

## Academic Employment

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- 2024 – Fixed-Term Faculty, Michigan State University  
*Department of Marketing, Eli Broad College of Business*  
*Instructor, Business Communication (Full-Time MBA), Digital Marketing*
- 2021 – 2024 Research & Teaching Assistant, Michigan State University  
*The School of Hospitality Business, Eli Broad College of Business*  
*Department of Communication, Communication Arts & Sciences*

## Education

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- 2021 – 2025 Ph.D. Candidate (ABD) in Communication, Michigan State University  
**Major:** *Communication*  
**Minor:** *Consumer Behavior*
- Defended Preliminary Paper:** *Vicarious Dissonance and the Power of Anonymity in Counter-Normative Recommendations*  
**Defended Dissertation Proposal:** *Mechanisms of Dissonant Attitudinal Shifts in Online Influence*
- 2018 – 2019 M.S. in Marketing Research, Michigan State University  
*Eli Broad College of Business*

## Publications

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### *Refereed Journal Publications*

*(\*corresponding author)*

- [8] **Rathjens, B.**, Zhang, L., & Cha, J. (2025). Airline chatbot: Examining the response of outcome- and process-focused individuals for customer service requests. *Journal of Hospitality and Tourism Technology*, ahead-of-print(ahead-of-print).  
<https://doi.org/10.1108/JHTT-11-2023-0348>
- [7] Pham, D. (Tyler), Van Der Heide, B., Zhang, Y., Earle, K., **Rathjens, B.**, Ulusoy, E., Mason, A., & Bredland, A. (n.d.). Testing the Effect of Sending an Evaluative Message on Perceiving Others in Computer-Mediated Communication. *Media Psychology*, 0(0), 1–25.  
<https://doi.org/10.1080/15213269.2024.2418641>

- [6] **Rathjens, B.**, Wu, A., Zhang, L., & Wei, W. (2024). When social media influencer endorsement backfires: Unpacking fallout from explicit endorsements across brand equity levels. *Journal of Hospitality & Tourism Research*.  
<https://doi.org/10.1177/10963480231223150>
- [5] Yang, W., Zhang, L., Wei, W., Yoo, M., & **Rathjens, B.** (2023). Do we love celebrity endorsers? The joint impacts of consumers' need for status, celebrity's star power and image congruence on celebrity endorsement effectiveness. *Journal of Hospitality and Tourism Insights*. <https://doi.org/10.1108/JHTI-05-2023-0313>
- [4] **Rathjens, B.\***, Gunden, N., Zhang, L., Jain, G., & Law, R. (2025). A Systematic Review of Contactless Technologies Research in Hospitality and Tourism During the COVID-Pandemic. *Journal of Hospitality & Tourism Research*, 49(2), 351–365.  
<https://doi.org/10.1177/10963480231191192>
- [3] Zhang, L., Wei, W., **Rathjens, B.**, & Zheng, Y. (2023). Pet influencers on social media: The joint effect of message appeal and narrator. *International Journal of Hospitality Management*, 110, 103453. <https://doi.org/10.1016/j.ijhm.2023.103453>
- [2] **Rathjens, B.\***, Van Der Heide, B., Pham, D., Earle, K., Ulusoy, E., Mason, A. J., Zhang, Y., & Bredland, A. (2023). Negative online reviews and manager response: Applying expectancy disconfirmation theory in a CMC context. *Communication Reports*, 36(2), 110–122. <https://doi.org/10.1080/08934215.2022.2154815>
- [1] Wei, W., Zhang, L., **Rathjens, B.**, & McGinley, S. (2022). Electronic consumer-to-consumer interaction (eCCI) post a service failure: The psychological power of need for approval. *Journal of Hospitality & Tourism Research*, 1–14.  
<https://doi.org/10.1177/10963480221141649>

#### *Under Review at Academic Journals*

(\*corresponding author)

- [2] Zhang, L., Gunden, N., **Rathjens, B.\***, & Lin, M. S. *Restaurants on social media: The impact of modality and interactivity on consumers*.
- [1] **Rathjens, B.\***, Van Der Heide, B., & Pham, D. *Evaluating the impact of managerial response strategies on negative reviews: Insights from negativity bias and self-perception theory*.

#### **Conference Presentations**

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##### *Papers, Talks, and Symposia*

(\*presenter)

Pham, D., Van Der Heide, B., **Rathjens, B.**, Zhu, R., & Bredland, A. (2024). *The effects of metacognition on senders' feedback effect in CMC*. [Accepted for paper presentation]. National Communication Association's 110<sup>th</sup> Annual Conference. New Orleans, LA.

Pham, D., Van Der Heide, B., **Rathjens, B.**, Zhu, R., & Bredland, A. (2024). *Metacognition's impact on senders' feedback effect in CMC*. [Paper presentation]. International

Communication Association's 74<sup>th</sup> Annual Conference. Broadbeach, Queensland, Australia.

