academy of Marketing Science*, 44(1): 119-134.
    a. *Finalist, 2016 Sheth Foundation Best Paper Award, Journal of the Academy of Marketing Science*
    b. *Web of Science "Highly Cited" Paper, placing it in the top 1% of its academic field based on a highly cited threshold for the field and publication year.*

22. *Randhawa, Praneet, MiRan Kim, Clay M. Voorhees, Ronald F. Cichy, Jason Paul Koenigsfeld, and Joe Perdue (2016), "Hospitality Service Innovations" *Cornell Hospitality Quarterly*, 57(1): 93-110.
    a. *Project was completed in partnership with the Club Managers' Association of America.*

23. Allen, Alexis, Michael Brady and Stacey Robinson, and Clay M. Voorhees (2015), "One Firm's Loss is another's Gain: Capitalizing on Other Firms' Service Failures" *Journal of the Academy of Marketing Science*, 43(5): 648-682.
    a. *Winner of the 2016 AMA's Best Services Marketing Article Award*
    b. *Finalist, 2015 Sheth Foundation Best Paper Award, Journal of the Academy of Marketing Science*

24. Brocato, Deanne, Julie Baker, and Clay M. Voorhees (2015), "Creating Consumer Attachment to Retail Service Firms through Sense of Place" the *Journal of the Academy of Marketing Science*, 43(2/March): 200-220.

25. *Randhawa, Praneet, Roger J. Calantone, and Clay M. Voorhees (2015), "The Pursuit of Counterfeited Luxury: An Examination of the Negative Side Effects of Close Consumer-Brand Connections" *Journal of Business Research*, 68(11): 2395-2403.

26. *Baldus, Brian, Clay M. Voorhees, and Roger Calantone (2015), Online Brand Community Engagement: Scale Development and Validation," *Journal of Business Research*, 68(5): 978-995.
    a. *Project was completed in partnership with a multinational marketing research firm and more than a dozen Fortune 500 firms.*
    b. *Web of Science "Highly Cited" Paper, placing it in the top 1% of its academic field based on a highly cited threshold for the field and publication year.*

27. Sridhar, Srihari, Clay M. Voorhees, Srinath Gopalakrishna (2015), "Assessing the Drivers of Short and Long-Term Outcome at Business Trade Shows" *Customer Needs and Solutions*, 2(3): 222-229.

    a. *Project was funded by MSI and completed in partnership with a Fortune 500 technology firm.*

28. *Voorhees, Clay M., Ryan White, Michael McCall, and Praneet Randhawa (2015), "Fool's gold: The effects of brand equity, loyalty programs, and variety seeking on share of wallet," *Cornell Hospitality Quarterly*, 56(2): 202-212.

29. *Calantone, Roger J., Praneet Randhawa, and Clay M. Voorhees (2014), "Break Even Time on New Product Launches: An Investigation of the Drivers and Impact on Firm Performance" *Journal of Product Innovation Management,* 31(S1/December): 94-104.
    a. *Project was completed in partnership with a Fortune 500 consumer packaged goods manufacturer.*

30. *Akdeniz, M. Billur, Roger Calantone, and Clay M. Voorhees (2014), "Signaling Quality: An Examination of the Effects of Marketing and Non-Marketing Controlled Signals on Perceptions of Automotive Brand Quality," *Journal of Product Innovation Management*, 31(4/July): 728-743.

31. *Talay, M. Berk, Roger J. Calantone, and Clay M. Voorhees (2014), "Coevolutionary Dynamics of Market Competition: Product Innovation, Change and Marketplace Survival," *Journal of Product and Innovation Management,* 31(1/January): 61-78.

32. *Akdeniz, M. Billur, Roger J. Calantone, and Clay M. Voorhees (2013), "Effectiveness of Marketing Cues on Consumer Perceptions of Quality: The Moderating Roles of Brand Reputation and Third-party Information," *Psychology & Marketing,* 30(1): 76-89

33. Griffis, Stanley E., Shashank Rao, Thomas J. Goldsby, Clay M. Voorhees, Deepak Iyengar (2013), "Linking Order Fulfillment Performance to Referrals in Online Retailing: An Empirical Analysis, *Journal of Business Logistics,* 33(4): 279-294
    a. *Project was completed in partnership with an international, ecommerce firm.*

34. *White, Ryan, Sacha Joseph-Matthews, and Clay M. Voorhees (2013), "An Investigation of the Interactive Effects of the Service Environment and Service Quality on Brand Equity Evaluations of Multichannel Retailers," *Journal of Services Marketing,* 27(4): 259-270.

35. Bourdeau, Brian L., Michael K. Brady, J. Joseph Cronin, Astrid Kell, Clay M. Voorhees (2013), "The Moderating Role of Attitude in Consumers' Service Assessments," *Marketing Management Journal*, 23(2): 86-100.

36. Brady, Michael K., Clay M. Voorhees, Michael Brusco (2012), "Service Sweethearting: Antecedents and Customer Consequences," *Journal of Marketing.* 76(2): 81-98.

37. Clark, Ronald A., James J. Zboja, and Clay M. Voorhees (2012), "The Role of Customer Loyalty to the Salesperson in Generating Premium Revenue for Retailers," *Journal of Applied Marketing Theory* 3(1): 1-19.

38. Brocato, Deanne, Clay M. Voorhees, and Julie Baker (2012), "Understanding the Influence of Cues from Other Customers in the Service Experience A Scale Development and Validation," *Journal of Retailing*, 88(3): 384-398.

39. Benedicktus, Ray L., Michael K. Brady, Peter R. Darke, and Clay M. Voorhees (2010). "On the Development of Consumer Trust: Reactions to Brand, Consensus, Physical Presence, and Suspicion," *Journal of Retailing,* 86(4): 322-335.

40. McCall, Michael and Clay M. Voorhees (2010), "The Drivers of Loyalty Program Success" *Cornell Hospitality Quarterly*, 51(1): 35 – 52.

41. Voorhees, Clay M., Julie Baker, Brian L. Bourdeau, E. Deanne Brocato, and James J. Cronin Jr. (2009), "It Depends: The Influence of Moderating Variables on the Effects of Service Waiting Time." *Journal of Service Research*, 12 (November): 138 – 155
    a. *Finalist for the AMA's Best Services Marketing Article Award*

42. Hoo, Gi-Yong, Rob Hardin, Steven McClung, Taejin Jung, Joseph Cronin, Clay M. Voorhees, and Brian Bourdeau (2009), "Examination of the causal effects between the dimensions of service quality and spectator satisfaction in minor league baseball." *International Journal of Sports Marketing & Sponsorship*, 11(1): 46-59.
    a. *Project was completed in partnership with the South Atlantic Minor Baseball League.*

43. Bourdeau, Brian L., James J. Cronin, Jr., and Clay M. Voorhees (2007), "Modeling Service Alliances: An Investigation of the Spillover Effects of Partner Performance on Customers' Perceptions of a Service Partnership." *Strategic Management Journal*, 28(6): 609 – 622
    a. *Project was completed in partnership with a Fortune 500 airline and regional public transportation organization.*

44. Voorhees, Clay M., Michael K. Brady, and David M. Horowitz (2006). "The Silent Majority: A Comparative Analysis of Noncomplainers." *Journal of the Academy of Marketing Science,* 31(4): 514-527

45. Zboja, James J. and Clay M. Voorhees (2006). "An Empirical Examination of the Impact of Brand Trust and Satisfaction on Retailer Repurchase Intentions." *Journal of Services Marketing,* 20 (5): 381-390

46. Brady, Michael K., Clay M. Voorhees, J. Joseph Cronin Jr., and Brian L. Bourdeau (2006). "The Good Guys Don't Always Win: The Effect of Valence on Service Perceptions and Consequences." *Journal of Services Marketing,* 20(2): 83-91

47. Voorhees, Clay M. and Michael K. Brady (2005). "A Service Perspective on the Drivers of Complaint Intentions." *Journal of Service Research,* 8(2): 192-205

PAPERS UNDER REVIEW OR REVISION

* Papers with current or former doctoral students

1. *LaBrecque, A. F. Khodakarami, C.M. Voorhees, and P. Fombelle, "Generic Title to Protect Blind Review: Digital Advertising Effectiveness" fourth review requested at the *Journal of the Academy of Marketing Science*.
    a. *In partnership with a leading buy-side native marketing platform and multinational advertising clients.*

2. *Zhang, Y., C.M. Voorhees, and T. Hult, "Generic Title to Protect Blind Review: Online Reviews," fourth review requested at the *Journal of the Academy of Marketing Science*.
    a. *Project was completed in partnership with a leading etailer in China.*

3. *N. Awasty, Scott, B., L. Passantino, C.M. Voorhees, D. Conlon, and R. Johnson "Generic Title to Protect Blind Review: Music at Work," under third review at the *Journal of Applied Psychology*.
    a. *Project was completed in partnership with a multinational software firm.*

4. *Beck, J., C.M. Voorhees, and R. Krotz, "Generic Title to Protect Blind Review: Frontline Employees," second review requested at the *Journal of Marketing*.
    a. *In partnership with a Fortune 500 consumer durables manufacturer and national healthcare provider.*
    a. *Winner of the 2021 AMA's Organizational Frontlines Young Scholar Research Article Competition.*

5. *Beck, J., C.M. Voorhees, P. Fombelle, and K. Lemon, "Generic Title to Protect Blind Review: Online Consumer Engagement" second review requested at the *Journal of Marketing*.
    a. *In partnership with leading social media analytics firm and regional fitness brand.*

6. Voorhees, C.M., P. Fombelle, S. Bone, and A. Allen, "Generic Title to Protect Blind Review: Consumer Relationships," reject and resubmit at the *Journal of Consumer Research*.
    a. *Project was completed in partnership with a leading private restaurant holding company.*

7. *Hochstein, B., D. Nagel, C.M. Voorhees, D. Rangarajan, A.B. Pratt, and V. Mehrotra, "Generic Title to Protect Blind Review: Customer Success Management," conditionally accepted *at International Journal of Research in Marketing*.

