

# Clay M. Voorhees

- Department of Marketing • Eli Broad College of Business •
- Michigan State University •

East Lansing, MI, 48824 • Phone: (517) 432-6469 • Email: [voorhees@bus.msu.edu](mailto:voorhees@bus.msu.edu)

---

## EMPLOYMENT

---

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

July 2006 – Present

---

## EDUCATION

---

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

Dissertation Title: A Customer Equity-Based Segmentation of Service Consumers: An Application of Multicriterion Clusterwise Regression for Joint Segmentation Settings

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

---

## RECOGNITION AND AWARDS

---

- ♦ 2011: Winner of the 2011 Industry Relevance Award given by the Cornell Center for Hospitality Research
- ♦ 2010: Finalist, Best Article – *Journal of Service Research*
- ♦ 2010: Nominee Best Services Marketing Article – *AMA SERVSIG*
- ♦ 2010: Faculty Fellow – AMA SERVSIG's Services Marketing Doctoral Consortium
- ♦ 2010: Finalist (top three vote receiver), Outstanding MBA Professor as voted on by full time MBA students (Chosen among all Faculty Teaching Electives and Second-Year Courses in the Full Time MBA program)
- ♦ 2010: Selection as the Feature Article for the 50<sup>th</sup> Anniversary Issue of the *Cornell Hospitality Quarterly*
- ♦ 2009: Finalist (top three vote receiver), Outstanding MBA Professor as voted on by full time MBA students
- ♦ 2008: Outstanding MBA Professor as voted on by full time MBA students
- ♦ 2008: Faculty Fellow - AMA SERVSIG's Services Marketing Doctoral Consortium
- ♦ 2008: AMA's SERVSIG Best Services Article Committee
- ♦ 2006: Florida State University's College of Business Outstanding Doctoral Student Teaching Award
- ♦ 2005: Liam Glynn Scholarship for the Most Promising Young Scholar in Services, awarded by AMA's SERVSIG
- ♦ 2005: Fellow, AMA Sheth Doctoral Consortium, University of Connecticut, Storrs, CT

---

## RESEARCH

---

### RESEARCH INTERESTS

My research focuses on explaining and managing the dynamics of social exchange and social influence (attitude change and behavior change). Under this broad theoretical umbrella, I am currently focusing a series of substantive projects:

- ♦ Customer Loyalty – The development of customer loyalty models and dashboards and the design, assessment, and optimization of customer reward and loyalty programs.
- ♦ Customer Experience Management - Understanding the dynamics of the entire customer experience including the impact of employees, other customers, and the environment on customer evaluations of the experience and loyalty.

- ♦ Customer Relationship Development - The development of consumer attachment and attitudinal and behavioral loyalty and the effects of marketing actions on driving consumer engagement.
- ♦ Return on Marketing Investments - Assessing the return on marketing investments, including the ROI of trade show marketing investments, loyalty program designs, and service quality investments, and service recovery strategies.
- ♦ Segmentation Models - The development and application of advanced segmentation models to better identify customer partitions and predict their needs and purchase behavior.

## REFEREED JOURNAL ARTICLES

---

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," forthcoming in the *Journal of Services Marketing*.

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," forthcoming in the *Journal of Retailing*.

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

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.

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

- ♦ *Selected by Editorial Staff as the 'Feature Article' for the 50<sup>th</sup> Anniversary Edition of the Journal*
- ♦ *Resulted in 39 Media Clippings with a total circulation of 13,676,827 in 2010*

Clay M. Voorhees, 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.

- ♦ *Finalist for Best Article of the Year – Journal of Service Research*
- ♦ *Nominee for Best Services Marketing Article (All Journals) – AMA SERVSIG Best Services Article Committee*

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: 609 – 622.

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.

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.

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.

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.

## BOOK CHAPTERS

---

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

## MANAGERIAL PRESS

---

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).

- ◆ *Selected as the winner of the 2011 Industry Relevance Award given by the Cornell Center for Hospitality Research*
- ◆ *Most downloaded Cornell Hospitality Report of 2010 – 2074 report downloads*
- ◆ *Top 50 all-time downloadable Content Ranking on Cornell's Center for Hospitality Research*
- ◆ *Resulted in 34 Media Clippings with a total circulation of 12,951,908 in 2010*
- ◆ *Reprinted in the European Business Review*

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).

- ◆ *8<sup>th</sup> most downloaded Cornell Hospitality Report from 4/1/2011 – 3/2012*
- ◆ *Downloaded 948 times*

## CONFERENCE PUBLICATIONS / PRESENTATIONS

---

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.

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.

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

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

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, Hlesinki, Finland, June 2012.

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.

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.

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

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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

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.

Michael K. Brady, 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.

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.

