

## Wyatt A. Schrock

Department of Marketing, Eli Broad College of Business,  
Michigan State University  
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### ACADEMIC EXPERIENCE

Assistant Professor 2018 - Present  
Department of Marketing  
Eli Broad College of Business  
Michigan State University

Assistant Professor 2016 - 2018  
Department of Marketing  
College of Business & Economics  
West Virginia University

### EDUCATION

Ph.D. Marketing, Michigan State University, 2016  
M.B.A. Finance, University of Miami, magna cum laude  
B.B.A. Marketing, University of Michigan, Ann Arbor, with distinction

### RESEARCH

#### Research Interests

Personal selling, sales management, salesperson motivation, sales manager leadership, brand management, cross-cultural sales force relationships.

#### Accepted Journal Publications

18. Sharma, Amalesh, Tarun Sharma, **Wyatt A. Schrock**, and Eli Jones. "Salesperson pricing discretion: Exploring the contingent effects and customer outcomes." Forthcoming at the *Journal of the Academy of Marketing Science*.
17. Sharma, Udit. G., Tomas M. Hult, Forrest V. Morgeson III, Pratyush Nidhi Sharma, **Wyatt A. Schrock**, and Shana Redd Sleep. "Understanding multilevel organizing: a focus of customer satisfaction on firm performance." Forthcoming at the *Journal of Marketing Theory and Practice*.

16. Chernetsky, Victor, Douglas E. Hughes, Doug Walker, Edward Nowlin, and **Wyatt A. Schrock** (2024). "Managing the interfunctional war: mitigating the negative effects of conflict between Sales and Marketing." *Industrial Marketing Management*.
15. Lastner, Matt, David Locander, Michael Pimentel, Andrew Pueschel, **Wyatt A. Schrock**, George Deitz, and Adam Rapp (2024). "Salesperson motivation, compensation, training, & deployment within the sales ecosystem." *European Journal of Marketing*.
14. Wang, Xiaoyan, Guocai Wang, Yanhui Zhao, and **Wyatt A. Schrock** (2024). "The intellectual structure of sales ethics research: A multi-method bibliometric analysis." *Journal of Business Ethics*.
13. **Schrock, Wyatt A.**, Yanhui Zhao, Tej Adidam, Birud Sindhav, and Tomas Hult (2024). "Sales – Supply chain management integration: Performance effects and boundary conditions for international salespeople." *Journal of International Marketing*.
12. Liu, Dong, Yanhui Zhao, Guocai Wang, **Wyatt A. Schrock**, and Clay Voorhees (2024). "Thirty years of service failure and recovery research: Thematic development and future research opportunities from a social network perspective." *Journal of Service Research*.
11. Epler, Rhett, **Wyatt A. Schrock**, Mark Leach, Kimberly White, and Bryan Hochstein (2024). "Managing ambiguity: salesperson bricolage behavior and its organizational determinants." *Journal of Personal Selling & Sales Management*.
10. Pappas, Alec, **Wyatt A. Schrock**, Willy Bolander, and Manoshi Samaraweera (2023). "The competitive path to cohesion: multilevel effects of competitiveness in the sales force." *Journal of Personal Selling & Sales Management*.
9. Zheng, Yaqin, Hsin-Yi Liao, **Wyatt A. Schrock**, Yi Zheng, and Zhimei Zang (2023). "Synergies between salesperson orientation and sales force control systems: A person-organization fit perspective." *Journal of Business Research*.
8. Kalra, Ashish, Elten Briggs, and **Wyatt A. Schrock** (2023). "Exploring the synergistic role of ethical leadership and sales control systems on salesperson social media use, empathy, and customer satisfaction." *Journal Business Research*.
7. Chernetsky, Victor, Douglas E. Hughes, and **Wyatt A. Schrock** (2022). "A synthesis of research on the marketing-sales interface (1984 - 2020)." *Industrial Marketing Management*.
6. **Schrock, Wyatt A.**, Douglas E. Hughes, Yanhui Zhao, Clay Voorhees, and John R. Hollenbeck (2021). "Self-oriented competitiveness in salespeople: implications for sales managers." *Journal of Academy of Marketing Science*.
5. Wang, Hao, **Wyatt A. Schrock**, Anand Kumar, and Douglas E. Hughes (2020). "Effectual selling in service ecosystems." *Journal of Personal Selling & Sales Management*. \*

