
LANCE A. BETTENCOURT

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EDUCATION

Ph.D., Marketing, emphasis in marketing and management of service companies May 1998
Arizona State University, Tempe, AZ GPA: 4.0/4.0

B.S., General Business (Summa Cum Laude; Outstanding University Graduate Award) June 1991
California State University, Bakersfield, CA GPA: 4.0/4.0

ACADEMIC APPOINTMENTS

Texas Christian University, Neeley School of Business, Fort Worth, TX 2017-present
Associate Professor of Professional Practice

- Teach courses in undergraduate marketing management (majors and minors), undergraduate services marketing, MBA service excellence, PMBA marketing management and EMBA advanced marketing management.
- Support marketing and client development work of TCU Neeley Executive Education.

Indiana University, Kelley School of Business, Bloomington, IN 1998-2004
Assistant Professor of Marketing & Executive Educator

- Developed and taught courses in undergraduate retail management and MBA customer-oriented strategy development.
- Consistently rated excellent by students in enthusiasm, knowledge, respect, preparation, clarity, ability to facilitate learning, and ability to make the subject matter meaningful.
- Responsible for designing and executing marketing education training of corporate marketing executives from leading companies, including 3M and IBM.

Arizona State University-West, Glendale, AZ 1997-1998
Visiting Assistant Professor of Marketing

- Developed and taught courses in marketing principles, global strategic marketing, consumer behavior, marketing research, and marketing strategy. Received excellent ratings in all courses.

PROFESSIONAL WORK EXPERIENCE

Co-Founder & Managing Partner, LIFT PhD, LLC, Bloomington, IN 2014-2016

- LIFT PhD is an expert network of professors who are interested in doing executive education and consulting with companies.
- Set strategy, created offerings, built model, established processes, developed professor network, established inbound and outbound sales model.

Co-Founder & Managing Partner, Service 360 Partners, LLC, Bloomington, IN 2012-2017

- Manage customer-driven innovation projects from framing to next-generation solution development for both products and services, B2B and B2C.

- Clients included ADP, Allstate, Tyco, Bombardier Recreational Products, Morningstar, Lake Forest Graduate School of Management, and others.

Strategyn, Inc., Aspen, CO

2004-2011

Innovation Consultant & Executive Trainer

- Managed customer-driven innovation projects from framing to next-generation solution development for both products and services, B2B and B2C.
- Worked with research vendors, conducted focus groups, executed on surveys, data analysis and reporting, and facilitated strategy planning and idea creation.
- Educated executives of Fortune 500 firms on innovation strategy and execution.
- Created new services, tools, and educational offerings for innovation and strategy.
- Clients included State Farm, Toronto Dominion, Kimberly Clark, Colgate-Palmolive, Microsoft, Hewlett-Packard, Abbott Medical Optics, and others.

UNIVERSITY COURSES TAUGHT

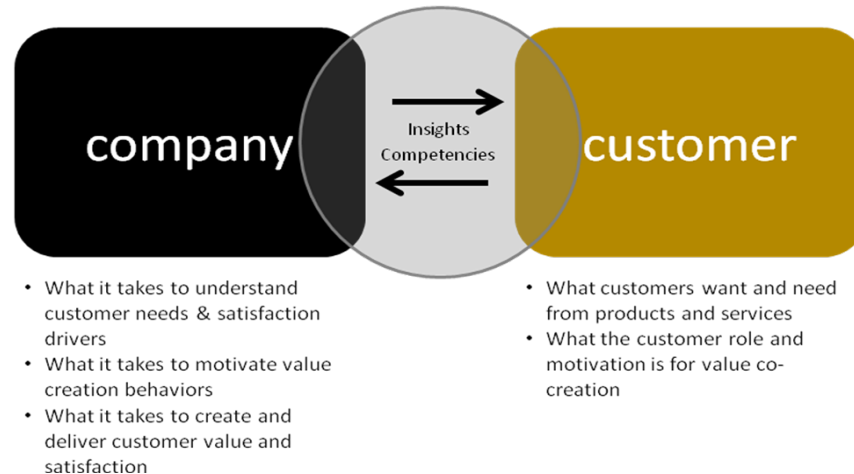
- Marketing Principles/Management (Undergrad, MBA, EMBA), Marketing Strategy, Marketing Research, Consumer Behavior, Retail Management, Customer-oriented Strategy (MBA), Services Marketing (Undergrad and MBA)