8. *Pratt, A., S. Robinson, C.M. Voorhees, B. Hochstein, E. Shults, and D. Mathis "Generic Title to Protect Blind Review: Sales Negotiations," second review requested at the *Journal of Retailing*.
   a. *In partnership with a regional automotive dealership network*

9. *Cockrell, S., C.M. Voorhees, W. Friske, and R. Calantone, "Generic Title to Protect Blind Review: Product Recalls," undergoing fourth review at the *Journal of Business Research*.
   a. *In partnership with a regional automotive dealership network.*

10. *Jones, A., J. Whipple, S. Griffis, J. Miller, and C.M. Voorhees "Generic Title to Protect Blind Review: Customer Returns," conditionally accepted at the *International Journal of Physical Distribution & Logistics Management*.

11. *Voorhees, C.M., A. Bhattacharya, R. Johnson, B. Runnalls, C. Bauer, "Generic Title to Protect Blind Review: Loyalty Programs" second review requested at the *Journal of Business Research*.
    a. *In partnership with a Fortune 500 retailer and Fortune 500 Quick Food Service Provider.*

12. Fombelle, P., Voorhees, C.M., Gustafsson, A., Witell, L., and Lofgren, M., ""Generic Title to Protect Blind Review: Customer Relationships" under first review at the *Journal of the Academy of Marketing Science*.
    a. *In partnership with a multinational grocery retailer and regional automotive parts retailer.*

13. *Wang, Tongxi, Carol E. Jones, and C.M. Voorhees, ""Generic Title to Protect Blind Review: Service Design," under first review at the *Journal of Service Research*.

14. *Beck, J., S. Lefebvre, and C.M. Voorhees ""Generic Title to Protect Blind Review: Frontline Employees" under first review at the *Journal of Service Research*.

R ESEARCH R EPORTS

* Papers with current or former doctoral students

1. *Beck, Jonathan, Clay M. Voorhees, Paul W. Fombelle, and Katherine N. Lemon (2020), "Automated Electronic Word of Mouth Suggestions from the Firm: Untapped Potential or Inevitable Backlash?" Marketing Science Institute Working Paper Series, #20-107.

2. Melnyk, Steven A., Clay M. Voorhees, and Nick Little (2018), "Serving Up an Experience," *Supply Chain Management Review*, March/April 2018, p. 46.

3. Bone, Sterling A., Katherine N. Lemon, Clay M. Voorhees, Katie A. Liljenquist, Paul W. Fombelle, Kristen B. DeTienne, and R. Bruce Money (2018), "The Power of Surveys to Increase Repeat Business," Keller Center for Research.

4. Voorhees, Clay M., Paul W. Fombelle, Alexis Allen, Sterling A. Bone, and Joel Aach (2014), "Managing Post-Purchase Moments of Truth: Leveraging Customer Feedback to Increase Loyalty," Marketing Science Institute Working Paper Series, #14-115.

5. Austin, Manila and Clay M. Voorhees (2014), "Market Segmentation in Online Consumer Communities: Does it Matter? Communispace Research Reports.

6. Sridhar, Shrihari, Clay M. Voorhees, and Srinath Gopalakrishna (2014), "Assessing the Drivers of Short- and Long-Term Outcomes at Business Trade Shows," *Marketing Science Institute Working Paper Series*, #14-114.

7. Voorhees, Clay M. Michael McCall, and William Carroll (2014). "Assessing the Benefits of Reward Programs: A Recommended Approach and Case Study from the Lodging Industry," *Cornell Hospitality Report*, 1 (1).
   a. *Winner of the 2015 Industry Relevance Award given by the Cornell Center for Hospitality Research*

8. Clay M. Voorhees, Michael McCall, and Roger Calantone (2011). "Customer Loyalty: A New Look at the Benefits of Improving Segmentation Efforts with Rewards Programs," *Cornell Hospitality Report*, 11 (11).
   a. *Winner of the 2012 Industry Relevance Award given by the Cornell Center for Hospitality Research*

9. Michael McCall, Clay M. Voorhees, and Roger Calantone (2010). "Building Customer Loyalty: Ten Principles for Designing an Effective Customer Reward Program," *Cornell Hospitality Report*, 10 (9).
   a. *Winner of the 2011 Industry Relevance Award given by the Cornell Center for Hospitality Research*

B O O K   C H A P T E R S

* Papers with current or former doctoral students

1. *Baker, Thomas L., Paul Fombelle, Clay M. Voorhees, Kristina K. Lindsey Hall, and Blake Runnalls. "The impact of customer engagement behaviors and majority/minority information on the use of online reviews." In Handbook of Research on Customer Engagement. Edward Elgar Publishing, 2019.

2. Ray Benedicktus, Michael K. Brady, Peter Darke, and Clay M. Voorhees (2006). "On the Development of Consumer Trust in Multiple Channels: Reactions to Brand, Consensus, Physical Presence, and Suspicion." in *Bricks and Mortar Shopping in the 21st Century*, Tina Lowrey (ed.), Erlbaum: Mahwah, NJ.

C O N F E R E N C E   P U B L I C A T I O N S / P R E S E N T A T I O N S

1. Good, Valerie, Abhi Bhattacharya, Bryan Hochstein, and Clay Voorhees, "Helping Salespeople Determine Qualified Leads from Chatbot Conversations," *2023 Winter AMA Educators' Conference*, Nashville, TN, February 2023.

2. Mathis, David, Clay Voorhees, and Bryan Hochstein, "Capturing Lost Sales: The Role of Risk and Message Content on Online Cart Recovery," *2023 Winter AMA Educators' Conference*, Nashville, TN, February 2023.

3. Beck, Jonathan, Clay Voorhees, Riley Krotz, and Benjamin Prijatel, "Overload, Burnout, and Frontline Employee Errors: Implications from Two Experience Sampling Studies," *Frontiers in Service Conference*, Boston, MA, June 2022.

4. Beck, Jonathan, Clay Voorhees, and Riley Krotz "The Effects of Frontline Burnout Across Healthcare and Traditional Service Sectors," *Frontiers in Service Conference*, Boston, MA, June 2022.

5. Mathis, David*, Clay Voorhees, and Bryan Hochstein. "The Effects of Email-Based Retargeting on the Recovery of Abandoned Shopping Carts." *Southeast Marketing Symposium*, University of Georgia, April 2022.

6. Johnson, Ross, C.M. Voorhees, and A. Bhattacharya, "Unpacking the Net Promoter Score: New Insights Into How and When NPS Drives Firm Performance," *2022 Winter AMA Educators' Conference*, Las Vegas, NV, February 2022.

7. Beck, Jonathan, C.M. Voorhees, and A. Pratt, "Overlooked Benefits of Online Reviews: An Examination of Spending Shifts Following Online Engagement," *2022 Winter AMA Educators' Conference*, Las Vegas, NV, February 2022.

8. Good, Valerie, A. Fehl, A. LaBrecque, and C.M Voorhees, "Salesperson Resilience in Crisis," *2022 Winter AMA Educators' Conference*, Las Vegas, NV, February 2022.

9. Pratt, Alexander, S.G. Robinson, C.M. Voorhees, and Bryan Hochstein, "Is Cash King? Investigating the Impacts of Price Negotiations," *2021 Winter AMA Educator's Conference*, Virtual, February 2021.

10. Johnson, Ross, Farnoosh Khodakarami, and Clay M. Voorhees, "Protecting Brands Online: Assessing the Risks of Unsafe Brand Placements in Digital Campaigns," *2020 Summer AMA Educator's Conference*, San Francisco, CA, August 2020.

11. LaBrecque, Alexander C., Farnoosh Khodakarami, Clay M. Voorhees, and Paul W. Fombelle, "Fit the Message to the Format: How Congruity Between Content and Context Influences Native Advertising Effectiveness," *2019 Winter AMA Educators' Conference*, Austin, TX, February 2020.

12. Wang, Feng, Clay M. Voorhees, and Roger Calantone, "Customer-Relationships Asset as Competitive Advantage," *2019 Summer AMA Educators' Conference*, Chicago, IL, August 2019.

13. Beck, Jonathan, Clay M. Voorhees, Paul W. Fombelle, and Katherine N. Lemon, "Managing the Conversation: Shaping Valence and Online Engagement by Decreasing Customer Effort," *2019 Frontiers in Service Conference*, Singapore, July 2019.

14. Khodakarami, Farnoosh, Anita Pansari, Clay M. Voorhees, and Xiaoyun Zheng, "Effects of Payment Methods and Perceived Vice Consumption on Customers' Purchasing Behavior," *2019 Winter AMA Educators' Conference*, Austin, TX, February 2019.

15. Ruvio, Ayalla, Khodakarami, Farnoosh and Clay M. Voorhees, "How rewarding is your rewarding program? Experiential vs. Material rewards," *2018 Association for Consumer Research Conference*, Dallas, TX, October 2018.

16. Pratt, Alex, Michael Giebelhausen, Stacey Robinson, and Clay M. Voorhees, "Don't Show Me the Money: The Paradoxical Consequences of Financial Incentives in Services," *2018 Frontiers in Service Conference*, Austin, TX, September 2018.

17. Ruvio, Ayalla, Khodakarami, Farnoosh and Clay M. Voorhees, "How rewarding is your rewarding program? Experiential vs. Material rewards," *2018 Summer AMA Educator's Conference*, Boston, MA, August 2018.

18. Beck, Jonathan and Clay M. Voorhees "Witnesses of Customer Incivility: Sympathy and Schadenfreude for Poorly-Treated Service Employees," *2018 Winter AMA Educator's Conference*, New Orleans, LA, February 2018.

19. Beck, Jonathan and Clay M. Voorhees, Paul Fombelle, and Imad Atalla "Putting Words in Their Mouths: The Benefits of Reducing Customer Effort on Post-Transaction Social Media Word of Mouth," *2017 Frontiers in Service Conference*, New York, NY, June 2017.

20. Cockrell, Seth, Clay M. Voorhees, Douglas E. Hughes, and Roger J. Calantone, "Managing the Salesforce through Product Harm Crises: The Dark Side of Customer Orientation," 3rd Annual Organizational Frontlines Research Symposium, Orlando, FL, February 2017.

