

Clay M. Voorhees

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• Michigan State University •

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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

Committee Members: J. Joseph Cronin (Chair)
Michael K. Brady
Michael Brusco
Larry Giunipero
William Christiansen

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

RECOGNITION AND AWARDS

- ♦ 2012: Awarded Marketing Science Institute (MSI) Grant for project entitled “Managing Post-Purchase Moments of Truth: Leveraging Customer Feedback to Increase Loyalty”
- ♦ 2012: Winner of the 2012 Industry Relevance Award given by the Cornell Center for Hospitality Research
- ♦ 2011: Faculty Fellow – AMA SERVSIg’s Services Marketing Doctoral Consortium
- ♦ 2011: Winner of the 2011 Industry Relevance Award given by the Cornell Center for Hospitality Research
- ♦ 2010: Awarded Marketing Science Institute (MSI) Grant for project entitled “Assessing the Drivers of Short and Long-Term Outcomes at Business Trade Shows”
- ♦ 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
- ♦ 2010: Selection as the Feature Article for the 50th 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 SERVSIQ's Services Marketing Doctoral Consortium
- ◆ 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 SERVSIQ
- ◆ 2005: Fellow, AMA Sheth Doctoral Consortium, University of Connecticut, Storrs, CT

RESEARCH

RESEARCH INTERESTS

My research focuses on marketing management issues, where I am currently focusing a series of substantive areas:

- ◆ 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.
- ◆ Service Failure and Recovery - Understanding how consumers cope with service failure and recovery experiences and the impact that managerial interventions can have on restoring customer loyalty following service failure.
- ◆ Customer Loyalty and Relationship Marketing – Understanding the nature of bonds between customers and firms and the strategic marketing actions firms can employ to increase these bonds and experience increased advocacy and spending.
- ◆ Return on Marketing Investments - Assessing the return on marketing investments, including the ROI of trade show marketing investments, loyalty program designs, service quality investments, and service recovery strategies.

REFEREED JOURNAL ARTICLES

Akdeniz, M. Billur, Roger Calantone, and Clay Voorhees (2013), "Signaling Quality: An Examination of the Effects of Marketing and Non-Marketing Controlled Signals on Perceptions of Automotive Brand Quality," forthcoming in the *Journal of Product Innovation Management* (Impact Factor = 2.19; 5 Year Impact Factor = 3.64).

Talay, M. Berk, Roger J. Calantone, and Clay M. Voorhees (2013), "Coevolutionary Dynamics of Market Competition: Product Innovation, Change and Marketplace Survival," forthcoming in *Journal of Product and Innovation Management* (Impact Factor = 2.19; 5 Year Impact Factor = 3.64).

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 (Impact Factor = 1.14; 5 Year Impact Factor = 1.90).

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, forthcoming in the *Journal of Business Logistics*, 33(4): 279-294 (Impact Factor = 2.35).

White, Ryan, Sacha Jospeh-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) (Impact Factor = 0.65).

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 (Impact Factor = 2.75; 5 Year Impact Factor = 3.65).

Brady, Michael K., Clay M. Voorhees, Michael Brusco (2012), "Service Sweethearting: Antecedents and Customer Consequences," *Journal of Marketing*, 76(2): 81-98 (Impact Factor = 5.47; 5 Year Impact Factor = 7.04).

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 (Impact Factor = 2.75; 5 Year Impact Factor = 3.65).

McCall, Michael and Clay M. Voorhees (2010), "The Drivers of Loyalty Program Success" *Cornell Hospitality Quarterly*, 51(1): 35 – 52 (Impact Factor = 0.88; 5 Year Impact Factor = 0.95).

- ◆ *Selected by Editorial Staff as the 'Feature Article' for the 50th 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 (Impact Factor = 2.73; 5 Year Impact Factor = 4.14).

- ◆ *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 (Impact Factor = 3.78; 5 Year Impact Factor = 6.29).

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 (Impact Factor = 0.65).

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 (Impact Factor = 0.65).

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 (Impact Factor = 2.67; 5 Year Impact Factor = 4.23).