**Rathjens, B.\***, Van Der Heide, B., Zhu, R., & Pham, D. (2024). *Motivations unveiled: How altruism and self-interest shape exaggeration behavior*. [Paper presentation]. Central States Communication Association (CSCA) Annual Convention. Grand Rapids, MI.

**Rathjens, B.\***, Rhodes, N., & Zhang, L. (2024). *When influencers recommend and their followers disagree: The effects of race and vicarious dissonance*. [Paper presentation]. The 29<sup>th</sup> Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism. Miami, FL.

**Rathjens, B.\***, Zhang, L. & Cha, J. (2023). *Chatbots for customer service requests: Investigating goal orientation and task complexity*. [Paper presentation]. The 7<sup>th</sup> World Research Summit for Hospitality and Tourism. Orlando, FL.

**Rathjens, B.\***, Van Der Heide, B., & Pham, D. (2023). *When the act of writing a negative review makes you more negative: The attenuating effect of manager response*. [Paper presentation]. National Communication Association's 109<sup>th</sup> Annual Conference. Association for Business Communication division. National Harbor, MD.

**Rathjens, B.\***, Zhang, L., & Cha, J. (2023). *Robots vs. humans in services: Examining the role of process- vs. outcome-orientation*. [Paper presentation]. The 28<sup>th</sup> Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism. Pomona, CA.

Pham, D., Van Der Heide, B., Zhang, Y., Earle, K., **Rathjens, B.**, Ulusoy, E., Mason, A. J., & Bredland, A. (2022). *Testing the effects of providing feedback on perceiving selective self-presentations in computer-mediated communication*. [Paper presentation]. National Communication Association's 108<sup>th</sup> Annual Conference. New Orleans, LA.

Van Der Heide, B., Mason, A. J., Earle, K., Ulusoy, E., Pham, D., **Rathjens, B.**, Zhang, Y., & Bredland, A. (2022). *Does warranting theory function best outside of a truth-default state: Initial experimental evidence*. [Paper presentation]. National Communication Association's 108<sup>th</sup> Annual Conference. New Orleans, LA.

Zhang, L., Wei, W., **Rathjens, B.\***, & Zheng, Y. (2022). *Message appeal and narrators: Examine the effect of pet influencers on consumers*. [Paper presentation]. The Academy of Business Research Spring 2022 Conference. New Orleans, LA.

### ***In Proceedings***

**Rathjens, B.**, Zhang, L., & Cha, J. (2023, January 5-7). Robots vs. humans in services: examining the role of process- vs. outcome-orientation [Paper presentation]. In W. Yang. *The 28<sup>th</sup> Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism*. IT Adoption & Application, Cal Poly Pomona (p. 98).

**Rathjens, B.\*** (2024). *The power of group membership in influencer marketing: Anonymity's role in antinormative recommendations*. [Poster presentation]. 1<sup>st</sup> Annual Communication Science Futures. East Lansing, MI.

**Rathjens, B.\*** & Zhang, L. (2022). *Does brand familiarity and ad disclosure matter? An investigation of social media influencers*. [Poster presentation]. CentralCHRIE Spirit of Hospitality Conference. West Lafayette, IN.

## Awards and Recognition

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### Grants, Scholarships, and Fellowships

Graduate School Dissertation Completion Fellowship (Spring 2025, <b>awarded</b> ) <i>College of Communication Arts &amp; Sciences, Michigan State University</i>	<b>\$5,000</b>
Broad MBA Fellowship (Fall 2024, Spring 2025, <b>awarded</b> ) <i>Full-Time MBA Program, Michigan State University</i>	<b>\$4,465</b>
Kasavana & Schmidgal Research Grant (Spring 2024, <b>awarded</b> ) <i>Project: The Power of Group Membership in Human and Virtual Influencer Marketing: Anonymity's Role in Antinormative Recommendations</i>	<b>\$5,000</b>
COGS Conference Award (Fall 2023, <b>awarded</b> ) <i>Council of Graduate Students, Michigan State University</i>	<b>\$300</b>
Graduate Office Fellowship (Fall 2023, <b>awarded</b> ) <i>Department of Communication, Michigan State University</i>	<b>\$1,200</b>
Banks Brown Graduate Scholarship (Fall 2023, <b>awarded</b> ) <i>American Hotel &amp; Lodging Association</i>	<b>\$5,000</b>
Pythian Sisters of Ohio (Fall 2023, <b>awarded</b> ) <i>Endowment Fund Scholarship</i>	<b>\$1,000</b>
Greater Lansing Accessibility Grant (Summer 2023, <b>awarded</b> ) <i>Greater Lansing Convention &amp; Visitors Bureau</i> <i>Dr. Lu Zhang, P.I.</i>	<b>\$20,000</b>
Education Opportunity Fellowship (Spring 2023, <b>awarded</b> ) <i>Michigan State University Graduate School</i>	<b>\$1,500</b>
Statler Foundation Grant (Fall 2022, not awarded) <i>Project: An investigation of hotel social media influencers: The effect of brand familiarity and ad disclosure</i>	<b>\$10,000</b>
Banks Brown Graduate Scholarship (Fall 2022, <b>awarded</b> ) <i>American Hotel &amp; Lodging Association</i>	<b>\$5,000</b>