**\*This paper received the journal's 2021 James M. Comer Award for "Best Contribution to Selling and Sales Management Theory."**

4. Zhao, Yanhui, Yufei Zheng, Feng Wang, **Wyatt A. Schrock**, and Roger Calantone (2020). "Brand relevance and the effects of product proliferation across product categories." *Journal of the Academy of Marketing Science*.
3. **Schrock, Wyatt A.**, Yanhui Zhao, Keith A. Richards, Douglas E. Hughes, and Mohammad Amin (2018). "On the nature of international sales and sales management research: A social network–analytic perspective." *Journal of Personal Selling & Sales Management*.
2. **Schrock, Wyatt A.**, Yanhui Zhao, Douglas E. Hughes, and Keith A. Richards (2016). "JPSSM since the beginning: Intellectual cornerstones, knowledge structure, and thematic developments." *Journal of Personal Selling & Sales Management*. \*\*

**\*\*This paper received the journal's 2017 James M. Comer Award for "Best Contribution to Selling and Sales Management Theory."**

1. **Schrock, Wyatt A.**, Douglas E. Hughes, Frank Q. Fu, Keith A. Richards, and Eli Jones (2016). "Better together: Trait competitiveness and competitive psychological climate as antecedents of salesperson organizational commitment and sales performance." *Marketing Letters*.

### **Academic Textbook Publications**

Dawn Deeter, Gary Hunter, Terry Loe, Greg Rich, Ryan Mullins, Lisa Beeler, and **Wyatt A. Schrock**, *Professional Selling*, 2<sup>nd</sup> Edition, Sage (2023). \*\*\*

\*\*\*Authored three of fifteen chapters.

Dawn Deeter, Gary Hunter, Terry Loe, Greg Rich, Ryan Mullins, Lisa Beeler, and **Wyatt A. Schrock**, *Professional Selling*, 1<sup>st</sup> Edition, Chicago Business Press (2020). \*\*\*\*

\*\*\*\*Authored one of fourteen chapters.

### **Manuscripts in Development**

With Suman Basuroy, Stephany Castruita, Rick Gretz, and Michael Wu. Title withheld. Target: *Journal of Marketing*.

With Yanhui Zhao, Xiaoyan Wang, Sean McGrath, Shana Redd, and Donovan Gordon. Title withheld. Target: *Journal of Marketing*.

With Kevin Chase and Lisa Beeler. Title withheld. Target: *Journal of Marketing*.

With Yanhui Zhao and Hanyong Park. Title withheld. Target: *Journal of Marketing*.

With Xiaoyun Zheng, Xiaoxu Wu, and Yufei Zhang. Title withheld. Target: *Journal of Marketing*.

With Yanhui Zhao, Yeurong Liu, Victor Chernetsky, Kati Rust, and Douglas Hughes. Title withheld. Target: *Journal of Marketing*

With Kalinda Ukanwa, Chris Blocker, David Crockett, and Terry Esper. Title withheld. Target: *Journal of Marketing*

With Hang Nguyen, Douglas E. Hughes, and Yufei Zheng. Title withheld. Target: *Journal of Consumer Research*.

With Jody Crosno and Mohammad Amin. Title withheld. Target: *Journal of Marketing*.

With Dong Liu, Yanhui Zhao, and Guocai Wang. Title withheld. Target: *Journal of the Academy of Marketing Science*

With Sean McGrath and Ahmet Kirca. Title withheld. Target: *Journal of Marketing*

### **Conference Presentations and Proceedings**

With Suman Basuroy, Stephany Castruita, Rick Gretz, and Michael Wu, “The Financial Impacts of Digitization and Innovation on Movie Theatres: Evidence from the Mexican Movie Market,” American Marketing Association Winter Conference, February 2024 (St. Pete Beach, FL).

With Yanhui Zhao, Tej Adidam, Birud Sindhav, and Tomas Hult. “Sales – Supply Chain Management Collaboration: Performance Effects and Boundary Conditions for International Salespeople,” American Marketing Association Winter Conference, February 2024 (St. Pete Beach, FL).

With Xiaoyun Zheng, Xiaoxu Wu, and Yufei Zhang, “Brand Activism Influence and Communication Strategies: How to Build Connections with Customers,” American Marketing Association Winter Conference, February 2024 (St. Pete Beach, FL).