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 (Impact Factor = 2.73; 5 Year Impact Factor = 4.14).

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 – 2014 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).

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

CONFERENCE PUBLICATIONS / PRESENTATIONS

Alexis Allen, 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.

Clay M. Voorhees 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.

Michael McCall 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.

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, Helsinki, 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 Received: \$1,288,070

FUNDED GRANT ACTIVITY

- ◆ "Formal and Informal Boundary Spanning in Multi-team Systems: An Examination of Triadic Influences on Knowledge Generation and Innovation in Scientific Teams"
 - Project Description: The goal of this research effort is to improve our understanding of the interplay of formal and informal networks on processes and performance in multiteam systems. This project will study 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 and is at the forefront of the competitive world of scientific discovery and knowledge expansion.
 - Funding Agency: National Science Foundation – Science of Organizations
 - Funding Received: \$1,085,570
 - Dates: September 2012 – August 2015 (Estimated)
- ◆ "Managing Post-Purchase Moments of Truth: Leveraging Customer Feedback to Increase Loyalty"
 - Project Description: The goal of this research effort is to investigate the extent to which firms can leverage ongoing customer research efforts to create meaningful moments of truth that may drive increased patronage. Through 3 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

- Dates: December 2012 – August 2013
- ◆ “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
 - Dates: January 2010 – December 2012
- ◆ “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
 - 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
 - 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

- ◆ Summer Research Grant, Eli Broad College of Business, Michigan State University, 2012
- ◆ Summer Research Grant, Eli Broad College of Business, Michigan State University, 2011
- ◆ 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

<u>Assistant Professor</u> Department of Marketing, Eli Broad College of Business Michigan State University, East Lansing, MI	2006 - Present
<u>Instructor</u> Department of Marketing, College of Business Florida State University, Tallahassee, FL	2002 - 2006
<u>Instructor</u> Department of Marketing, College of Business Florida State University (Panama City Campus), Panama City, FL	2003

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

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

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

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 and in 2012, I am managing 50% of the projects.

Semesters Taught: Fall 2011 – 1 section with 18 students
Fall 2011 – 1 section with 19 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 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. The Fall 2012 course was delivered online.

Semesters Taught: Fall 2011 – 1 section with 18 students
Fall 2012 – 1 section with 19 students

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. 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

UNDERGRADUATE COURSES

Michigan State University

MKT300/327: 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
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 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

EXECUTIVE EDUCATION

Applied Marketing Research and Analysis: Led a two-day working session onsite at Chrysler headquarters.

Semester Taught: Summer 2012

New Product Development: Delivered a 3-hour lecture on New Product Development as part of the Western Michigan Supply Chain Management Certificate Series.

Semester Taught: February 2011
February 2012
February 2013

Overcoming the Challenges of Branding a Non-Profit: Led a 3- hour work session on a new branding initiative for the Boone and Crockett Club.

Semester Taught: Fall 2011

Emerging Trends in Social Media: Co-delivered a presentation on emerging trends in social media with the Director of Social Media for General Motors.

Semester Taught: Spring 2011

ACTIVE LEARNING PROJECTS

I strive to apply marketing concepts both through cases and active learning projects in the courses that I teach. Below is a summary of some of the projects I have engaged in during my time at Michigan State University.

Undergraduate Projects



- ♦ 2007 - 2012: Google Online Marketing Challenge
 - I serve as a member of the Global Academic Panel for the Google Online Marketing Challenge and also offered it as a project in my courses in 2008 and 2009. I also provide ongoing support to other faculty in the College of Business and the College of Communication when they offer the project to their students.



- ♦ 2009: Customer Satisfaction Assessment and Benchmarking for Quality Dairy Convenience Stores
 - Students conducted a customer service and satisfaction benchmarking study for a regional convenience store across their 31 locations.

Graduate Projects



- ♦ 2008: CPG Innovation Project for Kellogg Company
 - 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.