OUTSIDE RESEARCH FELLOWSHIPS AND GRANTS

- Kelley School of Business Productivity-based Research Grant of \$12,000, 2003
- Summer Research Grant, Center for Education and Research in Retailing, 2002
- Senior Research Associate, Research Grant of \$8,000 from Integrated Information Systems to CSL, ASU, 1999
- Senior Research Associate, Research Grant of \$20,000 from Wells Fargo Bank to CSL, ASU, 1997
- Senior Research Associate, Research Grant of \$52,600 from Heller Financial to CSL, ASU, 1997
- ASU Regents Dissertation Fellowship (\$5,000), 1995-1996
- Doctoral Research Fellow Award (\$3,500), CSL, ASU, 1993
- Gene Gallup Graduate Fellow in Services Marketing (\$1,500), ASU, 1992

RESEARCH INTERESTS

Primary research focus: As illustrated below, my research is cross-disciplinary and exists at the intersection of the company and the customer, with the goal of helping companies align unique customer insights with innovative offerings & performance to co-create value with the customer, especially in services.



PROFESSIONAL PUBLICATIONS

**Over 8,500 citations; over 3,000 in the past five years (as of Jan. 29, 2021)*

Bettencourt, Lance A. (2018), "Service Innovation – A Jobs To Be Done Guide," in *Marketing Wisdom*, Kartikeya Kompella, ed., Springer, pp. 157-171.

Bettencourt, Lance A., Edward U. Bond III, Michael S. Cole, and Mark B. Houston (2017), "Domain-Relevant Commitment and Individual Technical Innovation Performance," *Journal of Product Innovation Management*, 34 (2 | March), 159-180.

Bettencourt, Lance A. (2015), "Why Scaling the Ivory Tower Is Worth Your While," *Marketing News*, 49 (6 | June), 30-32.

Bettencourt, Lance A., Christopher P. Blocker, Mark B. Houston, and Daniel J. Flint (2015), "Rethinking Customer Relationships," *Business Horizons*, 58 (1 | January–February), 99-108.

Bettencourt, Lance A., Robert F. Lusch, and Stephen L. Vargo (2014), "A Service Lens on Value Creation: Marketing's Role in Achieving Strategic Advantage," *California Management Review*, 57 (1 | Fall), 44-66. [One of the Top 10 most cited CMR articles of 2014-2015 in 2016; A Top 10 most cited CMR article in 2017]

Bettencourt, Lance A., Mark B. Houston, and Christopher P. Blocker (2013), "How to Recover Well in Business-to-Business," *Velocity*, 15 (2), 12-14.

Bettencourt, Lance A. and Stephen W. Brown (2013), "From Goods to Great: Service Innovation in a Product-Dominant Firm," *Business Horizons*, 56 (May-June), 277-283.

Bettencourt, Lance A. (2013), "Shaping a Job-centric Service Innovation Strategy," *Marketing Management*, 22 (March), 26-34.

Bettencourt, Lance A., Stephen W. Brown, and Nancy J. Sirianni (2013), "The Secret to True Service Innovation," *Business Horizons*, 56 (January-February), 13-22. (TOP 5 in *BH* Citations for 2014, 2015 to June 2016)

Blocker, Christopher P., Lance A. Bettencourt, Mark B. Houston, and Daniel J. Flint (2013), "Do Your Customers Really Want a Relationship with You?" *Keller Center Research Report*, June, Available at: <http://www.baylor.edu/business/kellercenter/news.php?action=story&story=130077>

Bettencourt, Lance A. (2012), "Achieving Service Excellence in Real Estate," *Keller Center Research Report*, September, Available at: http://www.baylor.edu/business_new/kellercenter/doc.php/194348.pdf

Bettencourt, Lance A. (2012), "Fundamental Tenets of Service Excellence," *Marketing Management*, 21 (Fall), 18-23.