With Dong Liu, Yanhui Zhao, and Guocai Wang, “The past, present, and future of research on salesperson knowledge: a bibliometric analysis,” poster presentation at the American Marketing Association Winter Conference, February 2024 (St. Pete Beach, FL).

With Yanhui Zhao, Zhihao Yu, Yufei Zhang, Joyce (Feng) Wang, and Shana Redd, “What Happens When a Brand Disappears? A Study on Stock Market Reactions to Brand Deletions,” poster presentation at the American Marketing Association Winter Conference, February 2024 (St. Pete Beach, FL).

With Suman Basuroy, Stephany Castruita, Rick Gretz, and Michael Wu, “The Financial Impacts of Digitization and Innovation on Movie Theatres: Evidence from the Mexican Movie Market,” The Mallen Conference, 2023 (Virtual).

With Hang Nguyen, Douglas E. Hughes, and Yufei Zhang, “Influential Power of Brand Evangelists,” American Marketing Association Summer Educators’ Conference, August 2019 (Chicago, IL).

With Cindy Liu and Yanhui Zhao, “The Effects of Person-Team Fit on Learning Goal Orientation and Salesperson’s Performance,” Academy of Marketing Science Conference, May 2019 (Vancouver, British Columbia).

With Ashish Kalra and Franklin Vizcaino, “Connections that Sell: Assessing the Determinants of Salesperson’s Ambidextrous Behavior,” Society of Marketing Advances, November 2018 (West Palm Beach, FL.)

With John Cicala, “Can Hostage Negotiation Skills Reduce Salesperson Deviant Behavior?” Society of Marketing Advances, November 2018 (West Palm Beach, FL.)

With Mohammad Amin, “Endorser-Self Distance: Conceptualization, Scale Development, and Validation,” American Marketing Association Marketing Educators’ Conference, August 2018 (Boston, MA.)

“Self-Oriented Competitiveness: Implications for Sales Managers”, Society of Marketing Advances Conference, November 2015 (San Antonio, TX.)

With Joel Le Bon, Douglas E. Hughes and Dwight Merunka, “Protecting Brand Value: Walking the Talk After the Sale,” Academy of Marketing Science Conference, May 2015 (Denver, CO.)

With Frank Fu, Keith Richards and Douglas E. Hughes, “Trait Competitiveness and Competitive Psychological Climate as Antecedents of Salesperson Organizational Commitment and Sales Performance,” American Marketing Association Marketing Educators’ Conference, August 2013 (Boston, MA.)

With Douglas E. Hughes, “A Review of Literature Relevant to International Selling and Sales Management,” Academy of International Business Conference, July 2013 (Istanbul, Turkey)

Discussant for the “The Countability Effect: Comparative versus Experiential Reactions to Reward Distributions” (a paper by Jingjing Ma and Neal J. Roesse), Haring Symposium, Indiana University, March 2013

## TEACHING

<u>Course</u>	<u>Semesters</u>	<u>Rating Range</u>
Marketing 383 (Sales Management)	Fall 2019– Current	4.50 – <b>5.0</b> / 5*
Marketing 313 (Consultative Selling)	Fall 2018– Spring 2019	4.42 – 4.50/ 5*
Marketing 420 (Sales Management)	Fall 2016– Spring 2018	4.88 – <b>5.0</b> / 5**
Marketing 320 (Sales Management)	Fall 2016– Fall 2017	4.90 – <b>5.0</b> / 5**

### *Doctoral student teaching:*

<u>Course</u>	<u>Semesters</u>	<u>Rating Range</u>
Marketing 460 (Marketing Strategy)	Summer 2015	4.80/ 5*
Marketing 383 (Sales Management)	Fall 2013- Spring 2014	4.33 – 4.75/ 5*
Marketing 300 (Managerial Marketing)	Summer 2013	4.68/ 5.0*

### *Guest lectures:*

<u>Course</u>	<u>Semesters</u>	<u>Rating Range</u>
Marketing 891 (Price and Revenue Research)	Spring 2022	N/A

\* The reported rating is the average student response to: “The overall quality of the instructor was” (through Spring 2023); “The overall quality of the faculty member was” (Fall 2023 – Current)  
(1 = Poor; 5 = Excellent)