21. Beck, Jonathan and Clay M. Voorhees, and Paul Fombelle, "The Benefits of Reducing Customer Effort on Post-Encounter Endorsements," *2017 Winter AMA Educators' Conference*, Orlando, FL, February 2017.

22. Nguyen, Hang, Malika Chaudhuri, Roger J. Calantone, and Clay M. Voorhees, "The Role of Online Customer Engagement in New Product Launch Success," *2017 Winter AMA Educators' Conference*, Orlando, FL, February 2017.

23. Brock, Christian, Markus Blut, Heiner Evanschitzky, and Clay M. Voorhees, "Service Failure and Customer Loyalty – Testing the Boundary Conditions of the Service Recovery Paradox," *2017 Winter AMA Educators' Conference*, Orlando, FL, February 2017.

24. Voorhees, Clay M., Paul W. Fombelle, Alexis Allen, and Sterling A. Bone, "Managing Post-Purchase Interactions: Leveraging Customer Feedback to Strengthen Relationships and Increase Spending," *JAMS Thought Leaders in Service Marketing Strategy*, Paris, May 2016.

25. Baker, Thomas L., Kristina Lindsey Hall, Clay Voorhees, Paul Fombelle, "Understanding Consumer Processing of Online Review Information," *2016 Frontiers in Service Conference*, Bergen, Norway, June 2016

26. Voorhees, Clay M., Tom Baker, Paul W. Fombelle, Blake A. Runnalls, "Majority and Minority Influence Associated with Online Reviews," *2016 Winter AMA Educators' Conference*, Las Vegas, NV, February 2016.

27. Rapp, Adam, Dan Bachrach, Karen Flaherty, Doug Hughes, Arun Sharma, and Clay M. Voorhees "A Multi-level Perspective of Frontline Innovations and Challenges," *2016 Winter AMA Educators' Conference*, Las Vegas, NV, February 2016.

28. Robinson, Stacey, Clay Voorhees, Michael Brady, and Donald Barnes (2015), "Win-Win: Increasing Frontline Employee Work Engagement by Increasing Customer Loyalty," *Frontiers in Service Conference*, San Jose, CA, June 2015.

29. Voorhees, Clay M., Roger Calantone, Blake Runnalls, Praneet Randhawa, and Michael McCall, "Decomposing the Effects of Reward Program Enrollment and Program Usage on Store Profitability: A Mixed Model Assessment," *2015 Winter AMA Educators' Conference*, San Antonio, TX, February 2015.

30. Runnalls, Blake, Clay M. Voorhees, and Roger J. Calantone, "User Generated Content and Firm Performance," *2014 AMA Summer Educators' Conference*, San Francisco, CA, August 2014.

31. Chaudhuri, Malika, Roger J. Calantone, and Clay M. Voorhees, "Impact of Promotion Mix on Firm Value: The Mediating Role of Perceived Quality," *2014 AMA Summer Educators' Conference*, San Francisco, CA, August 2014.

32. Calantone, Roger J., Seth Cockrell, and Clay M. Voorhees, "Exploiting Your Competitor's Product Recall: How to Increase Profits during Your Competitor's Product Recall," *2014 AMA Summer Educators' Conference*, San Francisco, CA, August 2014.

33. Robinson, Stacey, Clay M. Voorhees, and Michael K. Brady, It's Not Me, or Them, It's You: The Impact of Customer Generated Service Failure, *2014 Frontiers in Service Conference*, Miami, FL, June 2014.

34. Voorhees, Clay M., "*A Lightning Talk on Managing the Customer-Employee Interface,*" 2014 AMA Winter Educators' Conference, Orlando, FL, February 2014.

35. Hollenbeck, John R., Ralph Heidl, Roger J. Calantone, Clay M. Voorhees, Andrew Yu, Michael Howe, and Daniel Chaffin (2014), Informal Boundary Spanning in Multiteam Systems: A Contingent Optimization Theory. *Workshop on Information in Networks*, New York, NY.

36. Fombelle, Paul Clay M. Voorhees, Sterling Bone, and Alexis Allen, "Acknowledging Consumer Gratitude: Leveraging the Voice of the Consumer to Increase Loyalty," *2013 North American Conference of the Association for Consumer Research*, Chicago, IL, October 2013.

37. Allen, Alexis, Paul Fombelle, Sterling Bone, and Clay M. Voorhees, "Managing Post-Purchase Moments of Truth: Leveraging Customer Feedback to Increase Loyalty," *2013 AMA Winter Educators' Conference*, Las Vegas, NV, February 2013.

38. Voorhees, Clay M. and Doug Hughes, "Is the Customer Really King? An Examination of the Impact of Customer Provided Feedback versus Internal Programs in Predicting Service Outlet Performance," *2013 AMA Winter Educators' Conference*, Las Vegas, NV, February 2013.

39. McCall, Michael and Clay M. Voorhees, "How Big is too Big: Decomposing the Effects of Reward Program Enrollment on Firm Revenue & Profitability," *Cornell Hospitality Research Summit*, Ithaca, NY, October 2012.

40. Baker, Thomas L., Paul W. Fombelle, and Clay M. Voorhees, "Service Failure in the Era of Social Media," *2012 AMA Summer Educators' Conference*, Chicago, IL, August 2012.

41. White, Ryan, Clay M. Voorhees, and Roger J. Calantone, "The Effect of Formal and Informal Marketing Controls on Customer Contact Employee Performance," *2012 AMA Summer Educators' Conference*, Chicago, IL, August 2012.

42. Satornino, Cinthia B., Michael K. Brady, Michael Brusco, Clay M. Voorhees, "Demystifying Network Based Strategies: Increasing Product Quality, Customer Satisfaction, and Profitability Through the Strategic Deployment of Influential Hubs," *2012 AMA Summer Educators' Conference*, Chicago, IL, August 2012.

43. Satornino, Cinthia B., Michael K. Brady, Michael Brusco, Clay M. Voorhees, "Demystifying Network Based Strategies: Increasing Product Quality, Customer Satisfaction, and Profitability Through the Strategic Deployment of Influential Hubs," *2012 Frontiers in Service Conference*, University of Maryland, June 2012.

44. Baker, Thomas L., Paul W. Fombelle, and Clay M. Voorhees "Understanding Consumers' Processing of Online Review Information," *AMA SERVSIG 2012 International Service Research Conference,* Hanken School of Economics, Helsinki, Finland, June 2012.

45. Allen, Alexis, Clay M. Voorhees, Stacy Robinson, and Michael K. Brady, "Lemonade Out of Lemons: Unrelated Firm Service Recovery," *2011 Frontiers in Service Conference*, Ohio State University, July 2011.

46. Baker, Thomas L., Paul W. Fombelle, and Clay M. Voorhees "Understanding Consumers' Processing of Online Review Information Prior to and After Making Service Purchase Decisions," *QUIS12 (the 12th International Research Symposium on Service Excellence in Management)*, Cornell University, June 2011.

47. McCall, Michael and Clay M. Voorhees, "Customer Loyalty and Reward Programs," *Cornell Hospitality Research Summit*, Ithaca, NY, October 2010.

48. Miller, Joseph, Clay M. Voorhees, and Roger Calantone, "Service Quality and Enterprise Agility: Employee Perceptions of Retailer Flexibility," *2010 AMA Summer Educators' Conference*, Boston, MA, August 2010.

49. Gopalakrishna, Srinath, Shrihari Sridhar, Clay M. Voorhees, Skip Cox, and David Rich, "Trade Show Effectiveness: Putting Science Behind the Sizzle," *2010 ISBM Academic Conference 2010: Advances in B-to-B Marketing,* Boston, MA, August 2010.

50. White, Ryan and Clay M. Voorhees, "Does Satisfaction Lead to Loyalty? An Attributional Theory Approach," *2010 Academy of Marketing Science Annual Conference*, Portland, OR, May 2010.

51. Voorhees, Clay M., Roger Calantone, and Donald Conlon, "Double Trouble: New Insights into Customer Evaluations of Preferential Treatment," *2010 Academy of Marketing Science Annual Conference*, Portland, OR, May 2010.

52. McCall, Michael, Clay M. Voorhees, Carol L. Bruneau, and Aimee Dars Ellis, "Rebates and Reward Programs: Conflicting Drivers," *Association of Marketing Theory and Practice 2010*, Hilton Head, SC, March 2010.

53. Matta, Shashi, Clay Voorhees, and Michael Brady, "Is It Smart To Be Nice? Customer Perceptions of the Competence and Warmth of Service Providers Across Three Service Industries," *2010 AMA Winter Educators' Conference*, New Orleans, LA, February2010.

54. Brock, Christian, Markus Blut, Heiner Evanschitzky, and Clay M. Voorhees, "Service Recovery Paradox: Myth Or Reality?" *2010 AMA Winter Educators' Conference*, New Orleans, LA, February 2010.

55. Matta, Shashi, Michael Brady, Clay Voorhees, Izumi Miyazuki, and Catherine Smithers, "Is It Smart To Be Nice? Customer Perceptions of the Competence and Warmth of Service Providers Across Three Service Industries," *2009 Frontiers in Service Conference*, University of Hawaii, October 2009.

56. Voorhees, Clay M. "Differentiating Yourself on the Job Market: Advice on Standing Out and Converting your Interviews," *2008 AMA Summer Educators' Conference*, Chicago, IL, August 2008.

57. Voorhees, Clay M., Roger Calantone, and Donald Conlon, "Problems with Preferential Treatment: The Effects of Relative Price and Interpersonal Treatment Inequities in Services," *2008 Frontiers in Service Conference*, University of Maryland, October 2008.

58. White, Ryan C., Clay M. Voorhees, Michael K. Brady, and Andrew E. Wilson, "An Examination of Research Productivity in Marketing: A Doctoral Program Perspective," *2008 AMA Summer Educators' Conference*, San Diego, CA, August 2008.