Alex R. Zablah, Lawrence B. Chonko, Lance A. Bettencourt, George Allen, and Alexander Haas (2012), "A Job Demands-Resources (JD-R) Perspective on New Product Selling: A Framework for Future Research," *Journal of Personal Selling & Sales Management*, 32 (Winter), 73-87.

Bettencourt, Lance A. and Scott L. Bettencourt (2011), "Innovating On the Cheap," *Harvard Business Review*, 89 (June), 88-94.

Bettencourt, Lance A. (2009), "Debunking Myths About Customer Needs," *Marketing Management*, 18 (January-February), 46-52.

Bettencourt, Lance A. and Anthony W. Ulwick (2008), "The Customer-Centered Innovation Map," *Harvard Business Review*, 86 (May), 109-114. (Reprinted in *Harvard Business Review on Inspiring & Executing Innovation*, Boston: HBR Press, 2011; and *HBR's 10 Must Reads on Innovation*; Boston: HBR Press, 2012)

Ulwick, Anthony W. and Lance A. Bettencourt (2008), "Giving Customers a Fair Hearing," *MIT Sloan Management Review*, 49 (Spring), 62-68.

Bettencourt, Lance A., Stephen W. Brown, and Scott B. MacKenzie (2005), "Customer-oriented Boundary-spanning Behaviors: Test of a Social Exchange Model of Antecedents," *Journal of Retailing* 81 (2), 141-157.

Bettencourt, Lance A. (2004), "Change-oriented Organizational Citizenship Behaviors: The Direct and Moderating Influence of Goal Orientation," *Journal of Retailing*, 80 (3), 165-180.

Bettencourt, Lance A. and Stephen W. Brown (2003), "Role Stressors and Customer-oriented Boundary-spanning Behaviors in Service Organizations," *Journal of the Academy of Marketing Science*, 31 (Fall), 394-408.

Schmidt, Thomas A., Mark B. Houston, Lance A. Bettencourt, and Paul D. Boughton (2003), "The Impact of

Voice and Justification on Students' Perceptions of Professors' Fairness," *Journal of Marketing Education*, 24 (August), 177-186.

Bettencourt, Lance A., Amy L. Ostrom, Stephen W. Brown, and Robert I. Roundtree (2002), "Client Co-Production in Knowledge Intensive Business Services," *California Management Review*, 44 (Smr), 100-128.

Bettencourt, Lance A. and Mark B. Houston (2001), "The Impact of Article Method Type and Subject Area on Article Citations and Reference Diversity in *JM*, *JMR*, and *JCR*," *Marketing Letters*, 12 (4), 327-340.

Bettencourt, Lance A. and Mark B. Houston (2001), "Reference Diversity in *JCR*, *JM*, and *JMR*: A Reexamination and Extension of Tellis, Chandy, and Ackerman (1999)," *Journal of Consumer Research*, 27 (September), 313-323. (order of authorship is alphabetical for this paper & *Marketing Letters*)

Bettencourt, Lance A., Kevin P. Gwinner and Matthew L. Meuter (2001), "A Comparison of Attitude, Personality, and Knowledge Predictors of Service-Oriented Organizational Citizenship Behaviors," *Journal of Applied Psychology*, 86 (February), 29-41.

Houston, Mark B. and Lance A. Bettencourt (1999), "But That's Not Fair! An Exploratory Study of Student Perceptions of Instructor Fairness," *Journal of Marketing Education*, 21 (August), 84-96.

Lastovicka, John L., Lance A. Bettencourt, Renee Shaw Hughner and Ronald J. Kuntze (1999), "Lifestyle of the Tight and Frugal: Theory and Measurement," *Journal of Consumer Research*, 26 (June), 85-98.

Houston, Mark B., Lance A. Bettencourt and Sutha Wenger (1998), "The Relationship Between Waiting in a Service Queue and Evaluations of Service Quality: A Field Theory Perspective," *Psychology and Marketing*, 15 (December), 735-753 (lead article in issue).

