

## Clay M. Voorhees

- Department of Marketing • Culverhouse College of Business •
- University of Alabama •
- cmvoorhees@cba.ua.edu •

### PROFESSIONAL APPOINTMENTS

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Professor of Marketing Morris Mayer Endowed Chair of Teaching Excellence in Marketing Department of Marketing Culverhouse College of Business University of Alabama	2018 - Present
Faculty Fellow Center for Services Leadership W.P. Carey College of Business Arizona State University	2016 - Present
Associate Professor Department of Marketing Eli Broad College of Business Michigan State University	2013 - 2018
Assistant Professor Department of Marketing Eli Broad College of Business Michigan State University	2006 - 2013

### EDUCATION

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Florida State University, Tallahassee, FL Ph.D. Business Administration (Marketing)	2006
Ithaca College, Ithaca, NY B.S. Business Administration and Marketing	2001

### RECOGNITION AND AWARDS

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- ◆ 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*
- ◆ 2017-2020: 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.
- ◆ 2016-2020: 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.
- ◆ 2015-2020: 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

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### RESEARCH INTERESTS

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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 entire customer experience including the impact of employees, other customers, and the retail environment on customer evaluations of the experience and loyalty.
- ◆ *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

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Google Scholar citation count 5,407, H-Index of 28

Web of Science citation count 2,125, H- Index of 20

### JOURNAL ARTICLES

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\* Papers with current or former doctoral students

1. \*Jones, Carol, B. Kazandjian, T. Hancock, C.M. Voorhees “Engaging the Avatar: The Effects of Authenticity Signals During Chat-Based Service Recoveries” forthcoming at the *Journal of Business Research*.
2. \*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,” forthcoming in the *International Journal of Physical Distribution & Logistics Management*.
3. \*Zhang, Y., C.M. Voorhees, C. Lin, J. Chaing, T. Hult, and R. Calantone (2021), “Information Search and Product Returns Across Mobile and Traditional Online Channels,” forthcoming in the *Journal of Retailing*.
  - a. *Project was completed in partnership with a leading retailer in China.*
4. \*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.*
5. \*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.*
6. \*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.
7. 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*
8. \*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.
9. \*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*
10. 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.*
11. \*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.
12. \*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.
13. \*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.*
14. 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)*
15. 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.

16. \*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 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.*
17. \*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.*
18. 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.*
19. \*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.
20. 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.*
21. 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*
22. \*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.*
23. \*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.
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. \*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.*
26. \*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.

27. \*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.
28. \*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
29. 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.*
30. \*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.
31. 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.
32. 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.
33. Brady, Michael K., Clay M. Voorhees, Michael Brusco (2012), "Service Sweethearting: Antecedents and Customer Consequences," *Journal of Marketing*. 76(2): 81-98.
34. 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.
35. 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.
36. McCall, Michael and Clay M. Voorhees (2010), "The Drivers of Loyalty Program Success" *Cornell Hospitality Quarterly*, 51(1): 35 - 52.
37. 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*
38. 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.*
39. 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.*
40. 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

41. 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
42. 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
43. 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

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### \* Papers with current or former doctoral students

1. \*Beck, J., C.M. Voorhees, P. Fombelle, and K. Lemon, "Generic Title to Protect the Blind Review Process: Online Reviews" second review requested at the *Journal of Consumer Research*.
  - a. *In partnership with leading social media analytics firm and regional fitness brand.*
2. \*Scott, B., L. Passantino, N. Awasty, C.M. Voorhees, D. Conlon, and R. Johnson "Generic Title to Protect the Blind Review Process: Effects of Music at Work," second review requested at the *Journal of Applied Psychology*.
  - a. *Project was completed in partnership with a multinational software firm.*
3. \*Pratt, A., S.G. Robinson, C.M. Voorhees, F. Wang, and M. Giebelhausen "Generic Title to Protect the Blind Review Process: Negative Effects of Promotions," second review requested at the *Journal of the Academy of Marketing Science*.
  - a. *In partnership with multinational marketing research firm and Fortune 500 consumer durables manufacturer.*
4. \*Labrecque, A. F. Khodakarami, C.M. Voorhees, and P. Fombelle, "Generic Title to Protect the Blind Review Process: Native Marketing" second 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.*
5. \*Hochstein, B., D. Nagel, C.M. Voorhees, D. Rangarajan, A.B. Pratt, and V. Mehrotra, "Generic Title to Protect the Blind Review Process: Customer Success Management," second review requested at *International Journal of Research in Marketing*.
6. \*R. Johnson, C. Voorhees, and F. Khodakarami "Generic Title to Protect the Blind Review Process: Brand Safety in Digital Advertising," second review requested at *Journal of Advertising Research*.
7. \*Pratt, A., C.M. Voorhees, S. Robinson, and B. Hochstein "Generic Title to Protect the Blind Review Process: Cash Negotiations," second review requested at the *Journal of Retailing*.
  - a. *In partnership with a regional automotive dealership network.*
8. \*Good, V., A. Fehl, A. Labrecque, and C.M. Voorhees, "Generic Title to Protect the Blind Review Process: Resilience on the Frontlines" second review requested at the *Journal of Service Research*.
  - a. *In partnership with regional call center and retailer.*
9. Bourdeau, B., J.J. Cronin, D. Padgett, C.M. Voorhees, and R. Johnson, "Generic Title to Protect the Blind Review Process: Consumer Outrage," third review requested at the *Journal of Services Marketing*."