59. Murphy, Jamie, Ana Canhoto, Charles Hofacker, Lee Hunter, Larry Neale and Clay M. Voorhees, "The Google Online Marketing Challenge: A Global Teaching and Learning Initiative," *2008 AMA Summer Educators' Conference*, San Diego, CA, August 2008.

60. Voorhees, Clay M., Clay M. Voorhees, J. Joseph Cronin, Jr., Brian L. Bourdeau and Mary Katherine Brock, "Strategic Innovation: Effects on Consumers' Evaluations of Sports Experiences," *2008 CBSIG Pre-Conference Consortium*, *2008 AMA Summer Educators' Conference*, San Diego, CA, August 2008.

61. Matta, Shashi, Clay M. Voorhees, and Michael K. Brady, "Consumer's Evaluations of Competence and Warmth of Service Providers," *2008 AMA Winter Educators' Conference*, Austin, TX, February 2008.

62. Voorhees, Clay M., Michael K. Brady, Douglas Johansen, and Daekwan Kim, "Complaining Across Cultures: The Drivers of Negative Customer Feedback," *2008 AMA Winter Educators' Conference*, Austin, TX, February 2008.

63. Brock, Christian, Clay M. Voorhees, Markus Blut, Peter Kenning, and Martin Alhert, "Consequences of service failures: differences between non-complainers, satisfied and dissatisfied complainers," *2008 European Marketing Academy Conference*, Brighton, U.K. May 2008.

64. Bourdeau, Brian L., J. Joseph Cronin Jr., Clay M. Voorhees, Angeline Close, "Service Loyalty: A New Approach for Measurement and Insight into Gender Differences in the Evaluation of Services," *2007 Frontiers in Services Conference Proceedings*, San Francisco, CA, October 2007.

65. Voorhees, Clay M., M. Berk Talay, and Roger Calantone, "A Justice Interpretation of Service Decision Making," *2007 AMA Summer Educators' Conference*, Washington D.C., August 2007.

66. Voorhees, Clay M., J. Joseph Cronin Jr., Ryan C. White, "A Qualitative and Quantitative Investigation into the Role of Customer Attributions in Favorable Service Encounters," *2007 World Marketing Congress*, Verona, Italy, July 2007.

67. Koo, G., Robert Hardin, Steven McClung, T. Jung, Joseph Cronin, and Clay Voorhees, "Effects of Dimensions of Service Quality on Spectators' Cognitive and Affective Responses: Minor League Baseball," *2007 Academy of Marketing Science Annual Conference*, Miami, FL, May 2007.

68. Voorhees, Clay M., Ray L. Benedicktus, Michael K. Brady, and Peter R. Darke, "Enhancing Consumer Trust in a Service Provider under Conditions of Suspicion," *2007 AMA Winter Educators' Conference*, San Diego, CA, February 2007.

69. Cronin, Joseph J. Jeffrey James, Daniel Sweeney, Clay M. Voorhees, and Brian Bourdeau, "An Investigation of the Effects of Attitudes, Alterative Events, and Team Attachment on the Behavior of Sports Consumers," *2006 Sports Marketing Association Conference*, Denver, CO, November 2006.

70. Benedicktus, Ray L., Michael K. Brady, Peter R. Darke, and Clay M. Voorhees, "Building Trust in Multi-Channel Firms: The Interacting Effects of Physical Presence, Brand Familiarity, and Consensus Information," *Advertising and Consumer Psychology Conference Proceedings*, Houston, TX, May 2006.

71. Brady, Michael K., Michael J. Brusco, David M. Horowitz, and Clay M. Voorhees, "An Empirical Investigation of Employee Motivations and Customer Consequences of Service Sweethearting," *2005 Frontiers in Services Conference Proceedings*, Miami, FL.

72. Voorhees, Clay M., Michael K. Brady, and David M. Horowitz "The Rest of The Iceberg: An Examination of Noncomplaining Service Customers," *2005 American Marketing Association's Winter Educators' Conference Proceedings*, San Antonio, TX.

73. Cronin, J. Joseph, Clay M. Voorhees, Brian L. Bourdeau, and E. Deanne Brocato (2004), "Assessing the Determinants of Fan Loyalty: Perspectives from Contemporary Marketing Theory," *2004 Sport Marketing Association Annual Conference Proceedings,* Memphis, Tennessee.

74. Bourdeau, Brian L., J. Joseph Cronin, Clay M. Voorhees and Roscoe Hightower, "It's More Than Just a Wait: A New Look at Moderating Effects on Waiting Time Relationships in Services," *2004 Frontiers in Services Conference Proceedings*, Miami, FL.

75. Baker, Julie , Brian L. Bourdeau, E. Deanne Brocato, J. Joseph Cronin Jr., and Clay Voorhees (2004), "Cross Cultural Variation in Service Quality Delivery: Impacts on Service Strategic Decision Making," *2004 Academy of Marketing Science Cultural Perspectives in Marketing Conference*, Puebla, Mexico.

76. Bourdeau, Brian L., J. Joseph Cronin, Jr., Clay M. Voorhees, and Michael K. Brady, "Attributions of Credit? A Reexamination of the Role of Customer Attributions Across Both Successful and Unsuccessful Service Encounters," *2004 Academy of Marketing Science Annual Conference Proceedings*, Vancouver, British Columbia.

77. Bourdeau, Brian L., Michael K. Brady, J. Joseph Cronin, Jr. and Clay M. Voorhees, "A Reexamination of Consumer Justice in the Service Encounter: The Role of Justice across Successful and Unsuccessful Service Encounters," *2004 American Marketing Association Winter Educators' Conference Proceedings*, Phoenix, Arizona.

78. Bourdeau, Brian L., Michael K. Brady, J. Joseph Cronin, Jr. and Clay M. Voorhees, "A New Battlefield in the War Against Smoking: An Investigation of the Drivers of Smoking Behavior Among Low-Income Minorities," *2004 American Marketing Association Winter Educators' Conference Proceedings*, Phoenix, Arizona.

79. Voorhees, Clay M., Kenneth J. Harris, and Reham Eltantawy, "The Role of Consumer Attributions in Online Service Encounters," *2003 American Marketing Association's Summer Educators' Conference Proceedings*, Chicago, IL.

80. Eckrich, Donald and Clay M. Voorhees, "Expanding Experiential Learning in Marketing Education: The Synergy of Affiliation and Visitation," *2002 American Marketing Association's Summer Educators' Conference Proceedings*, San Diego, CA.

SUMMARY OF EXTERNALLY FUNDED RESEARCH ACTIVITY

The chart below denotes the total number of external applications that have been submitted/funded and the dollar value of these activities. Only projects with Co-PI or PI status are included.

	Number of External Grants	Value of External Grants
Funded	6	$1,278,070
Requested	12	$14,406,069

- "Measuring and Evaluating Sales Training Effectiveness"
  - <u>Project Description</u>: This research seeks to identify the processes by which sales training spills over to influence sales performance in both the short and long run. We develop a baseline model of sales training effectiveness and identify contextual factors that increase and decrease the likelihood that sales training "sticks."
  - <u>Funding Agency:</u> Sales Education Foundation
    - Funding Received: $5,000

- "Formal and Informal Boundary Spanning in Multiteam Systems: An Examination of Triadic Influences on Knowledge Generation and Innovation in Scientific Teams"
  - <u>Project Description</u>: This research improves our understanding of how boundary spanning employees interact and perform within a multiteam system. This project studies these phenomena at the Facility for Rare Isotope Beams (FRIB) at Michigan State University, a facility that is a state of the art complex for studying high particle physics.
  - <u>Funding Agency:</u> National Science Foundation (Award #1231154) - Division of Advanced Cyberinfrastructure
    - Funding Received: $1,085,570

- "Managing Post-Purchase Moments of Truth: Leveraging Customer Feedback to Increase Loyalty"
  - <u>Project Description</u>: This research investigates the extent to which firms can leverage ongoing consumer insights efforts to create meaningful moments of truth that drive increased patronage. Through three field studies, we demonstrate the potential benefits of acknowledging customer feedback from a firm's most delighted guests.
  - <u>Funding Agency:</u> Marketing Science Institute
    - Funding Received: $7,500

- "Assessing the Drivers of Short and Long-Term Outcomes at Business Trade Shows"
  - <u>Project Description</u>: This research offers a more complete understanding of trade show effectiveness by investigating the entire purchase process (from booth visit to final purchase) in a single study. Moreover, the study helps managers understand the key drivers of short-term and long-term trade show performance. It also provides an assessment of the economic returns from trade show investments and the conditions under which those returns can be maximized.
  - <u>Funding Agency:</u> Marketing Science Institute
    - Funding Received: $10,000

- "Preliminary Investigations into the Adoption, Influence, and Diffusion of New Media Technologies"
  - <u>Project Description</u>: This research investigates the motivations for use of new media technologies with a focus on the benefits that millennial consumers fulfill through connecting with others via new media.
  - <u>Funding Agency:</u> Air Force Research Laboratories, Human Effectiveness Directorate
    - Funding Received: $100,000

- "A Multi-National Investigation into the Effectiveness of Communication Using New Media"
  - <u>Project Description</u>: In this study, we seek to uncover the global dynamics associated with new media communication within social networks. We will identify the main drivers behind the rapid adoption of new media communication and establish the core set of functionalities to assist in the development of an Air Force Social Networking site. This system will serve as an experimental platform for experimental testing on influence in networked communities.
  - <u>Funding Agency:</u> Air Force Research Laboratories, Human Effectiveness Directorate

- Funding Received: $70,000

TEACHING

DOCTORAL COURSES

UNIVERSITY OF ALABAMA

MKT688: Quantitative Modeling in Marketing: A Ph.D. seminar designed to provide students with an introduction to applied multivariate statistics and experimental design.

Semesters Taught:	Fall 2019 – 1 section with 6 students
	Fall 2020 – 1 section with 4 students
	Fall 2021 – 1 Section with 4 students

MKT674: Measurement and Structural Equation Modeling: A Ph.D. seminar designed to provide students with a deep dive into measurement and structural equation modeling with extensions into econometrics.