\*\* The reported rating is the average student response to: “The instructor’s overall teaching effectiveness was”  
(1 = Poor; 5 = Excellent)

## SERVICE

### **Service within the Academic Community**

#### *Editorial service:*

- ◆ **Editorial Review Board**, *Journal of Business Research*, 2024 - Present
- ◆ **Editorial Review Board**, *Journal of Personal Selling & Sales Management*, 2017 - Present
- ◆ Abstracts Editorial Staff, *Journal of Personal Selling & Sales Management*, 2017 – Present

◆ Ad Hoc Reviewer for other peer-reviewed journals:

- *International Journal of Research in Marketing*
- *Industrial Marketing Management*
- *Marketing Letters*
- *Scientometrics*

◆ Conference Reviewer:

- American Marketing Association, Summer Educator's Conference
- American Marketing Association, Winter Conference
- Academy of Marketing Science, Annual Conference
- Global Sales Science Institute
- National Conference in Sales Management
- American Marketing Association, Global Marketing Special Interest Group Conference

*Panels and conference-related service:*

- ◆ Table Moderator (*The Customer Experience in a Digitized World*), New Horizons Sales Faculty Consortium, 2024 (Boston, MA)
- ◆ Panelist, “Closing the Gender Pay Gap in Sales” and “How Firms Value Sales Career Paths,” The Thought Leadership on the Sales Profession Conference, 2023 (Washington D.C.)
- ◆ Presenter, “Teaching Series for New Faculty,” Recorded video and other resources provided for teaching Professional Selling classes, Academy of Marketing Science, 2022
- ◆ Panelist, “Research Spotlight Series”, co-hosted by the Centers for International Business Education & Research (CIBERs) at Texas A&M University and Michigan State University, November 2021
- ◆ **Conference track chair** (Personal Selling and Sales Management track), American Marketing Association, Winter Conference, 2020 (San Diego, CA.)
- ◆ **Conference track chair** (Personal Selling and Sales Management track), Academy of Marketing Science, 2019 (Vancouver, British Columbia)

*Other service to the academic community:*

- ◆ Reviewer, Mary Kay, Inc. Dissertation Award Competition, Academy of Marketing Science, 2023
- ◆ Reviewer, Doctoral Dissertation Award Competition, American Marketing Association, Sales Special Interest Group, 2021
- ◆ Reviewer, Society of Marketing Advances, Doctoral Dissertation Proposal Competition, 2017

**Service within the University**

*Marketing Department service:*

- ◆ Department Advisory Committee (DAC), 2023 - Present
- ◆ Michigan State University Faculty Representative, Mittelstaedt and Gentry Doctoral Symposium, University of Nebraska College of Business, April 2023.
- ◆ Doctoral Programs Committee (DPC), 2019 - 2023

- ◆ Marketing Department Diversity Committee, 2022- Current, Eli Broad College of Business
- ◆ Marketing Department Task Force on Performance Evaluation, 2022, Eli Broad College of Business
- ◆ Co-coordinator, Inaugural Job Market Workshop for Marketing Ph.D. Students, Eli Broad College of Business, Michigan State University, May 2022
- ◆ Michigan State University Faculty Representative, Mittelstaedt and Gentry Doctoral Symposium, University of Nebraska College of Business, April 2022.
- ◆ Michigan State University Faculty Representative, Mittelstaedt and Gentry Doctoral Symposium, University of Nebraska College of Business, April 2021.
- ◆ Undergraduate Programs Committee (UPC), 2018 - 2021
- ◆ Marketing Department Faculty Recruiting Committee, 2019, Eli Broad College of Business
- ◆ Marketing Department Faculty Recruiting Committee, 2018, Eli Broad College of Business
- ◆ Doctoral Committees:
  - Micayla Downey, Michigan State University, 2024 - Present
  - Travis Walkowiak, Michigan State University, 2020-2024
  - Shana Redd, Michigan State University, 2019-2021
  - Mohammad Sakif Amin, West Virginia University, 2018-2020