10. Bourdeau, B., J.J. Cronin, D. Padgett, C.M. Voorhees, and R. Johnson, "Generic Title to Protect the Blind Review Process: Conceptualizing Customer Loyalty," second review requested at the *Journal of Business Research*."
11. \*Y. Hong, C.M. Voorhees, and P.D. Harms "Generic Title to Protect the Blind Review Process: Conjoint Analysis in OB/HR," second review requested at *Journal of Business Research*.
12. Voorhees, C.M., P. Fombelle, S. Bone, and A. Allen, "Generic Title to Protect the Blind Review Process: Expressions of Gratitude," invited for resubmission to the *Journal of Consumer Research*.
  - a. *Project was completed in partnership with a leading private restaurant holding company.*
13. Ruvio, A., C.M. Voorhees, and F. Khodakarami, "Generic Title to Protect the Blind Review Process: Reward Program Design," invited for resubmission to the *Journal of the Academy of Marketing Science*.
  - a. *In partnership regional services provider.*
14. Fombelle, P., Voorhees, C.M., Gustafsson, A., Witell, L., and Lofgren, M., "Generic Title to Protect the Blind Review Process: Commercial Gift Giving" invited for resubmission to the *Journal of the Academy of Marketing Science*.
  - a. *In partnership with a multinational grocery retailer and regional automotive parts retailer.*
15. \*Voorhees, C.M., A. Bhattacharya, R. Johnson, B. Runnalls, C. Bauer, "Generic Title to Protect the Blind Review Process: Reward Program Enrollment and Store Profitability" under first review at the *Journal of Marketing*.
  - a. *In partnership with a Fortune 500 retailer and Fortune 500 Quick Food Service Provider.*
16. \*Zhang, Y., C.M. Voorhees, T. Hult, and R. Calantone, "Generic Title to Protect the Blind Review Process: Online Product Reviews and Marketing Investments," under first review at *Journal of the Academy of Marketing Science*.
  - a. *Project was completed in partnership with a leading retailer in China.*
17. \*Cockrell, S., C.M. Voorhees, D. Hughes, "Generic Title to Protect the Blind Review Process: Innovation and Product Harm Crises," under review at the *Journal of Product Innovation Management*.
  - a. *In partnership with a regional automotive dealership network.*

## **WORKING PAPERS ( DATA COLLECTION AND ANALYSES COMPLETE, DRAFTS DEVELOPED )**

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### \* Papers with current or former doctoral students

1. \*Beck, Jonathan, S. Lefebvre, and, C.M. Voorhees "Generic Title to Protect the Blind Review Process: Customer Incivility" revising for submission to *Organizational Behavior and Human Decision Processes*.
2. \*Blut, M., C. Brock, H. Evanschitzky, C.M. Voorhees, and A.B. Pratt "Generic Title to Protect the Blind Review Process: Service Recovery Paradox," revising for resubmission to the *Journal of the Academy of Marketing Science*.
  - a. *Project was completed in partnership with an international quick food service provider.*
3. \*Wang, F., C.M. Voorhees, R. Calantone, "Generic Title to Protect the Blind Review Process: Product Design" undergoing final revisions for submission to the *Journal of Marketing Research*.
  - a. *In partnership with multinational marketing research firm and Fortune 500 consumer durables manufacturer.*
4. \*Pratt, A., C.M. Voorhees, and J. Beck "Generic Title to Protect the Blind Review Process: Anonymity Effects with Online Reviews," draft is being finalized for submission to the *Journal of Marketing*.