Semesters Taught:	Spring 2020 – 1 section with 7 students

MICHIGAN STATE UNIVERSITY

MKT912: Seminar on Buyer Behavior: A Ph.D. seminar designed to provide students with a surface level understanding of experimental design and analysis, consumer behavior, and customer experience management. Focus is placed on reviewing classic articles in each of these domains and discussing how these classic approaches to research and classic theories of consumer decision making can be applied to answer modern, marketing management research questions.

Semesters Taught:	Spring 2014 – 1 section with 7 students
	Fall 2015 – 1 section with 6 students
	Fall 2016 – 1 section with 3 students
	Spring 2018 – 1 section with 3 students

MKT905: Quantitative Marketing: A Ph.D. seminar covering topics ranging from research design, data collection, multivariate analysis, and econometrics.

Semesters Taught:	Spring 2015 – 1 section with 4 students
	Spring 2016 – 1 section with 3 students
	Spring 2017 – 1 section with 4 students

MASTERS COURSES

UNIVERSITY OF ALABAMA

MKT595: Client-Based Marketing Consultant Projects: This course is devoted entirely to the completion of real-world marketing projects for specific organizational clients. It allows students to use the skills and knowledge that they have acquired in graduate marketing courses as well as build new skills in marketing analysis, project management, client relationship building/maintenance skills, communications, decision-making, and leadership.

Semesters Taught:	Fall 2021 – 1 section with 83 students

MKT596: Capstone Project: This course requires the student to apply his/her knowledge of the field of Marketing to recognize operational problems in the field. Further, the student must provide evidence of his/her abilities to communicate understanding of the problem, describe the analysis performed and organize this material effectively for both a written report and corresponding oral presentation.

Semesters Taught:	Spring 2022 – 1 section with 83 students

MBA820: Marketing Management: Core Marketing MBA course that covers leadership principles in marketing strategy development. Fundamental marketing concepts such as strategic marketing analysis, market segmentation, targeting, and competitive positioning. Problem-solving and market planning. Application of concepts to case analysis.

           Semesters Taught: Fall 2016 – 2 sections with 69 students
                                   Fall 2017 – 2 sections with 70 students

MBA830: Marketing Strategy Execution: Executing marketing strategy. Using the marketing decision variables to plan and execute in a competitive marketplace. Fundamental marketing topics such as customer satisfaction, customer loyalty and lifetime value, growth strategies, brand value propositions, new product strategies, brand equity development, marketing communication, pricing, channel relationships, internet marketing, and global marketing. Application of course concepts to case analysis.

           Semesters Taught: Fall 2016 – 2 sections with 69 students
                                   Fall 2017 – 2 sections with 70 students

MKT805: Marketing Management: Strategic and decision-making aspects of marketing functions. Analysis, coordination, execution of marketing programs. Development of strategies and tactics. Segmentation, marketing mix, market response modeling, and ethics in a global context.

           Semesters Taught: Fall 2013 – 1 section with 35 students

MKT810: Developing and Launching New Products and Services: New product and service management for competitive-intensive firms. Creating new product and services ideas using voice of customer as well as creative-inventive paradigms. Managing cross-functional teams. Developing and implementing innovation strategies. New product development regimes, service architecture approaches and launch strategies. Decision making in the context of innovation.

           Semesters Taught: Fall 2006 – 1 section with 18 students
                                   Fall 2007 – 1 section with 21 students
                                   Fall 2008 – 1 section with 28 students
                                   Fall 2009 – 1 section with 28 students
                                   Fall 2010 – 1 section with 19 students
                                   Fall 2011 – 1 section with 25 students
                                   Fall 2012 – 1 section with 24 students

MKT810: Open Innovation Management: Development of new products ideas for service firms and physical good manufacturers using voice of the customer approaches, leveraging ideas from channel partners, and from frontline employees. Fuzzy front end of the innovation process.

           Semesters Taught: Fall 2013 – 1 section with 20 students

MKT820: New Product Development and Portfolio Management: New product development processes for service firms and physical good manufacturers. Execution of the product development stages and gates with a focus on concept testing, assessing project risks, and business case development.

           Semesters Taught: Fall 2013 – 1 section with 20 students

MKT829: Marketing Technology and Analytics: The collection and analysis of information from the web using contemporary web-based research techniques. This course is delivered <u>online</u>.

           Semesters Taught: Summer 2012 – 1 section with 18 students
                                   Summer 2013 – 2 sections with 37 students
                                   Summer 2014 – 2 sections with 45 students
                                   Summer 2015 – 2 sections with 45 students
                                   Summer 2016 – 2 sections with 50 students

MKT861: Consulting Project in Marketing Research: This service learning is a supervised research practicum. Design, execution, analysis, and presentation of a marketing research project. This course requires students to source a marketing research project, design and execute the study, and present the results to management. I have co-taught this class with Professors Calantone and Spreng where we each managed a portion of the student projects. In 2011, I handled 40% of the projects, in 2012, I managed 50% of the projects, in 2013, I managed 25% of the projects, and in 2014, I handled 33% of the projects. In 2016 and 2017, I managed the winning teams in the Sawtooth Marketing Analytics Challenge.

<u>Semesters Taught:</u> Fall 2011 – 1 section with 18 students
Fall 2012 – 1 section with 19 students
Fall 2013 – 1 section with 28 students
Fall 2014 – 1 section with 23 students
Spring 2016 – 1 section with 4 students
Fall 2016 – 1 section with 3 students
Spring 2016 – 1 section with 5 students
Spring 2017 – 1 section with 5 students
Fall 2017 – 1 section with 2 students

MKT865a: Secondary, Archival Data and Panel Design & Analysis – Three Hour Session on Structural Equation Modeling: Served as a guest lecturer for a three hour seminar on Structural Equation Modeling.

<u>Guest Lecture:</u> Fall 2011

MKT865b: New Product and Innovation Research: This course takes a deep dive on the research techniques used to uncover the voice of the customer, tests new product and service concepts, set new product prices, and develop sales forecasts.

<u>Semesters Taught:</u> Fall 2011 – 1 section with 18 students (15-week traditional course)
Fall 2012 – 1 section with 19 students (15-week online course)
Fall 2013 – 1 section with 28 students (15-week online course)
Fall 2014 – 1 section with 23 students (1-week intensive course)
Fall 2015 – 2 sections with 45 students (8-week online course)
Fall 2016 – 3 sections with 75 students (8-week online course)
Fall 2017 – 2 sections with 50 students (8-week online course)

MKT890: Search Engine Marketing, Analytics, and Performance: This service-learning course was co-taught with Professor Wilson and exposes students to the basics of integrated marketing communications, online marketing strategy, copy and AB testing, marketing analytics, and consulting practices.

<u>Semesters Taught:</u> Spring 2010 – 1 section with 13 students

ITM818: Data Management and Visualization in Analytics: Manage the co-curricular corporate experiential project for the incoming MS in Business Analytics students in partnership with faculty from the home course (ITM881).

<u>Semesters Taught:</u> Spring 2016 – 1 section with 28 students
Spring 2017 – 1 section with 32 students
Spring 2018 – 1 section with 30 students

STT890: Statistical Problems: Project-based course for the MS in Business Analytics program

<u>Semesters Taught:</u> Summer 2013 – 1 section with 2 students
Fall 2013 – 1 section with 2 students
Fall 2015 – 1 section with 3 students
Fall 2016 – 1 section with 3 students

UNIVERSITY OF ALABAMA

IBA460: Export/Import Management: This course includes a thorough examination of the export-import management process and highlights its importance in international business strategy.

Semesters Taught: Spring 2021* – 1 section with 54 students

MKT313: Consumer Behavior: Analysis of the basic processes underlying buyer behavior. Various factors are examined, including external influences (e.g., culture, reference groups, family) and internal influences (e.g., perceptions, attitudes, personality). Primary emphasis is on final consumers with a secondary emphasis on the external and internal influences affecting organizational buyers.

Semesters Taught: Spring 2021* – 2 sections with 55 students

MKT411: Supply Chain Management: Supply chain management encompasses the design and administration of the systems of suppliers and distributors that collectively provide for the exchange of title, physical movement, and storage activities in marketing. The scale and complexity of supply chain relationships are escalating as firms strive to enhance interorganizational effectiveness and efficiency. This course examines the role of manufacturers and intermediaries in channel strategies and the scope, methods, problems, and opportunities of systemic supply chain coordination.

Semesters Taught: Spring 2021* – 1 section with 101 students

MKT487: Strategic Marketing: The capstone course in the marketing undergraduate program that covers leadership principles in marketing strategy development. Fundamental marketing concepts such as strategic marketing analysis, market segmentation, targeting, and competitive positioning. Problem-solving and market planning. Application of concepts to case analysis.

Semesters Taught: Spring 2019 – 2 sections with 150 students
Fall 2020 – 1 section with 108 students
Spring 2023 – 3 sections with 162 students

UFE400: Magnum Opus Experience: The capstone experience for University Honors students. The Magnum Opus Experience is a course that provides a context for University Fellows to apply the knowledge, skills, and attitudes acquired over their courses of study to the planning, development, completion, and evaluation of an academically-based or inspired project. Students will develop a senior practicum project plan in partnership with a faculty advisor.

Semesters Taught: Fall 2018 – 1 student advisee
Fall 2019 – 1 student advisee
Spring 2020 – 1 student advisee

During Spring 2021, I was tasked with taking over several sections of marketing and international business courses after a faculty member was placed on leave with a few weeks remaining in the semester. This required grading a semester worth of assignments, developing and delivering new lecture material, administering final exams, and grading final projects. I was not responsible for an entire 15-week delivery of these sections.

MICHIGAN STATE UNIVERSITY

MKT300/327: Introduction to Marketing: An introduction to the principles of marketing.

Semesters Taught: Spring 2011 – 1 section with 498 students
Spring 2012 – 1 section with 578 students
Spring 2013 – 1 section with 299 students

MKT302: Consumer and Organizational Buyer Behavior: Application of consumer behavior principles to customer satisfaction, market planning, and marketing mix decisions. Ethical, diversity, and international issues.