J. Joseph Cronin Jr., 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.

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.

Julie Baker, 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.

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.

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.

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.

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.

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.

---

## RESEARCH FUNDING / GRANTS

---

### SUMMARY OF GRANT ACTIVITY

---

Only projects with Co-PI or PI status are included in this section.

- ◆ Total Funds Requested: \$13,403,687.00
- ◆ Total Funds Received: \$188,500.00

### FUNDED GRANT ACTIVITY

---

- ◆ "An Examination of the Effects of Customer Loyalty Programs on Customer Attitudes, Loyalty, and Firm Performance"
  - Project Description: The goal of this research effort is to provide a comprehensive evaluation of both customer loyalty and the role of loyalty programs play in changing customer behavior with the ultimate goal of connecting each to financial measures of firm performance.
  - Funding Agency: Marketing Science Institute
    - Funding Received: \$8,500
    - Funding Requested: \$20,000
  - Dates: May 2011 – August 2011
- ◆ "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 and how these drivers can be better employed to improve 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
    - Funding Requested: \$10,000
  - Dates: January 2010 – July 2010
- ◆ “Preliminary Investigations into the Adoption, Influence, and Diffusion of New Media Technologies”
    - Project Description: An investigation of the motivations for use of new media technologies.
    - Funding Agency: Air Force Research Laboratories, Human Effectiveness Directorate
      - Funding Received: \$100,000
      - Funding Requested: \$515,000
    - Dates: July 2007 – June 2009
  - ◆ “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
      - Funding Requested: \$1,500,000
    - Dates: January 2009 – September 2010

## UNFUNDED GRANT APPLICATIONS

---

- ◆ “Development and Testing of Models of Direct and Indirect Influence in Networked Communication”
  - Project Description: This research project will provide new insight into the dynamics of networked communications. Specifically, we will model the impact of indirect effects on persuasion within networks. These models will be tested using two, unique research approaches: (1) experiments on persuasion in networked environments and (2) network analysis of secondary data mined from existing social network systems.
  - Funding Agency: Air Force Research Laboratories, Human Effectiveness Directorate
    - Funding Requested: \$139,942.00
  - Dates: 2/2009 – 8/2009
- ◆ “Studies of Terrorist Organizations and Ideologies: Models of Influence and Network Effects”
  - Project Description: This program of research integrates multiple points of view across the social sciences into holistic models of cultural influence and networked communication.
  - Funding Agency: Department of Defense: MINERVA Research Initiative – Administrated by the National Science Foundation
    - Funding Requested: \$8,697,390.00
  - Dates: 12/2008 – 12/2013
- ◆ “Measurement, Development, and Management of Public Trust and Favorable Public Opinions Across Cultures”
  - Project Description: This program of research develops and validates a multi-national measurement instrument for perceptions of public trust, tests models of trust formation and transfer, and assesses current cultural training practices of warfighters.
  - Funding Agency: Office of Naval Research
    - Funding Requested: \$2,481,471.00



- ◆ “An Examination of the Motivations of Deviant Employee Behavior and its Consequences on Consumer Behavior”
  - Project Description: The purpose of this study is to further the understanding of service sweethearting behavior by conducting a series of qualitative and quantitative studies that first seek to uncover the reward systems that are in place that encourage this behavior. Subsequent studies will probe the customer consequences of these behaviors.
  - Funding Agency: Intramural Research Grants Program, Office of the Vice President for Research and Graduate Studies, Michigan State University,
    - Funding Requested: \$39,884

---

## OTHER FUNDING

- ◆ Travel Award in Support of Scholarship, Michigan State University CIBER, 2010
  - ◆ Travel Award in Support of Scholarship, Michigan State University CIBER, 2007
  - ◆ Travel Award in Support of Scholarship, Michigan State University Special Foreign Travel Fund, 2007
- 

## TEACHING

---

### TEACHING EXPERIENCE

---

Assistant Professor 2006 - Present  
 Department of Marketing, Eli Broad College of Business  
 Michigan State University, East Lansing, MI

Instructor 2002 - 2006  
 Department of Marketing, College of Business  
 Florida State University, Tallahassee, FL

Instructor 2003  
 Department of Marketing, College of Business  
 Florida State University (Panama City Campus), Panama City, FL

---

### DOCTORAL COURSES

#### Michigan State University

Seminar on Structural Equation Modeling – Three Hour Session on Confirmatory Factor Analysis: Served as a guest lecturer for a three hour seminar on Structural Equation Modeling.

Guest Lecture: Fall 2009

Guest Lecture: Fall 2010

Seminar in Marketing Strategy – Three Hour Session on Service Strategy: Served as a guest lecturer for a three hour seminar on Services Marketing Strategy.