5. \*Wang, F., R. Calantone, C.M. Voorhees “Generic Title to Protect the Blind Review Process: Customer Relationships” undergoing final revisions for submission to the *Journal of Marketing*.
  - a. *In partnership with multinational marketing research firm and Fortune 500 consumer durables manufacturer.*
6. \*Beck, J., C.M. Voorhees, and C.E. Jones, “Generic Title to Protect the Blind Review Process: Boundary Spanning Employees” data collected and analyzed; draft is being developed for submission to *Journal of Applied Psychology*.
  - a. *In partnership with a Fortune 500 consumer durables manufacturer.*
  - a. *Winner of the 2021 AMA’s Organizational Frontlines Young Scholar Research Article Competition.*
7. \*Y. Hong, C.M. Voorhees, and P.D. Harms “Generic Title to Protect the Blind Review Process: Competent, Crazy, Consistent, and Charismatic Leaders,” draft is being developed for submission to *Leadership Quarterly*.
8. \*Cockrell, S., C.M. Voorhees, R. Calantone “Generic Title to Protect the Blind Review Process: Product Harm Crises and Personal Selling,” finalizing draft for submission at the *Industrial Marketing Management*.
  - a. *In partnership with a regional automotive dealership network.*

## **WORKS IN PROGRESS ( DATA COLLECTED AND DRAFTS IN DEVELOPMENT )**

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### \* Papers with current or former doctoral students

1. \*A. Bhattacharya, V. Good, C.M. Voorhees, and B. Hochstein, “Generic Title to Protect the Blind Review Process: Chatbots and Sales Conversion” data collected; draft is being developed for submission to *Journal of Marketing*.
  - a. *In partnership with a regional automotive dealership network.*
2. \*Voorhees, C.M., R. Johnson, M. Crede, and P. Harms, “Generic Title to Protect the Blind Review Process: Meta-Analysis on the Big Five Personality Traits and Sales Performance” data collected, analysis underway, and draft is being developed for submission to *Journal of Applied Psychology*.
3. \*Voorhees, C.M., and R. Johnson, “Generic Title to Protect the Blind Review Process: Decomposing the Effects of NPS on Performance” data collected and analyzed; draft is being developed for submission to *Journal of Marketing* in 2021.
  - a. *In partnership with a Fortune 500 consumer durables manufacturer.*
4. \*Labrecque, A. F. Khodakarami, and C.M. Voorhees, “Generic Title to Protect the Blind Review Process: Digital Brand Management” draft is being developed for submission to *Journal of Marketing Research*.
  - a. *In partnership with a leading buy-side native marketing platform and multinational advertising clients.*
5. Robinson, S.R., C.M. Voorhees, and M. Giebelhausen, “Generic Title to Protect the Blind Review Process: Corporate Fund Raising and Frontline Engagement” data collected and partially analyzed; draft is being developed for submission to *Journal of Marketing*.
  - a. *In partnership with a Fortune 500 consumer durables manufacturer.*
6. \*Redd, Shana, A. Ruvio, and C.M. Voorhees “Generic Title to Protect the Blind Review Process: AI and Technoskepticism” data collected and partially analyzed; draft is being developed for submission to *International Journal of Research in Marketing*.
  - a. *In partnership with a Fortune 500 consumer durables manufacturer.*



## RESEARCH REPORTS

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\* 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

## BOOK CHAPTERS

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\* 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 Benedictus, 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.

## CONFERENCE PUBLICATIONS / PRESENTATIONS

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1. 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.

2. 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.
3. Wang, Feng, Clay M. Voorhees, and Roger Calantone, "Customer-Relationships Asset as Competitive Advantage," *2019 Summer AMA Educators' Conference*, Chicago, IL, August 2019.
4. 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.
5. 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.
6. 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.
7. 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.
8. 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.
9. 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.
10. 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.
11. 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," *3<sup>rd</sup> Annual Organizational Frontlines Research Symposium*, Orlando, FL, February 2017.
12. 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.
13. 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.
14. 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.
15. 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.
16. 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

17. 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.
18. 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.
19. 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.
20. 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.
21. 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.
22. 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.
23. 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.
24. 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.
25. Voorhees, Clay M., "A Lightning Talk on Managing the Customer-Employee Interface," *2014 AMA Winter Educators' Conference*, Orlando, FL, February 2014.
26. 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.
27. 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.
28. 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.
29. 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.
30. 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.
31. 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.
32. 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.