<div style="text-align: center">

Semesters Taught: Spring 2007 – 2 sections with 90 students
Fall 2007 – 1 section with 26 students
Spring 2008 – 2 sections with 70 students
Spring 2009 – 2 sections with 70 students
Fall 2009 – 2 sections with 90 students

</div>

FLORIDA STATE UNIVERSITY

Basic Marketing Concepts: This introductory course provides the students with a basic understanding of marketing topics and equips the students with the ability to utilize marketing concepts to make business decisions.

Semesters Taught: Spring 2003 – 1 section with 21 students
Fall 2004 – 1 section with 154 students
Spring 2005 – 1 section with 154 students
Fall 2005 – 1 section with 154 students
Spring 2006 – 2 sections with 216 students

Consumer Behavior: This course acquaints the student with the fundamental theories and terminology currently derived from the behavioral sciences and applied to consumer decision-making.

Semester Taught: Summer 2002 – 1 section with 40 students

Electronic Marketing: This course demonstrates how the Internet and other emerging technologies are revolutionizing marketing. Students are equipped with the knowledge to integrate new technologies into existing marketing strategies.

Semester Taught: Summer 2003 – 1 section with 40 students

Marketing Research: This course examines the role of marketing research as an information providing activity for the purpose of management decision making. Students are also exposed to the operational activities associated with marketing research including survey design, data collection, analysis, and presentation of results.

Semester Taught: Spring 2004 – 1 section with 50 students

Services Marketing: This course exposes students to the unique characteristics of marketing services, including the "7 P's" of services marketing; the importance of the physical environment to service encounter success; the creation of customer satisfaction; the delivery of service quality and value; and strategies to overcome service failure.

Semester Taught: Summer 2005 – 1 section with 40 students
Fall 2005 – 1 section with 65 students

EXECUTIVE EDUCATION

The following sub-sections summarize the primary topics and partners for executive education, which were delivered as part of a Western MI Supply Chain Management Program, Purchasing Manager's Summit, Cornell Hospitality Summit, and ad-hoc, custom programming.

Topics

- New Product Development
- Disruptive Innovation
- Marketing Strategy
- Consumer Insights
- Marketing Analytics
- Social Media Strategy
- Value Chain
- Customer Loyalty
- Services Marketing
- Brand Strategy

Corporate Partners

- Chrysler
- Mercedes-Benz Financial Services

- ◆ IBM
- ◆ Steelcase
- ◆ Amway
- ◆ Meijer
- ◆ MSU Federal Credit Union
- ◆ TechSmith
- ◆ Interpark

- ◆ Granger Construction
- ◆ Boone and Crocket Club
- ◆ Hilton
- ◆ Marriott
- ◆ Deloitte

EXPERIENTIAL LEARNING

The following table outlines a sample of experiential learning projects that were incorporated into the preceding undergraduate and graduate courses.

Organization	Project Focus	Details
Papa John's	Loyalty Program Innovation	Led ten student teams to conduct a loyalty program audit of the Papa Rewards program, brainstorm opportunities, and build the business case for the highest potential ideas.
Cricket Wireless	Marketing Strategy	Led twenty-four student team through secondary research, mystery shopping, brainstorming creative retail strategies, and building the business cases for the highest impact ideas.
Google	Digital Marketing Advertising Non-Profit	Partnered with Google Grants and Google's Ann Arbor office to develop and optimize search engine marketing programs for six Non-Profit Organizations. Specifically, led six student teams in the initial client interviews, program proposal, implementation, analysis, and optimization.
PGA TOUR Superstore	Retail Innovation	Served as a faculty lead for a project focused on innovating the customer experience at PGA TOUR Superstore's 50 retail outlets, proposing concepts for a flagship store, and conducted geo-spatial analysis for store location.
Birmingham Legion	Social Media Marketing	Led six teams of students to conduct a social media benchmarking study across all USL Soccer clubs, brainstormed new social media marketing opportunities, and made recommendations to adjust social media strategy.
TechSmith	Product Innovation Insights	Managed teams of students who developed a feature benchmarking program to better identify features for future software releases and forecast sales for new releases.
Wendy's	Brand Licensing	Developed a project-based course focused on building the business case for a brand store experience for Wendy's. Coached a doctoral student instructor and a team of undergraduate students through project benchmarking, ideation of business models, and formal proposals.
Navy Federal Credit Union	Analytics Segmentation	Served as the lead faculty mentor for an analytics project focused on establishing customer lifetime value models for Navy Federal Credit Union.
Interpark	Pricing Conjoint Analysis	Developed an experiential project using a conjoint-based approach to re-invent pricing options for the parking industry and to assess the potential impact of a reward program.

Organization	Project Focus	Details
Meijer	Analytics Customer Churn	Served as the faculty coach for 32 MS in Business Analytics students as we developed and validated models of customer churn for Meijer (regional super store with 220 outlets throughout the Midwest).
Sylvan Learning	Innovation Conjoint Analysis	Coached a team of students as part of Sawtooth Marketing Analytics project focused on assessing new business models for Sylvan Learning, resulting in a first-place written report performance and second place overall in the competition.
Carhartt	Analytics Customer Lifetime Value Segmentation	Served as the faculty coach for 28 MS in Business Analytics students as we assessed the customer lifetime value for ecommerce customers across 7 different customer segments.
Great Expressions	Analytics Customer Churn	Managed a team of MS in Business Analytics students to calculate the impact of customer churn on franchisee performance.
Carhartt	Analytics Customer Lifetime Value	Managed a team of MS in Business Analytics students to develop initial models for calculating CLV for their ecommerce customers and identified the key drivers of CLV.
Black and Decker	Innovation Conjoint Analysis	Coached a team of students as part of Sawtooth Marketing Analytics project focused on identifying key features and pricing for a potential robotic vacuum offering, resulting in a first-place finish.
Meijer	Analytics Segmentation Customer Loyalty	Organized and advised a team of analytics students who developed an engagement segmentation typology for Meijer's mPerks reward program.
Deloitte	Consumer Insights Marketing Strategy	Partnered with Deloitte's Automotive Consulting group to develop, administer, and analyze the results of the annual Gen Y research project. In this role, I also led a student team on a deep dive assessment of an emerging industry trend that resulted in a final presentation to an audience of executives during the North American International Auto Show.
Assurant	Innovation Services Marketing	Organized and advised a team of students as part of an Open Innovation project for Assurant focused on identifying new business opportunities for their extended service contracts division.
Meijer	Analytics ROI Customer Loyalty	Organized and advised a team of analytics students that analyzed over 1,000,000 data records to assess the incremental benefits of the mPerks program on customer spending and profitability.
Communispace	Innovation Consumer Insights Online Communities	Organized and advised a team of students who analyzed consumer responses on 1,000+ survey questions administered across 38 marketing research online communities for firms like Procter and Gamble, PepsiCo, Under Armour, Target, and Microsoft.
TechSmith	Digital Marketing Product Management	Organized and advised a team of students on the completion of the Social Media audit for TechSmith's major products.
Whirlpool	Innovation Pricing Conjoint Analysis	Organized a new product development research project with Whirlpool focused on understanding price premiums associated with various features.
Nestle Purina	Innovation Brand Management	Organized and advised a series of student consulting projects focused on developing new product concepts and positioning plans for four of Nestle Purina's brands in the cat food category.

Organization	Project Focus	Details
Chrysler	Analytics Customer Service ROI	Organized and advised a series of student consulting projects focused on assessing the return on investment provided by customer care interventions.
Chrysler	Analytics Consumer Insights Marketing Strategy	Organized and advised a series of student consulting projects focused on assessing the impact of marketing interventions on customer loyalty, and connecting customer loyalty metrics to organizational performance.
Chrysler	Innovation Consumer Insights	Organized and advised several student consulting teams on a platform innovation project that involved capturing the voice of the consumer, developing insights from this research, generating a series of new service and physical good concepts, and ultimately proposing a series of new service and physical good innovations to the Chrysler Product Planning team.
Bissell	Innovation Product Management	Organized and advised a series of student consulting projects focused on developing new product concepts and positioning plans for Bissell's product development team.
Google	Digital Marketing Advertising Non-Profit	Founding panelist for the Google Online Marketing Challenge that provided an experiential project and competition to over 120,000 students across 100 countries from 2007 – 2017. Program was reimagined in 2018, with a focus on non-profit partners.
Whirlpool	Innovation Consumer Insights Marketing Strategy	Organized and advised several student consulting teams on a category innovation project that involved extensive secondary and primary research, brainstorming a series of preliminary product solutions, and presenting a final set of recommendations for new products within the category to category managers and senior executives at Whirlpool HQ.
Kellogg's	Innovation Brand Management	Organized and directed the "BrandNEW" product innovation competition that recruited cross-campus teams of students to work on an intensive product development project for Kellogg's within a one-week timeline.

TEACHING EVALUATIONS

Teaching evaluations are typically in the 4.50 – 5.00 range. Commitment to teaching is further underscored by Undergraduate and Graduate teaching awards. The table below provides an abbreviated list of my teaching scores at the University of Alabama.