Bettencourt, Lance A. (1997), "Customer Voluntary Performance: Customers as Partners in Service Delivery," *Journal of Retailing*, 73 (3), 383-406.

Bettencourt, Lance A. and Stephen W. Brown (1997), "Contact Employees: Relationships Among Workplace Fairness, Job Satisfaction and Prosocial Service Behaviors," *Journal of Retailing*, 73 (Spring), 39-61.

Houston, Mark B., Lance A. Bettencourt and Sutha Shanmuganathan (1997), "Over the Line?" *Bank Marketing*, 29 (November), 42-48.

Bettencourt, Lance A. and Kevin Gwinner (1996), "Customization of the Service Experience: The Role of the Frontline Employee," *International Journal of Service Industry Management*, 7 (2), 3-20 (lead article).

BOOKS

Bettencourt, Lance A. (2010). *Service Innovation: How to Go from Customer Needs to Breakthrough Services*. New York: McGraw-Hill. (2012 Finalist for the Berry-AMA Book Prize for the Best Book in Marketing)

AMA BLOGS

- Word-of-Mouth Seeding and Marketing Mix Planning: When Is More Better? (2019): <https://www.ama.org/2019/04/29/word-of-mouth-seeding-and-marketing-mix-planning-when-is-more-better/>
- How to Make a Customer Referral Program Even Better (2018): <https://www.ama.org/resources/Pages/How-to-Make-a-Customer-Referral-Program-Even-Better.aspx>
- Don't Text and Shop: You Might Just Fall into an Extra Purchase (2018): <https://www.ama.org/academics/Pages/Text-and-Shopping-Leads-to-Extra-Purchase.aspx>
- Appealing to Potential Donors: When Less Information Is More (2018): <https://www.ama.org/resources/Pages/How-to-Appeal-to-Potential.aspx>
- What's the Value of a Like (2018): <https://www.ama.org/resources/Pages/How-to-Use-Facebook-and-Other-Social-Media-Effectively.aspx>
- <https://www.ama.org/resources/Pages/Is-Shifting-from-Traditional-Advertising-Good-for-Business.aspx> (2017)
- <https://www.ama.org/resources/Pages/Managing-Brand-Equity-Incorrectly.aspx> (2017)
- <https://www.ama.org/resources/Pages/What-Your-Marketing-Message-Should-Be-for-Comparatively-Expensive-Product.aspx> (2017)
- <https://www.ama.org/resources/Pages/Worth-Treat-Customers-Employees-Well.aspx> (2017)
- <https://www.ama.org/resources/Pages/just-playing-around.aspx>
- <https://www.ama.org/resources/Pages/heroic-marketing-creates-enduring-firm-value.aspx>
- <https://www.ama.org/resources/Pages/customers-become-worst-enemies-or-best-friends.aspx>
- <https://www.ama.org/resources/Pages/style-substance-balance-product-design.aspx>
- <https://www.ama.org/resources/Pages/want-increase-sales-ask-for-positive-customer-feedback.aspx>
- <https://www.ama.org/resources/Pages/rewarding-green-customers.aspx>
- <https://www.ama.org/resources/Pages/make-customer-work-appealing.aspx>
- <https://www.ama.org/resources/Pages/customer-participation-new-product-development.aspx>
- <https://www.ama.org/resources/Pages/do-raw-ideas-innovation-matter.aspx>
- <https://www.ama.org/publications/MarketingNews/Pages/the-perils-of-proactive-churn-prevention.aspx>
- <https://www.ama.org/publications/MarketingNews/Pages/want-appreciation-a-simple-thank-you-may-do.aspx>
- <https://www.ama.org/publications/MarketingNews/Pages/why-scaling-the-ivory-tower-is-worth-your-while.aspx>
- <http://blog.ama.org/the-science-of-innovation-adoption/>
- <http://blog.ama.org/why-free-trials-are-worth-your-while/>

MARKETING NEWS PUBLICATIONS FROM AMA BLOGS

Bettencourt, Lance A. (2016), "How to Balance Style and Substance in Product Design," *Marketing News*, 50 (July/August), 14-15.