33. Saturnino, 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.
34. Saturnino, 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.
35. 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.
36. 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.
37. 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.
38. McCall, Michael and Clay M. Voorhees, "Customer Loyalty and Reward Programs," *Cornell Hospitality Research Summit*, Ithaca, NY, October 2010.
39. 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.
40. 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.
41. 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.
42. 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.
43. 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.
44. 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, February 2010.
45. 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.
46. 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.
47. 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.
48. 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.

49. 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.
50. 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.
51. 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.
52. 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.
53. 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.
54. 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.
55. 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.
56. 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.
57. 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.
58. 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.
59. Voorhees, Clay M., Ray L. Benedictus, 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.
60. 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.
61. Benedictus, 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.
62. 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.
63. 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.

64. 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.
65. 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.
66. 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.
67. 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.
68. 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.
69. 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.
70. 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.
71. 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

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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
<b>Funded</b>	6	\$1,278,070
<b>Requested</b>	12	\$14,406,069

## SUBMITTED GRANT ACTIVITY

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- ◆ "Impact of Chat Bots on Sales Conversion"
  - Project Description: This project examines the relative effectiveness of chat bots in generating sales leads and identifies elements of the chat communication that can best predict the odds of closing a sale.
  - Funding Agency: Sales Education Foundation
    - Funding Requested: \$5,000

## FUNDED GRANT ACTIVITY

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- ◆ “Measuring and Evaluating Sales Training Effectiveness”
  - Project Description: 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.”
  - Funding Agency: 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”
  - Project Description: 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.
  - Funding Agency: National Science Foundation – Science of Organizations
    - Funding Received: \$1,085,570
  
- ◆ “Managing Post-Purchase Moments of Truth: Leveraging Customer Feedback to Increase Loyalty”
  - Project Description: 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.
  - Funding Agency: Marketing Science Institute
    - Funding Received: \$7,500
  
- ◆ “Assessing the Drivers of Short and Long-Term Outcomes at Business Trade Shows”
  - Project Description: 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.
  - Funding Agency: Marketing Science Institute
    - Funding Received: \$10,000
  
- ◆ “Preliminary Investigations into the Adoption, Influence, and Diffusion of New Media Technologies”
  - Project Description: 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.
  - Funding Agency: Air Force Research Laboratories, Human Effectiveness Directorate
    - Funding Received: \$100,000
  
- ◆ “A Multi-National Investigation into the Effectiveness of Communication Using New Media”
  - Project Description: 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.
  - Funding Agency: Air Force Research Laboratories, Human Effectiveness Directorate
    - Funding Received: \$70,000

## TEACHING

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## DOCTORAL COURSES

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### 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

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### 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

### MICHIGAN STATE UNIVERSITY



*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 online.

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.

Semesters Taught: 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.

Guest Lecture: 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.

Semesters Taught: 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.

Semesters Taught: 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).

Semesters Taught: 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

Semesters Taught: 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

## **UNDERGRADUATE COURSES**

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### **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

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 and projects, 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.

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

## **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

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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
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 reimaged in 2018, with a focus on non-profit partners.
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.
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.

<b>Organization</b>	<b>Project Focus</b>	<b>Details</b>
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.
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.

<b>Organization</b>	<b>Project Focus</b>	<b>Details</b>
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 four Michigan-Based, Non-Profit Organizations. Specifically, led four student teams in the initial client interviews, program proposal, implementation, analysis, and optimization.
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.