Course Name	Level	Overall Quality of the Instructor	Overall Quality of the Course
Strategic Marketing (MKT487 – 002 – Spring 2019)	Undergraduate	4.92	4.75
Strategic Marketing (MKT487 – 003 – Spring 2019)	Undergraduate	4.88	4.75
Quantitative Modeling in Marketing (MKT688 – 001 – Fall 2019)	Doctoral	4.75	4.80
Measurement and Structural Equation Modeling (MKT674 – 001 – Spring 2020)	Doctoral	4.86	4.86

Strategic Marketing (MKT487 – 001 – Fall 2020)	Undergraduate (Online)	4.52	4.39
Quantitative Modeling in Marketing (MKT688 – 001 – Fall 2021)	Doctoral	5.00	5.00
Client-Based Marketing Consulting Project (MKT595 – 001 – Fall 2021)	Masters	4.71	4.52
Capstone Project (MKT596 – 001 – Spring 2022)	Masters	4.70	4.60
Strategic Marketing (MKT487 – 010 – Spring 2023)	Undergraduate	TBD	TBD
Strategic Marketing (MKT487 – 010 – Spring 2023)	Undergraduate	TBD	TBD
Strategic Marketing (MKT487 – 010 – Spring 2023)	Undergraduate	TBD	TBD

DOCTORAL STUDENT SUPERVISION

Dissertation Chair/Co-Chair
1. Lacey Wallace (2025 – Marketing)
2. Kimberly White (2023 – Marketing)
3. Dave Mathis (2023 – Marketing)
4. Ross Johnson (2022 – Marketing)
5. Ben Britton (2022 – Marketing)
6. Alex LaBrecque (2021 – Marketing)
7. Alex Pratt (2020 – Marketing)
8. Jonathan Beck (2019 – Marketing)
9. Joyce Wang (2018 – Marketing)
10. Seth Cockrell (2016 – Marketing)
11. Malika Chaudhuri (2015 – Marketing)
12. ChangSeob Yeo (2014 – Marketing)
13. Praneet Randhawa (2014 – Marketing)
14. Brian Baldus (2013 – Marketing)
15. Ryan White (2011 – Marketing)

Dissertation Committees
1. Tongxi Wang (2024 – Marketing)
2. Ryan Polk (2023 – Accounting)
3. Brett Kazandjian (2021 – Marketing)
4. Shana Redd (2021 – Marketing)
5. Maria-Susana Jaramillo-Echerverri (2020 – Marketing)
6. Valerie Good (2019 – Marketing)
7. Yufei Zhang (2018 – Marketing)
8. Angela Jones (2018 – Logistics)
9. Blake Runnalls (2017 – Marketing)
10. Pinar Runnalls (2017 – Marketing)
11. Wyatt Schrock (2016 – Marketing)

12. Yanhui Zhao (2016 – Marketing)
13. Robert Wiedmer (2016 – Logistics)
14. Daniel Chaffin (2016 – Management)
15. Sirisuhk Rakthin (2014 – Marketing)
16. Joseph Miller (2010 – Marketing)
17. M. Billur Akdeniz (2009 – Marketing)
18. M. Berk Talay (2008 – Marketing)

MASTERS STUDENT SUPERVISION

Student advisees since joining the University of Alabama in 2018

Analytics Project Experience
1. Ryan Murphy (2018 - 2019)
2. Jenna Toler (2018 - 2019)

UNDERGRADUATE STUDENT SUPERVISION

Student advisees since joining the University of Alabama in 2018

University of Alabama's Magnum Opus Experience
1. Reese Butler (2019 – 2020)
2. Parker Hawkins (2018)

Culverhouse Faculty Scholars Program
1. Bryan Gilliland (2019 – 2020)
2. Caneel van Nostrand (2018 – 2020)
3. Kayla Merritt (2018 – 2019)

PROGRAM DEVELOPMENT

CURRICULUM DEVELOPMENT AND REVISION

UNIVERSITY OF ALABAMA

Development of an Undergraduate Major and Minor in Business Cyber Security
Member of five-person committee responsible for the development of a new major in Business Cyber Security. Developed curriculum and program of study and are processing paperwork and building a case for program approval within the university and the state education system.

Re-Design of the Curriculum for the Undergraduate Major in Marketing
Led the department effort to revise and update the undergraduate marketing curriculum including the benchmarking of peer and aspirant offerings and surveying students to better understand emerging interests. Documented changes and shepherded proposed revisions through the governance process, which is resulted in a revised major that offers a modern curriculum with more flexibility for both the department and students allowing the program to update dynamically as the field of marketing evolves.

Re-Design of the Curriculum for the Digital Marketing Concentration in the Masters in Marketing Program
Coordinated with another faculty member to re-develop the three-course sequence for the digital marketing concentration in the MS in Marketing program. Specifically, we re-balanced content across the portfolio of courses and

developed new content for two courses in the sequence for both online and offline delivery: MKT540 (Introduction to Digital and Social Media Marketing; jointly developed with Stacey Robinson) and MKT542 (Digital Marketing Analytics).

MICHIGAN STATE UNIVERSITY

Development, Launch, and Growth of the #1 Rated MS in Marketing Research Program
Served as an executive board member that collaborated with marketing and statistics faculty, industry executives and University leaders to develop, launch, and grow a Masters in Marketing Research program that provides between $2 - $3 million in tuition revenue to the University with no evidence of cannibalization from existing Masters Programs.

Revision of the Marketing Doctoral Program
As Director of the Marketing Doctoral Program, I led a comprehensive overhaul of the marketing doctoral program, including a revision of the curriculum, comprehensive exam process, student funding, awards, and research support.

Development and Launch of the #6 Rated MS in Business Analytics Program
Served as a lead faculty member for the marketing department responsible for coordinating with the Department of Accounting and Information Systems during the curriculum design, implementation, and launch of a STEM-certified business analytics program.

Design of a MS in Customer Engagement
Served as the lead marketing faculty member responsible for co-developing the curriculum and business case for a MS in Customer Engagement that was to be offered jointly between the College of Communication and College of Business.

Major Re-Design of the MBA Curriculum for the #9 Public MBA Program
Served as a member of a college-wide task force responsible for substantially revising the MBA curriculum to ensure that the program remained relevant and attractive to prospective students and employers.

STUDENT EXPERIENCE PROGRAMMING

UNIVERSITY OF ALABAMA

Student Experience Taskforce
Collaborated with a team of staff and faculty to better understand the undergraduate student experience with a goal of developing a program to systematically capture feedback from undergraduate students about the various touchpoints in the Culverhouse College of Business.

MICHIGAN STATE UNIVERSITY

Conceptualization, Development, Launch, and Administration of a Broad Student Experience Management Program
Developed a comprehensive tracking instrument to assess the overall student experience in the Eli Broad College of Business. Integrated this effort with alumni relations to capture an index "best memories" for each Broad student that can be embedded into development and alumni relations databases and used for future touchpoints and engagement efforts.

SERVICE

UNIVERSITY SERVICE

The following section provides expanded details on service activities at the University of Alabama and headlines for service at other institutions. Additional details on all activities are available upon request.

UNIVERSITY OF ALABAMA

University

Faculty Senate (Senator, Steering Committee Member, and Co-Chair of the Research and Service Committee)
- Senator for the College of Business (2022 – Present)
  - Serve as a senator on the faculty senate and related sub-committees and university standing committees.
- Steering Committee, Member (2022 – Present)
  - Serve as a member of the Faculty Senate's steering committee where we set the agenda for Faculty Senate Meetings as well as bi-monthly meetings with the Provost.
  - Collaborated with other steering committee members on a range of issues including general education reform, employee benefits, business case for new daycare facilities for faculty, faculty compensation analysis, DEI policies and events, and research environment assessment.
- Faculty Senate Research and Service Committee, Co-Chair (2022 – Present)
  - Co-chair the Research and Service Committee where we partner with the Vice President for Research and Economic Development, Office of Sponsored Programs, and Office of Research Compliance to identify opportunities for improved faculty collaboration and overall improvements in the research environment at the University of Alabama.
  - Organized an IRB stakeholder meeting in partnership with the Office of Research and Economic Development with the goal of improving collaboration between faculty and the Office of Research Compliance and Institutional Review Board.
  - Currently leading a University-Wide research benchmarking study designed to provide the faculty senate a mechanism to biennially benchmark the research environment at the University.

Premier Awards Committee, Faculty Senate Representative (2022 – Present)
- Serve as a member of the Premier Awards Committee, which evaluates and awards the highest honors available to students, staff, and faculty at the University of Alabama.

Institutional Review Board Member (2019 – Present)
- Serve as the sole College of Business representative on the University's Institutional Review Board ending a 5+ year lack of participation on behalf of the college.
- By improving communication and education about the nature of business research to the Office of Research Compliance, we were able to successfully streamline the IRB review process resulting in substantial increase in the number of exempt classifications (73%), improving the efficiency of the process without sacrificing protection of human participants.

Undergraduate Admissions, Keynote Speaker (2022)
- Served as an alternate to President Bell for a Keynote during the Montgomery, AL recruiting swing where we met with high school guidance counselors, students, and their parents to promote the University of Alabama.
- Served as the keynote speaker for the Auburn, AL recruiting swing where I promoted to benefits of a University of Alabama experience and degree to students and their parents.

College of Business

Culverhouse Leadership Series (2018 – Present)
- ♦ Selected to participate in the Culverhouse College's leader development series focused on training future leaders on budgeting, personnel management, strategic planning, and inter-functional coordination.
- ♦ Partnered with a team of faculty and staff to undertake a student experience audit and improvement project designed to benchmark and improve the overall, undergraduate student experience.

Faculty Executive Board (2019 – Present)
- ♦ Serve as one of two representatives from the Department of Marketing on the Faculty Executive Board, which is the senior faculty committee on curriculum, workload, and other governance issues for the College.

Culverhouse Cyber Executive Board (2019 – Present)
- ♦ Serve on the College of Business' Cyber Executive Board meeting tasked with growing the Cyber Security degree offerings, placing more students into cyber roles, and growing Culverhouse's reputation in the area of cyber security management.

Diversity, Equity, and Inclusion Working Group (2021 – Present)
- ♦ Lead the "Culverhouse DEI Graduate Pipeline" working group, which is focused on encouraging and supporting under-represented minorities with interest in doctoral education.
- ♦ Support the undergraduate first year experience retention initiatives through group and individual meetings with first-year undergraduate students in coordination with Culverhouse's DEI leadership and UA's Division of Student Life.

TIDE/Behavioral Lab (2018 – Present)
- ♦ Assisted in the development of the planogram for the shopper insights lab, procured product, and configured the initial lab layout.

Faculty Promotion and Tenure Committee (2019 - 2022)
- ♦ Serve as one of two representatives from the Department of Marketing and reviewed dossiers for faculty seeking re-appointment, promotion, and tenure.
- ♦ Worked with a diverse set of colleagues to develop recommendations to the Dean and Provost.

Diversity in Business Bridge Program (2022)
- ♦ Serve as a faculty mentor and presenter regarding education and career opportunities in marketing to a group of rising high school seniors.