Bettencourt, Lance A. (2016), "It's Easy Being Green," *Marketing News*, 50 (June), 20-21.

Bettencourt, Lance A. (2016), "How to Make Customer Work More Appealing," *Marketing News*, 50 (May), 14-15.

Bettencourt, Lance A. (2016), "The Raw Idea," *Marketing News*, 50 (April), 14-15.

Bettencourt, Lance A. (2016), "How Premium Product Extensions Could Help Your Rivals," *Marketing News*, 50 (March), 4-5.

Bettencourt, Lance A. (2016), "The Science of Innovation Adoption," *Marketing News*, 50 (January), 28-30.

RESEARCH IN PROGRESS

Bettencourt, Lance A., Colleen Harmeling, Yashoda Bhagwat, and Mark Houston, "Consumer Job Journeys," (under review at *Journal of Service Research*)

- This article introduces the consumer job journey as a more holistic perspective by which to understand consumption journeys undertaken to acquire and use goods and services. It helps make evident some key consumer decisions and behaviors that otherwise would be invisible. Four tenets lay the foundation for the concept of a consumer job journey, establishing some key differences relative to a traditional perspective on consumption journeys. A consumer job journey involves a sequence of goal-directed steps (and associated evaluative criteria) in pursuit of a focal job, and the consumer actions directed by these steps to acquire, assemble, and integrate market and nonmarket resources. A preliminary model highlights the consumer's role as an active project manager who continually adapts their resource configuration given an ideal job journey definition, psychological tensions, and disruptions. In combination, the tenets and proposed model highlight both research gaps and unique managerial implications.

Bettencourt, Lance A. and Mark B. Houston, "Should Customers' Open-Ended Responses Be Used to Set Service-Improvement Priorities?" (next steps planning; recently rejected from *Journal of Service Research*)

- Various trends point to the growing use of open-ended customer responses to guide service-improvement decisions. But how useful are such responses for setting service-improvement priorities? To answer this question, the current investigation investigates the convergence between open-ended and closed-ended responses in two distinct contexts. The results reveal that open-ended customer responses largely measure something different than closed-ended responses, though convergence is greater in relation to a stated need-gap measure (that combines importance and performance) relative to improvement priorities gleaned from stated importance or derived importance. The findings also indicate that the improvement priorities of open- and closed-ended responses are more closely related for Net Promoter Score detractors and passives than for promoters. Some variations in convergence arise from the use of different questions to elicit open-ended responses, as well as across the different overall measures used to calculate derived importance. Based on the results, firms should use both open- and closed-ended questions to set service-improvement priorities. For open-ended responses, firms should focus on questions that ask for improvement ideas especially among dissatisfied customers.

Bettencourt, Lance A., "Using Consumer Reviews to Inform a Purchase Decision," (targeted for *Journal of the*

Academy of Marketing Science; on hold due to inability to collect large-scale survey data)

- Consumer reviews are used increasingly by other consumers to inform purchase decisions. And while there is considerable research on how the characteristics of reviews, products, and consumers impact consumer evaluations, research has not investigated specific consumer needs on using consumer reviews that might point to interesting features to develop and test beyond those envisioned today. Based on qualitative interviews and an exploratory sample, I have developed a formative index of 61 need statements across 7 steps in the experience of using online consumer reviews. The next step is to validate and refine the index using a representative sample of US consumers.

PROFESSIONAL PAPERS IN PROGRESS

Bettencourt, Lance A. and B. Joseph Pine II, "The Transformation Economy" (planned for *Harvard Business Review*).

- The paper helps companies who seek to compete in an economy that has moved from goods to services to experiences to transformations to create customer value based on a job-to-be-done perspective of customer needs. With rich illustrations, the paper offers several principles to help a company to enhance customers' success in the transformation process.