*College service:*

- ◆ **Member, Search Committee for the Dean of the Eli Broad College of Business**, Eli Broad College of Business, Michigan State University, 2023 - 2024
- ◆ Panelist, New Faculty Orientation, Eli Broad College of Business, Michigan State University, August 2024
- ◆ Panelist, New Faculty Orientation, Eli Broad College of Business, Michigan State University, February 2023
- ◆ Panelist, New Faculty Orientation, Eli Broad College of Business, Michigan State University, January 2022
- ◆ Panelist, New Faculty Orientation, Eli Broad College of Business, Michigan State University, August 2021
- ◆ Panelist, New Faculty Orientation, Eli Broad College of Business, Michigan State University, April 2021
- ◆ Panelist, “Skills to Success” Workshop, Minority Business Programs, Michigan State University, April 2021
- ◆ Panelist, “Faculty Panel,” Summer Business Institute, Multicultural Business Programs, Eli Broad College of Business, Michigan State University, July 2019 (East Lansing, MI.)
- ◆ Panelist, New Faculty Orientation, Eli Broad College of Business, Michigan State University, April 2019 (East Lansing, MI.)

*University service:*

- ◆ Judge, All-MSU Sales Competition, Michigan State University, 2024
- ◆ Member, Black Faculty, Staff, and Administrators Association (BFSAA), 2021 - Present



- ◆ **Member, Teacher-Scholar Award Selection Committee** (a five-member, university-wide committee), Michigan State University, 2023
- ◆ Judge, All-MSU Sales Competition, Michigan State University, 2023
- ◆ Judge, All-MSU Sales Competition, Michigan State University, 2022
- ◆ Member, Faculty Network, CXM @ MSU, 2019
- ◆ Conference session facilitator, CXM @ MSU Colloquium, Michigan State University, 2019
- ◆ Coordinator, All-MSU Sales Competition, Michigan State University, 2019
- ◆ Interim-Faculty Advisor, Pi Sigma Epsilon, Michigan State University, 2019
- ◆ Michigan State University Faculty Coach, National Collegiate Sales Competition, Kennesaw State University, 2013, 2015, 2019
- ◆ West Virginia University Faculty Coach, 3<sup>rd</sup> Annual WVU Intercollegiate Sales Competition, West Virginia University, 2016.
- ◆ Michigan State University Faculty Coach, Sales Decathlon, Northern Illinois University, 2014.
- ◆ Judge, All-MSU Sales Competition, Michigan State University, 2013 - 2016.

## AWARDS AND RECOGNITION

### Research Awards and Recognition:

- ◆ **Invited to attend the “Thought Leadership on The Sales Profession Conference,” 2025** (invitation-only conference, sponsored by the Anderson School of Management, University of California at Los Angeles (Los Angeles, CA.)
- ◆ Invited to attend and be a table moderator (*The Customer Experience in a Digitized World*) at the “New Horizons Sales Faculty Consortium,” 2024 (Conference for Sales Faculty) (Boston, MA)
- ◆ **Best Reviewer Award, 2023**, *Journal of Personal Selling & Sales Management* (an award given to one reviewer annually)
- ◆ **Invited to attend the “Thought Leadership on The Sales Profession Conference,” 2023** (invitation-only conference, sponsored by the University of Virginia, Darden School of Business) (Washington D.C.)
- ◆ Invited to attend the “Sales Researchers’ Collaboration Consortium,” 2022 (Invitation-only conference; sponsored by the University of Tennessee at Chattanooga, Rollins College of Business) (Chattanooga, TN)
- ◆ Selected to attend the Academy of International Business (AIB) “Junior Faculty Consortium,” AIB Annual Conference, 2022 (Miami, FL.)
- ◆ **James M. Comer Award for “Best Contribution to Selling and Sales Management Theory,”** *Journal of Personal Selling & Sales Management*, 2021
- ◆ **Selected as a panelist** (discussing my research) **for the “Research Spotlight Series,”** co-hosted by the Centers for International Business Education & Research (CIBERs) at Texas A&M University and Michigan State University, November 2021
- ◆ Invited to attend the inaugural “Sales Researchers’ Collaboration Consortium,” 2021 (Invitation-only conference; sponsored by the University of Alabama, Culverhouse College of Business) (Tuscaloosa, AL)
- ◆ Selected to attend the Academy of International Business (AIB) “Junior Faculty Consortium,” AIB Annual Conference, 2020 (Miami, FL.)
- ◆ Invited to attend the “New Horizons Sales Faculty Consortium,” 2018 (Conference for Sales Faculty) (Boston, MA)