Guest Lecture: Fall 2007

Pro-Seminar in Marketing – 1 Hour Session on Managing the Research Process: Served as a guest lecturer for a 1 hour seminar on publishing in marketing.

Guest Lecture: Fall 2007

---

### MASTERS COURSES

#### Michigan State University

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

*New Product and Service 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

*Consulting Project in Marketing Research*: This service learning is a supervised research practicum. Design, execution, analysis, and presentation of a marketing research project.

Semesters Taught: Fall 2011 – 1 section with 18 students

- In 2011, I served as the faculty lead for this course and partnered with Roger Calantone and Richard Spreng to advise five teams of graduate students on five, independent marketing research projects for Chrysler. In my role, I recruited, defined the scope, and outlined the five major research projects with Chrysler's management team and then served as the overall lead for the course and the primary advisor for two of the five projects.

*Search Engine Marketing, Analytics, and Performance*: This service learning course exposes students to the basics of integrated marketing communications, online marketing strategy, copy and AB testing, marketing analytics, and consulting practices. The course places students into a consultancy role as they are provided a \$10,000 monthly budget for online marketing and paired with a local non-profit organization. The students must work with the client to understand their needs, develop an online marketing strategy, win client approval and buy-in, launch the online marketing program, test various creative efforts, optimize the program, and hand off the control of the online marketing effort to the client during the 15 week semester.

Semesters Taught: Spring 2010 – 1 section with 13 students

*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

## UNDERGRADUATE COURSES

---

### **Michigan State University**

*Introduction to Marketing*: An introduction to the basic principles of marketing.

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

*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 45 students per section  
Fall 2007 – 1 section with 26 students  
Spring 2008 – 2 sections with 35 students per section  
Spring 2009 – 2 sections with 35 students per section  
Fall 2009 – 2 sections with 45 students per section

### **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 108 students per section

*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 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

## TEACHING EVALUATIONS

---

The following table provides a summary of the scores for the question, “What is your overall assessment of the instructor?” Responses from 2002 – Spring 2006 are based on a scale from 1 = “Poor” to 5 = “Excellent.” Responses from Fall 2006 – Spring 2011 are re-coded so that 1 = “Far Worse than Average,” 3 = “Average,” and 5 = “Far Better than Average.” From Fall 2011 to the present, scores represent responses to the question “The overall quality of the instructor was excellent,” where 1 = “Strongly Disagree” and 5 = “Strongly Agree.”

<b>“WHAT IS YOUR OVERALL ASSESSMENT OF THE INSTRUCTOR?”</b>			
<b>Course Name</b>	<b>Semester</b>	<b>Enrollment</b>	<b>Mean</b>
<b>Florida State University</b>			
Consumer Behavior	Summer 2002	40	4.50
Basic Marketing	Spring 2003	21	4.58
Electronic Marketing	Summer 2003	40	4.27
Marketing Research	Spring 2004	50	4.67
Basic Marketing	Fall 2004	154	4.12
Basic Marketing	Spring 2005	154	4.68
Services Marketing	Summer 2005	40	4.69
Services Marketing	Fall 2005	65	4.6
Basic Marketing	Fall 2005	154	4.65
Basic Marketing	Spring 2006	108	4.67
Basic Marketing	Spring 2006	108	4.55
<b>Michigan State University</b>			
Innovating and Launching New Products and Services	Fall 2006	18	3.50
Consumer Behavior	Spring 2007	45	4.49
Consumer Behavior	Spring 2007	45	4.47
Consumer Behavior	Fall 2007	26	4.59
Innovating and Launching New Products and Services	Fall 2007	21	4.56
Consumer Behavior	Spring 2008	39	4.74
Consumer Behavior	Spring 2008	36	4.57
Innovating and Launching New Products and Services	Fall 2008	28	4.43
Consumer Behavior	Spring 2009	34	4.48
Consumer Behavior	Spring 2009	40	4.43
Innovating and Launching New Products and Services	Fall 2009	28	4.47
Consumer Behavior	Fall 2009	45	4.71
Consumer Behavior	Fall 2009	45	4.65
Search Engine Marketing, Analytics, and Performance	Spring 2010	13	4.29
Innovating and Launching New Products and Services	Fall 2010	28	4.83
Introduction to Marketing	Spring 2011	498	4.52
Innovating and Launching New Products and Services	Fall 2011	25	4.48

New Product and Service Research	Fall 2011	18	4.16
Introduction to Marketing	Spring 2012	578	TBD

## DOCTORAL STUDENT SUPERVISION

---

### Michigan State University

#### Dissertation Chair/Co-Chair

- ♦ Brian Baldus (2014 – Marketing)
- ♦ Praneet Randhawa (2014 – Marketing)
- ♦ Ryan White (2011 – Marketing)