Kasavana & Schmidgal Research Grant (Spring 2022, <b>awarded</b> ) <i>Project: Robots vs. humans in services:</i> <i>Examining the role of process- vs. outcome-orientation</i>	<b>\$4,000</b>
Pythian Sisters of Ohio (Fall 2022, <b>awarded</b> ) <i>Endowment Fund Scholarship</i>	<b>\$1,000</b>
Pythian Sisters of Ohio (Fall 2021, <b>awarded</b> ) <i>Endowment Fund Scholarship</i>	<b>\$1,000</b>

### ***Other Awards***

Winner, Best Graduate Student Conference Poster (Fall 2022)  
*CentralCHRIE Spirit of Hospitality Conference, Purdue University*  
*Project: Does brand familiarity and ad disclosure matter? An investigation of social media influencers.*

## **Teaching Experience** (\*created course)

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### ***General Business***

Instructor of Record, Digital Marketing  
Instructor of Record, Strategic Marketing (MBA)\*  
Instructor of Record, Marketing Principles\*  
Instructor of Record, Human Resources Management\*  
Instructor of Record, Management Foundations  
Instructor of Record, Marketing Foundations  
Instructor of Record, Introduction to Marketing\*

### ***Hospitality Business***

Instructor of Record, Introduction to Marketing Analytics\*  
Teaching Assistant, Hospitality Business Strategy

### ***Communication***

Instructor of Record, Managerial Communication Strategy & Tactics\* (MBA)  
Instructor of Record, Designing & Delivering Impactful Business Presentations\* (MBA)  
Instructor of Record, Communication Strategies for Analytics\* (MS Data Science & Analytics)  
Instructor of Record, Leadership & Group Communication\*  
Instructor of Record, Human Communication  
Instructor of Record, Social Media Applications

### ***Technology***

Instructor of Record, Desktop Publishing for the Office\*  
Instructor of Record, Microsoft Office for Windows\*  
Instructor of Record, Introduction to Computers\*  
Instructor of Record, Web Development I: HTML & CSS\*

## ***Invited Lectures***

“Rhyming, Timing, and Priming: Persuasion’s Triple Threat” (Spring 2025)

*Michigan State University*

*Lunch and Learn Talk given to members of the MBA Entrepreneurship Association (MBAEA)*

“The Customer Journey: Personalization in Digital Marketing” (Spring 2024)

*George Washington University School of Business*

*Teaching presentation given to professors in the Department of Marketing*

“Technology Failures in Hospitality” (Spring 2023)

*University of Central Florida, Rosen College of Hospitality Management*

*Course: Hospitality Information Systems*

“Conducting Marketing Research as a Hospitality Professional” (Spring 2023)

*Michigan State University, The School of Hospitality Business*

*Course: Hospitality Business Strategy*

“Technology Failures and Successes in Hospitality” (Spring 2023)

*Michigan State University, The School of Hospitality Business*

*Course: Hospitality Information Systems*

## ***CMS Experience***

D2L (Desire to Learn)

Canvas

Blackboard

## ***Teaching Certification***

QM: Quality Matters Applying the Rubric (APPQMR)

## **Academic Service**

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### ***Reviewing***

Ad Hoc Reviewer: *Journal of Hospitality and Tourism Technology, Tourism & Hospitality Research, International Journal of Hospitality & Tourism Administration, International Journal of Hospitality Management, SESCO (Southeast, Central, & South American Federation) CHRIE Conference, and NCA (National Communication Association)*

### ***Workshops***

“Crafting Your Personal Brand as a Graduate Student” (Spring 2022)

*Michigan State University, Department of Communication*

## ***Graduate Student Representative***

Graduate Student Representative (Spring – Summer 2023)  
*Dean of College of Communication Arts & Sciences Job Search Committee*  
*Michigan State University, College of Communication Arts & Sciences*

Social Events Chair (Fall 2021 – Spring 2023)  
*AGSCOM, Association for Graduate Students in Communication*  
*Michigan State University, Department of Communication*

## ***Memberships***

Association of Business Communication (ABC)  
American Hotel & Lodging Association (AHLA)  
Central States Communication Association (CSCA)  
National Communication Association (NCA)  
The American Marketing Association (AMA)