- ♦ 2008: Gen Y's Purchase Funnel Project for Deloitte Automotive Consulting
 - 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 lead a student team on a deep dive assessment of an emerging industry trend that results in a final presentation to an audience of executives during the North American International Auto Show.



- ♦ 2009: Category Innovation Project for Whirlpool
 - Organized and advised a number of 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.



- ♦ 2009: Google Grants Search Engine Marketing Project
 - 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 ultimate optimization.



- ♦ 2009: Gen Y's Perceptions of Sustainability Project for Deloitte Automotive Consulting
 - 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 lead a student team on a deep dive assessment of an emerging industry trend that results in a final presentation to an audience of executives during the North American International Auto Show.



- ♦ 2010: New Product Development Project for BISSELL
 - Organized and advised a series of student consulting projects focused on developing new product concepts and positioning plans for Bissell's product development team.



- ♦ 2010: Gen Y's Perceptions of the Sales Experience for Deloitte Automotive Consulting
 - 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 lead a student team on a deep dive assessment of an emerging industry trend that results in a final presentation to an audience of executives during the North American International Auto Show.



- ♦ 2011: Automotive Service and Technology Innovation Project at Chrysler
 - Organized and advised a number of 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.



- ♦ 2011: Customer Loyalty Project at Chrysler

- 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.



- 2011: Gen Y's Perceptions of Alternative Powertrains Project for Deloitte Automotive Consulting
 - 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 lead a student team on a deep dive assessment of an emerging industry trend that results in a final presentation to an audience of executives during the North American International Auto Show.



- 2012: Marketing ROI and Lifetime Value Project at Chrysler
 - Organized and advised a series of student consulting projects focused on assessing the return on investment provided by customer care interventions.



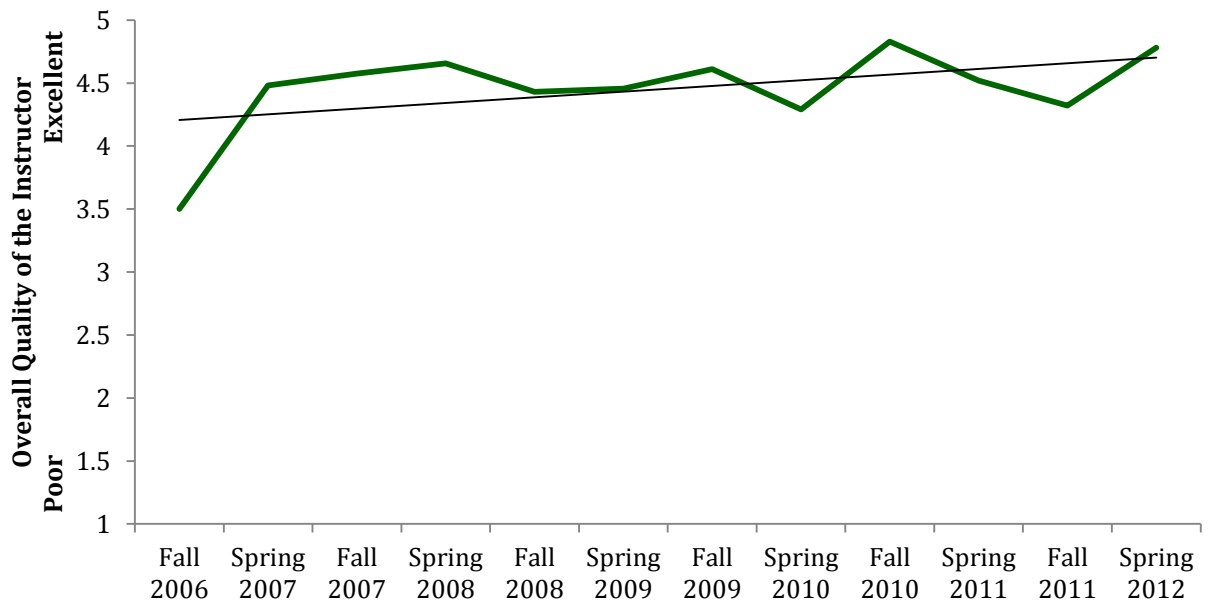
- 2012: Brand Renovation and Innovation Project at Nestle Purina
 - Organized and advised a series of student consulting projects focused on developing new product concepts and positioning plans for four of Nestle Purina's brands in the cat food category.