#### Dissertation Committees

- ♦ Sirisuhk Rakthin (2014 – Marketing)
- ♦ Joseph Miller (2010 – Marketing)
- ♦ M. Billur Akdeniz (2009 – Marketing)
- ♦ M. Berk Talay (2008 – Marketing)

---

## SERVICE

---

### PROFESSIONAL SERVICE

---

#### American Marketing Association Special Interest Groups (SIGs)

- ♦ 2012: SERVSIG – Career Contributions to Services Award Committee
- ♦ 2012: SERVSIG Programs Officer
- ♦ 2011: SERVSIG Programs Officer
- ♦ 2010: SERVSIG Mentoring Officer
- ♦ 2008 – Present: SERVSIG Communications Officer
- ♦ 2008: Faculty Fellow – Services Marketing Doctoral Consortium
- ♦ 2008: Selection Committee – Best Services Article Committee
- ♦ 2008: – Present SERVSIG Communications Officer
- ♦ 2005 – 2008: SERVSIG Electronic Media Officer
- ♦ 2005 – 2008: SERVSIG Webmaster
- ♦ 2004 – 2005: SERVSIG Communications Officer
- ♦ 2002 – 2003: DOCSIG Chair of the New Member Development Committee

#### Editorial Review Boards: Journals

- ♦ *Journal of Service Research*

#### Reviewer: Journals

- ♦ *Journal of Consumer Research*
- ♦ *Journal of the Academy of Marketing Science*
- ♦ *Journal of Retailing*
- ♦ *Journal of Service Research*
- ♦ *Journal of Service Management*
- ♦ *Journal of Services Marketing*
- ♦ *Journal of International Marketing*
- ♦ *Service Industry Journal*
- ♦ *Canadian Journal of Administrative Science*
- ♦ *Journal of Marketing Management*

#### Reviewer: Grants

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

#### Reviewer: Conferences

- ◆ 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.

#### Track Chair:

- ◆ 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.

#### Session Chair:

- ◆ 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.

#### Discussant:

- ◆ 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:

- ◆ 2007 – 2012: Member of the Global Academic Panel.

## UNIVERSITY SERVICE

---

#### Michigan State University

- ◆ 2009: University Committee on Faculty Tenure

#### Department of Marketing - Michigan State University

- ◆ 2010 – Present: Departmental Advisory Committee – Assistant Professor Representative
- ◆ 2007 – Present: Marketing MBA Association – Faculty Advisor
- ◆ 2006 – Present: Marketing Masters Programs Taskforce
- ◆ 2008 – 2011: Full-Time MBA Admitted Students' Weekend – Marketing Concentration Presentation
- ◆ 2007 – 2010: Full Time MBA Exploration Weekend – "Mock Class"
- ◆ 2007 – 2009: Subject Pool Administrator
- ◆ 2006 – 2008: Marketing Advisory Board
- ◆ 2006 – 2008: Mock Interviews with Doctoral Students
- ◆ 2006 – 2008: Recruiting Interview Committee
- ◆ 2008: brandNEW: Brand Creation Competition, Director

#### College of Business - Florida State University

- ◆ 2003 – 2006: Florida State University's College of Business' Ph.D. Policy Committee Member
- ◆ 2003 – 2006: Florida State University's Doctoral Business Student Association's President
- ◆ 2002 – 2005: Florida State University's Department of Marketing's Webmaster
- ◆ 2002 – 2003: Florida State University's Doctoral Business Student Association's Vice President
- ◆ 2001 – 2002: Florida State University's Doctoral Business Student Association's Secretary

## INVITED PRESENTATIONS

---

- ◆ 2010: "Research Journeys: Advice on Publishing Service Research," 17<sup>th</sup> Annual American Marketing Association SERVSIG's Services Marketing Doctoral Consortium, Karlstad, Sweden
- ◆ 2008: "Innovating Through a Focus on Customer Experiences: New Strategies and Strategic Alignment for Service Innovation," 2008 PDMA of Western Michigan Conference: Growing Innovation in Michigan, April 2008.
- ◆ 2008: "PLS Path Modeling: A Preliminary Look and Demonstration of Variance-Based SEM," Florida State University, Tallahassee, Florida, April 2008
- ◆ 2008: "Double Trouble: New Insights into Customer Evaluations of Preferential Treatment," Florida State University, Tallahassee, Florida, April 2008
- ◆ 2007: The AMA's DOCSIG Pre-Conference Symposium, Washington D.C., August 2007
- ◆ 2006: The AMA's DOCSIG Pre-Conference Symposium, Chicago, IL, August 2006

## PROFESSIONAL AFFILIATIONS

---

- ◆ 2000 – Present: American Marketing Association
- ◆ 2004 – Present: Academy of Marketing Science