McNair Scholars Program (2022)
- ♦ Serve as a faculty representative for the marketing department and met with McNair scholars from the University of Southern Mississippi regarding graduate opportunities at the University of Alabama.

Research and Scholarship Committee (2019 - 2021)
- ♦ Served as the chair (2019 – 2020) of the College research committee and was responsible for overseeing the revision to the college "journal list," informing the strategic research plan for the college, and providing recommendations regarding strategies for better incentivizing, rewarding, and recognizing excellence in research.

Strategic Planning Committee (Spring 2020)
- ♦ Served as the department representative on the College strategic planning committee.

Faculty Recruiting Committee Member (2021-2022)
- ♦ Served as a member of a college-wide search committee for a senior faculty member in the area of cybersecurity.

Diversity Representative (2018)
- ♦ Served as a member of a faculty team representing the college at the Ph.D. project in Chicago in an effort to bolster our efforts to recruit more diverse students into the College's doctoral programs.

Department of Marketing

Associate Department Chair (2021)
- ♦ Worked with department chair to lead program reviews for undergraduate, masters, and doctoral programs, resulting in revisions to all three programs with the goal of improving student training and, ultimately, job placements.
- ♦ Collaborated with department chair on resource requests (faculty line requests, research resource requests), course scheduling, and other recurring tasks for the department.
- ♦ Organized and led department retreat focused on reviewing curriculum across degree programs.

Strategic Planning Committee (2019 – 2021)
- ♦ Developed a strategic plan for the department covering research, teaching, and service.
- ♦ Coordinated with senior leadership regarding resource requirements, plan documentation and communication, and establishment of milestones.

Faculty Committee on Retention, Promotion, and Tenure (2018 – Present; Chair – 2020, 2022, 2023)
- ♦ Provide annual evaluations of probationary, tenure-track faculty.

Endowed Positions Review Committee (2021)
- ♦ Evaluated applicants for open fellowships and professorships in the department of marketing.

Research Committee (2019 – 2021)
- ♦ Serve as a member of department research committee tasked with developing the strategic research plan for the department and revising the department journal list.

Faculty Recruiting Committee Member (2018 – 2020; Chair – 2020, 2021)
- ♦ Served as a member of the faculty recruiting committees that successfully recruited and hired Carol Jones, Abhi Bhattacharya, Adam Farmer, and Michelle Daniels into tenure track roles and Candace McCain, Jim Karrh, and Sarah Miesse into Clinical Instructor roles.
- ♦ Developed assessment scorecards and interview scripts, screened candidates, conducted AMA and Zoom interviews, and assisted in the coordination of site-visits.

MICHIGAN STATE UNIVERSITY

University
- ♦ University Committee on Faculty Tenure (2009)

College of Business
- ♦ Strategic Planning Committee (Research Sub-Committee, 2016 – 2018)
- ♦ MBA Curriculum Revision Task Force (2016 – 2018)
- ♦ Doctoral Program Committee (2015 – 2018)

Department of Marketing
- ♦ Director, Marketing Doctoral Program (2015 – 2018)
- ♦ Marketing Doctoral Program Committee Member (2014 – 2018)
- ♦ MS in Marketing Research Advisory Board and Executive Committee (2011 – 2018)
- ♦ Marketing MBA Association – Faculty Advisor (2007 – 2018)
- ♦ Faculty Mentor (2013 – 2018)

- ♦ Mock Interviews with Doctoral Students (2007 – 2018)
- ♦ Recruiting Committee (Chair, 2012, 2013, 2014, 2016)
- ♦ Recruiting Committee (Member, 2006, 2007, 2008, 2012)
- ♦ Provost Review Committee (2013 – 2014)
- ♦ Strategic Planning Committee (2013 – 2014)
- ♦ Sales Specialization Support (2008 – 2013)
- ♦ Marketing Masters Programs Taskforce (2006 – 2013)
- ♦ Marketing Advisory Board (2006 – 2011)
- ♦ Subject Pool Founder and Administrator (2007 – 2009)
- ♦ Full-Time MBA Admitted Students' Weekend – Marketing Concentration Presentation (2008)
- ♦ Full Time MBA Exploration Weekend – "Mock Class" (2007, 2008, 2017)
- ♦ BrandNEW: Brand Creation Competition, Director (2008)

FLORIDA STATE UNIVERSITY
- ♦ Florida State University's College of Business' Ph.D. Policy Committee Member (2003 – 2006)
- ♦ Florida State University's Doctoral Business Student Association's President (2003 – 2006)
- ♦ Florida State University's Department of Marketing's Webmaster (2002 – 2005)
- ♦ Florida State University's Doctoral Business Student Association's Vice President (2002 – 2003)
- ♦ Florida State University's Doctoral Business Student Association's Secretary (2001 – 2002)

PROFESSIONAL SERVICE

Editorial Review Boards
- ♦ *Journal of Service Research (Co-Editor)*
- ♦ *Journal of Marketing (Moderator for JM's Research Development Workshop)*
- ♦ *Journal of Retailing*
- ♦ *Journal of Advertising Research*

Reviewer - Journals
- ♦ *Journal of Consumer Research*
- ♦ *Journal of the Academy of Marketing Science*
- ♦ *Journal of Business Logistics*
- ♦ *Sloan Management Review*
- ♦ *Journal of Business Research*
- ♦ *Decision Sciences*
- ♦ *Journal of Service Management*
- ♦ *Journal of Services Marketing*
- ♦ *Service Industry Journal*
- ♦ *Journal of International Marketing*
- ♦ *Cornell Quarterly*
- ♦ *Journal of Product Innovation Management*
- ♦ *Service Industry Journal*
- ♦ *Canadian Journal of Administrative Science*
- ♦ *Journal of Marketing Management*
- ♦ *Human Relations*

Reviewer - Grants
- ♦ Social Sciences and Humanities Research Council of Canada
- ♦ National Science Foundation

American Marketing Association
- ♦ AMA Sheth Doctoral Consortium Faculty Fellow (2023)
- ♦ John A. Howard/ AMA Doctoral Dissertation Award – Co-Chair (2019)
- ♦ Frontiers Doctoral Consortium Faculty Fellow (2021)
- ♦ SERVSIG Programs Officer (2012 – 2013)
- ♦ SERVSIG Emerging Scholar Award Committee (Chair, 2016)
- ♦ SERVSIG Career Contributions to Services Award Committee (2012)
- ♦ SERVSIG Programs Officer (2011 – 2012)

- ♦ SERVSIG Faculty Fellow – Services Marketing Doctoral Consortium (2008, 2009, 2011, 2016, 2019, 2020, 2021)
- ♦ SERVSIG Communications Officer (2010 – 2011)
- ♦ SERVSIG Organizer – Services Marketing Doctoral Consortium (2009, 2010)
- ♦ SERVSIG Mentoring Officer (2009 – 2010)
- ♦ SERVSIG Communications Officer (2009 – 2010)
- ♦ SERVSIG Best Services Article Committee (2009)
- ♦ SERVSIG Communications Officer (2008 – 2009)
- ♦ SERVSIG Electronic Media Officer (2005 – 2008)

Conference - Chair
- ♦ 2025 Frontiers in Service Conference, Montreal
- ♦ Organizational Frontlines Research Symposium – Co-Chair (2022 – 2024)

Conference - Track Chair
- ♦ 2020 American Marketing Association Summer Educators Conference, Services Track
- ♦ 2020 American Marketing Association Winter Educators Conference, Services Track
- ♦ 2018 American Marketing Association Summer Educators Conference, Customer Experience Track
- ♦ 2016 American Marketing Association Summer Educators Conference, Services Track
- ♦ 2015 American Marketing Association Summer Educators Conference, Services Track
- ♦ 2014 Annual Meeting of the Decision Sciences Institute, Marketing Strategy Track
- ♦ 2014 American Marketing Association Winter Educator's Conference, Services Track
- ♦ 2011 Academy for Marketing Science Annual Conference, Services Track
- ♦ 2009 American Marketing Association Summer Educators' Conference, Services Track
- ♦ 2007 Society for Marketing Advances Conference, Doctoral Student Research Track

Conference - Reviewer
- ♦ 2010 American Marketing Association Winter Educators' Conference, Services Track
- ♦ 2009 World Marketing Congress, Services Track
- ♦ 2008 American Marketing Association Winter Educators' Conference, Services Track
- ♦ 2007 American Marketing Association Summer Educators' Conference, Services Track
- ♦ 2007 Academy of Marketing Science Conference, Marketing Strategy Track
- ♦ 2007 Academy of Marketing Science World Conference, Consumer Behavior Track
- ♦ 2006 American Marketing Association Summer Educators' Conference, Services Track
- ♦ 2005 American Marketing Association Summer Educators' Conference, Services Track
- ♦ 2005 Academy of Marketing Science Annual Conference, Services Track
- ♦ 2005 Academy of Marketing Science Annual Conference, Innovations in Teaching Track
- ♦ 2004 Academy of Marketing Science Annual Conference, Services Track
- ♦ 2004 American Marketing Association Winter Educators' Conference, Services Track

Conference - Session Chair
- ♦ 2012 American Marketing Association Summer Educators' Conference, Services Track
- ♦ 2008 American Marketing Association Summer Educators' Conference, Services Track
- ♦ 2008 American Marketing Association Winter Educators' Conference, Services Track
- ♦ 2007 World Marketing Congress, Consumer Behavior Track

Conference - Discussant
- ♦ 2012 American Marketing Association Summer Educators' Conference, Services Track
- ♦ 2008 American Marketing Association Summer Educators' Conference, Services Track
- ♦ 2007 American Marketing Association Winter Educators' Conference, Research Methods Track
- ♦ 2005 Academy of Marketing Science Annual Conference, Services Track
- ♦ 2005 Academy of Marketing Science Annual Conference, Innovations in Teaching Track

- 2004 Academy of Marketing Science Annual Conference, Services Track
- 2002 American Marketing Association Summer Educators' Conference, Hospitality Track

Google Online Marketing Challenge:
- Member of the Global Academic Panel (2007 – 2018)