- ◆ **James M. Comer Award for “Best Contribution to Selling and Sales Management Theory,”** *Journal of Personal Selling & Sales Management*, 2017
- ◆ Doctoral Dissertation Competition, Runner-Up, American Marketing Association, Sales Special Interest Group, 2017
- ◆ Marketing Department Research Award, West Virginia University, 2016
- ◆ Donald A. and Shirley M. Taylor Research Excellence Award, Michigan State University, 2016
- ◆ Best Doctoral Dissertation Proposal, Runner-up, Society of Marketing Advances, 2015
- ◆ Sheth Foundation Doctoral Consortium Fellow, American Marketing Association, 2014, Evanston, Illinois
- ◆ Doctoral Consortium Fellow, Society of Marketing Advances, 2013, Hilton Head, South Carolina

#### **Teaching Awards and Recognition:**

- ◆ **John D. and Dortha J. Withrow Distinguished Teaching Award**, 2024 (an annual award at the Eli Broad College of Business for teaching excellence and innovation)
- ◆ Teaching Excellence Award, Eli Broad College of Business, Spring 2023
- ◆ Teaching Excellence Award, Eli Broad College of Business, Spring 2022
- ◆ Selected by the Academy of Marketing Science to record its only video for members about teaching Sales-related classes ("Teaching Fundamentals of Marketing" series), 2022
- ◆ Teaching Excellence Award, Eli Broad College of Business, Fall 2021
- ◆ Teaching Excellence Award, Eli Broad College of Business, Spring 2021
- ◆ #iteachmsu Educator Award recipient (selected by the Provost office; one of two recipients in the Eli Broad College of Business), Michigan State University, 2020
- ◆ **Faculty Appreciation Award** (selected by undergraduate students across the college as the faculty member having made the most positive impact on the graduating senior class), Eli Broad College of Business, 2019
- ◆ Teaching Excellence Award, Eli Broad College of Business, Fall 2019
- ◆ Stanley Hollander Award, Michigan State University, 2014

#### **Scholarships and Fellowships:**

- ◆ Graduate Office Fellowship, Michigan State University, 2012 - 2016
- ◆ National Black MBA Association, MBA Scholarship, 2006
- ◆ GMAC Literary Scholarship Recipient, 2006
- ◆ MBA Graduate Assistantship (75% tuition), Computer Information Systems Department, University of Miami, 2005 - 2007
- ◆ Scholar Recognition Award (100% tuition), University of Michigan, Ann Arbor, 1997 - 2001
- ◆ Martin Luther King, Jr. Scholarship, University of Michigan, Ann Arbor, 1997

### **PROFESSIONAL DEVELOPMENT**

- ◆ Invited to attend the “Thought Leadership on The Sales Profession Conference,” 2025 (invitation-only conference, sponsored by the Anderson School of Management, University of California at Los Angeles (Los Angeles, CA.))
- ◆ Statistical Horizons seminar: “Difference in Differences” (July 2024)

- ◆ Statistical Horizons seminar: “Python for Data Analysis” (June 2024)
- ◆ “Thought Leadership on The Sales Profession Conference,” 2023 (sponsored by the University of Virginia, Darden School of Business) (Washington D.C.)
- ◆ “Sales Researchers’ Collaboration Consortium,” 2022 (sponsored by the University of Tennessee at Chattanooga, Rollins College of Business) (Chattanooga, TN)
- ◆ Statistical Horizons seminar: “Instrumental Variables” (June 2022)
- ◆ Academy of International Business (AIB) “Junior Faculty Consortium,” AIB Annual Conference, 2022 (Miami, FL.)
- ◆ Professors Institute, Cox School of Business, Southern Methodist University, 2020 (Dallas, TX.)
- ◆ Academy of International Business (AIB) “Junior Faculty Consortium,” AIB Annual Conference, 2020
- ◆ Selling and Sales Management Ph.D. Seminar (Professor: Michael Ahearne), Faculty Audit, Institute for the Study of Business Markets, Fall 2018

## INDUSTRY EXPERIENCE

- Account Manager, Procter & Gamble
- Advertising Revenue Analyst, Gannett
- Sales Analyst, Valassis Communications
- Board of Directors, Catholic Social Services of Wayne County (MI)
- Marketing Intern (MBA), Ryder
- 4-year Sales Intern (undergraduate), Procter & Gamble