- 2012: Conjoint Project at Whirlpool
 - Organized a new product development research project with Whirlpool focused on understanding price premiums associated with various features.

TEACHING EVALUATIONS

Below, I provide a summary graph of my teaching performance since joining Michigan State University. At MSU, my average scores are a 4.48 / 5.00 across a variety of preparations, delivery modes, and programs.



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.”

“WHAT IS YOUR OVERALL ASSESSMENT OF THE INSTRUCTOR?”			
Course Name	Semester	Enrollment	Mean
Florida State University			
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	4.60
Basic Marketing	Fall 2005	154	4.65
Basic Marketing	Spring 2006	108	4.67
Basic Marketing	Spring 2006	108	4.55
Michigan State University			
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	4.78
Marketing Technology and Analytics	Summer 2012	19	4.21
Innovating and Launching New Products and Services	Fall 2012	24	4.94
New Product and Service Research	Fall 2012	19	N/A
Marketing Research Consulting Practicum	Fall 2012	19	N/A

Note: N/A = Marketing Department did not solicit student evaluations for these courses, because courses were completed remotely and students did not return to campus to complete evaluations and the department currently does not participate in online student evaluation procedures.

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 Faculty Fellow – Services Marketing Doctoral Consortium
- ◆ 2011: SERVSIG Programs Officer
- ◆ 2010: SERVSIG Mentoring Officer
- ◆ 2010: SERVSIG Organizer – Services Marketing Doctoral Consortium
- ◆ 2010: SERVSIG Faculty Fellow – Services Marketing Doctoral Consortium
- ◆ 2008 – 2011: SERVSIG Communications Officer
- ◆ 2008: SERVSIG Faculty Fellow – Services Marketing Doctoral Consortium
- ◆ 2008: SERVSIG Selection Committee – Best Services Article Committee
- ◆ 2005 – 2008: SERVSIG Electronic Media Officer
- ◆ 2005 – 2008: SERVSIG Webmaster

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*
- ◆ *Sloan Management Review*
- ◆ *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:

- ♦ 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.

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:

- ♦ 2007 – Present: Member of the Global Academic Panel.

UNIVERSITY SERVICE

Michigan State University

- ♦ 2009: University Committee on Faculty Tenure

Department of Marketing - Michigan State University

- ♦ 2007 – Present: Marketing MBA Association – Faculty Advisor
- ♦ 2011 – Present: MS in Marketing Research Advisory Board and Executive Committee
- ♦ 2006 – Present: Marketing Masters Programs Taskforce
- ♦ 2008 – Present: Assistance with Sales Competition Coaching and Rehearsals
- ♦ 2013: Co-Chair - Faculty Recruiting Committee
- ♦ 2012: Faculty Recruiting Committee
- ♦ 2006 – 2011: Marketing Advisory Board
- ♦ 2008 – 2011: Sales Specialization Support as Mock Buyer and Coach for local and national sales competitions
- ♦ 2007 – 2009: Subject Pool Administrator
- ♦ 2006 – Present: Mock Interviews with Doctoral Students
- ♦ 2006 – 2008: Faculty Recruiting Interview Committee
- ♦ 2008: Full-Time MBA Admitted Students' Weekend – Marketing Concentration Presentation
- ♦ 2007 – 2008: Full Time MBA Exploration Weekend – “Mock Class”
- ♦ 2008: BrandNEW: Brand Creation Competition, Director
- ♦ Doctoral Student Supervision
 - 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)

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

- ◆ 2011: "Research Journeys: Advice on Publishing Service Research," 17th Annual American Marketing Association SERV SIG's Services Marketing Doctoral Consortium, Columbus, Ohio
- ◆ 2010: "Research Journeys: Advice on Publishing Service Research," 17th Annual American Marketing Association SERV SIG'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