<b>Course Name</b>	<b>Level</b>	<b>Overall Quality of the Instructor</b>	<b>Overall Quality of the Course</b>
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)	4.29	4.10

## DOCTORAL STUDENT SUPERVISION

### Dissertation Chair/Co-Chair

1. Dave Mathis (2023 – Marketing)
2. Ross Johnson (2023 – Marketing)
3. Ben Britton (2022 – Marketing)
4. Alex LaBrecque (2021 – Marketing)
5. Alex Pratt (2020 – Marketing)
6. Jonathan Beck (2019 – Marketing)
7. Joyce Wang (2018 – Marketing)
8. Seth Cockrell (2016 – Marketing)
9. Malika Chaudhuri (2015 – Marketing)

10. ChangSeob Yeo (2014 – Marketing)
11. Praneet Randhawa (2014 – Marketing)
12. Brian Baldus (2013 – Marketing)
13. Ryan White (2011 – Marketing)

#### Dissertation Committees

1. Brett Kazandjian (2021 – Marketing)
2. Shana Redd (2021 – Marketing)
3. Maria-Susana Jaramillo-Echerverri (2020 – Marketing)
4. Valerie Good (2019 – Marketing)
5. Yufei Zhang (2018 – Marketing)
6. Angela Jones (2018 – Logistics)
7. Blake Runnalls (2017 – Marketing)
8. Pinar Runnalls (2017 – Marketing)
9. Wyatt Schrock (2016 – Marketing)
10. Yanhui Zhao (2016 – Marketing)
11. Robert Wiedmer (2016 – Logistics)
12. Daniel Chaffin (2016 – Management)
13. Sirisuhk Rakthin (2014 – Marketing)
14. Joseph Miller (2010 – Marketing)
15. M. Billur Akdeniz (2009 – Marketing)
16. M. Berk Talay (2008 – Marketing)

### **MASTERS STUDENT SUPERVISION**

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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**

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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**

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### **CURRICULUM DEVELOPMENT AND REVISION**

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#### **UNIVERSITY OF ALABAMA**

##### *Development and 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-wide effort to revise and update the undergraduate marketing curriculum including the benchmarking of peer and aspirant offerings, surveying students to better understand emerging interests, and coordinating with recruiters. Documented changes and shepherded proposed revisions through the governance process, which is resulting in a new 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

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### UNIVERSITY OF ALABAMA

#### *Student Experience Taskforce*

Collaborating 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

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### UNIVERSITY SERVICE

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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

- ◆ 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 55% of College protocols being approved as exempt compared 15% before joining the board.

#### College of Business

- ◆ Culverhouse Leadership Series (2018 – Present)
  - Selected as one of nine faculty and staff 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.
- ◆ 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 - 2021)
  - Serve as one of two representatives from the Department of Marketing and reviewed over 20 dossiers for faculty seeking re-appointment, promotion, and tenure. Worked with a diverse set of colleagues to develop recommendations to the Dean and Provost.
- ◆ 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,” developing 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.
- ◆ 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

- ◆ Strategic Planning Committee (2019 – 2022)
  - 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)
  - Provide annual evaluations of probationary, tenure-track faculty.
- ◆ Research Committee (2019 – 2022)
  - 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 Mentor (2018 – Present)
  - Serve as faculty mentor for Carlos Bauer, Sebastian Forkmann, Carol Jones, and Stacey Robinson to help them navigate the promotion and tenure process and to provide any other developmental support needed.
- ◆ 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 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**

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### Editorial Review Boards

- ◆ *Journal of Service Research (Associate Editor)*
- ◆ *Journal of Marketing (Moderator for JM's Research Development Workshop)*
- ◆ *Journal of Retailing*

### 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

- ◆ John A. Howard/ AMA Doctoral Dissertation Award – Co-Chair (2019)
- ◆ 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

- ◆ 2024 Frontiers in Service Conference, Montreal

#### 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)

## **REFERENCES**

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### **Roger Calantone**

University Distinguished Professor  
Michigan State University

### **Doug Hughes**

Chair, Department of Marketing  
Michigan State University

### **Michael Brady**

Chair, Department of Marketing  
Florida State University

### **Katherine Lemon**

Professor of Marketing  
Boston College

### **Andrew Bromley**

Doctoral Student  
Behavioral Sciences, University of Chicago

### **Todd Hagopian**

President  
The Marmon Group - UNARCO Division (A Berkshire Hathaway Company),

### **Wyatt Schrock**

Assistant Professor of Marketing  
Michigan State University

## **ADDITIONAL INDUSTRY / ACADEMIC REFERENCES**

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### **Michael Brereton**

Former CEO of Maritz Research  
Professor of Practice, Michigan State University

### **Don Deveaux**

Former Global Lead - Learning, GFK  
Professor of Practice, Michigan State University