## **Industry Employment**

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### ***Professional Experience***

- 2016 – 2021     Director of Marketing  
*The Highlands at Harbor Springs (formerly Boyne Highlands Resort)*
- Responsible for planning and implementing short - and long-term marketing programs based on research insights
  - Applied product management principles in the planning and execution of diverse research projects (specifically a Costco gift card deployment which generated revenue and tracked advertising ROI)
  - Assisted in the development of marketing plans for research projects, optimizing guest reach and engagement
  - Conducted comprehensive market analysis to inform and enhance the direction of ongoing marketing initiatives
  - Assisted in gathering and interpreting consumer insights to inform research objectives and strategies and to increase season pass revenue by 125%, paid skier visits by 24%, lift ticket revenue by 65%, dinner theatre revenue by 16%, and advance purchase dining ticket revenue by 71%
  - Assisted in the product development process by conducting extensive market and consumer research resulting in new lift products (i.e., Happiness Card) and dining experiences (i.e., Chef's Table Dining Experience)
  - Contributed to innovative product development strategies based on analytical data findings (created a brand-new product, The Highlands Happiness Card, which generated thousands of skier visits and substantial revenue during the COVID pandemic even when other resorts were down in skier visits)
  - Utilized various methodologies in product research, contributing significantly to the hospitality market

- Applied creative problem-solving techniques to solve difficult situations (COVID shutdowns, social distancing, demand generation after a major resort hotel fire)
- 2015 – 2016     Senior Account Manager & Strategist  
*Active Marketing*
- Led marketing strategy, scheduled and assigned work across internal and external production teams
  - Developed and executed an effective content strategy for the agency's clients
  - Conducted user experience research, specifically mouse and eye tracking studies, to inform web design decisions, content placement, and optimal graphics selection
  - Applied results from user experience research to improve website design and functionality
  - Demonstrated ability to prioritize and organize workloads to meet strict deadlines in a fast-paced agency environment
- 2014 – 2015     Social Media Strategist & Consultant  
*Afia, Inc.*
- Hired to establish and launch a new healthcare social media service
  - Researched and devised marketing strategies for clients
  - Implemented social engagement programs using data analytics to focus on KPIs (key performance indicators)
  - Focused a great deal on online reputation management detection and response strategies in the healthcare sector
  - Planned and launched a successful \$75k donation initiative through social and digital media for an autism school
- 2011 – 2014     Corporate Social Media Strategist & Electronic Media Specialist  
*McLaren Health Care & McLaren Northern Michigan*
- Authored, planned and hosted the first Twitter surgery event in the McLaren Health Care system (archived video on YouTube has over 100k views)
  - Demonstrated effective influencing skills in advocating for the Twitter surgery event among medical staff
  - Provided quarterly social media ROI reporting to prove effectiveness of social efforts
  - Managed paid and social media ads for multiple channels and profiles
  - Education of staff on social and digital media standards and compliance
  - Member of the corporate web team and backup of website updates, html coding and other graphic design duties
- 2002 – 2012     Small Business Owner & Web Developer  
*JBR Graphics, Inc.*
- Started a web design shop that served over 200 clients at its peak
  - Setup and maintained multiple high-end web hosting servers for our clients that offered email services, e-commerce capabilities, email newsletter programs, and web hosting for the clients' websites and online products
  - Responsible for designing, coding, and publishing websites for a wide array of clientele in many different industries



- Presented to boards, interest groups, and c-level decision makers
- Ran several successful social media training seminars in partnership with the local chamber of commerce
- Handled all business efforts such as sales, marketing, client outreach, accounting

### ***Professional Conferences***

***(\*presenter)***

**Rathjens, B.\*** (2018). *Targeting, measuring, & optimizing in a data-driven marketing landscape*. [Panel speaker]. Midwest Ski Area Association 2018 Summer Meeting, Boyne Highlands Resort, Harbor Springs, MI.

**Rathjens, B.\*** & Larcenaire, G. (2015). *Using social media for large scale events and fundraising*. [Conference presentation]. Mental Health Corporations of America Summer 2015 Conference, San Diego, CA.

**Rathjens, B.\*** & Dettling, K. (2014). *Autism & social media: platforms in healthcare*. [Conference presentation]. Michigan Association of CMH Boards 2014 Fall Conference, Grand Traverse Resort, Traverse City, MI.

### ***Service & Volunteering***

Board Member & Secretary (2019 – 2021)  
*Harbor Springs Chamber of Commerce, representing Boyne Highlands Resort*

Board Member (2018 – 2019)  
*McLaren Northern Michigan Patient & Family Advocacy Board*

Director of Communications (2014)  
*Social Media Club, World's Largest Community of Social Media Professionals*

Board Member & Secretary (2008 – 2009)  
*Keep Charlevoix Beautiful, representing JBR Graphics, Inc.*