RESEARCH PRESENTATIONS AND PAPERS PRESENTED AT CONFERENCES

Houston, M.B., C. Harmeling, L. Bettencourt, and Y. Bhagwat (2018) "Consumer Job Journeys," presented at the ASU Center for Services Leadership Compete Through Service Symposium, Scottsdale, AZ, October 2018. [INVITED]

Houston, M.B., C. Harmeling, L. Bettencourt, and Y. Bhagwat (2018) "Consumer Job Journeys," presented as part of refereed special session at the 2018 AMA Summer Educators Conference, Boston, MA.

Houston, M.B., C. Harmeling, L. Bettencourt, and Y. Bhagwat (2018) "Customer Job Journeys: Implications for Organizational Frontlines," presented at the Organization Frontlines Research conference, Winter AMA Conference, New Orleans, LA, February 2018. [INVITED]

Houston, Mark B., Lance A. Bettencourt, and Edward Bond, "Innovation in a Product Development Context: The Role of the Individual" in *2005 AMA Summer Educators' Conference Proceedings*, Mark B. Houston and Beth A. Walker, eds., Vol. 16, Chicago, IL: American Marketing Association.

Schmidt, Thomas A., Mark B. Houston, Lance A. Bettencourt, and Paul D. Boughton (2002), "The Impact of Voice and Justification on Students' Perceptions of Professors' Fairness," *2002 AMA Winter Educators' Conference Proceedings*, Ken Evans and Lisa Scheer, eds. Vol. 13, Chicago, IL: American Marketing Association, p. 467.

Bettencourt, Lance A., Stephen W. Brown, Amy Ostrom, and Robert Roundtree (2001), "Competitive Advantage Through Client Co-Production," *Frontiers in Services Conference*, American Marketing Association, University of Maryland, Washington, DC.

Bettencourt, Lance A. (2001), "Market-oriented Work-role Innovation Behaviors of Retail Salespeople: A

Model and Research Propositions," *2001 AMA Winter Educators' Conference Proceedings*, Ram Krishnan and Madhu Viswanathan, eds. Vol. 12, Chicago, IL: American Marketing Association, p. 269.

Bettencourt, Lance A. and Stephen W. Brown (2000), "How Does Role Stress Impact Citizenship Performance Among Customer Service Employees?" *2000 AMA Winter Educators' Conference Proceedings*, John P. Workman, Jr. and William D. Perreault, Jr., eds. Vol. 11, Chicago, IL: American Marketing Association, p. 199.

Houston, Mark B. and Lance A. Bettencourt (2000), "Is Diversity All That It's Cracked Up to Be?" *2000 AMA Winter Educators' Conference Proceedings*, John P. Workman, Jr. and William D. Perreault, Jr., eds. Vol. 11, Chicago, IL: American Marketing Association, p. 120.

Bettencourt, Lance A. and Stephen W. Brown (1998), "The Service-Oriented Citizenship Performance of Customer-Contact Employees," *Frontiers in Services Conference*, American Marketing Association, Vanderbilt University, Nashville, TN.

Bettencourt, Lance A. and Stephen W. Brown (1998), "The Service-Oriented Citizenship Performance of Customer-Contact Employees," special session at the *1998 AMA Summer Educators' Conference*, American Marketing Association, Boston, MA.

Bettencourt, Lance A. and Kevin Gwinner (1998), "Service-Oriented Citizenship Performance of Customer-Contact Employees: A Empirical Investigation," *1998 AMA Summer Educators' Conference Proceedings*, Ronald C. Goodstein and Scott B. MacKenzie, eds., Vol. 9, Chicago, IL: American Marketing Association, 262-263.

Houston, Mark B. and Lance A. Bettencourt (1998), "But That's Not Fair! An Exploratory Study of Student Perceptions of Instructor Fairness," *1998 AMA Summer Educators' Conference Proceedings*, Ronald C. Goodstein and Scott B. MacKenzie, eds., Vol. 9, Chicago, IL: American Marketing Association, p. 212 (best student paper in conference award).

Houston, Mark B., Lance A. Bettencourt and Sutha Shanmuganathan (1997), "Waiting in the Queue for Service: The Relationship Between Waiting and Evaluations of Service Quality," *1997 AMA Summer Educators' Conference Proceedings*, William M. Pride and G. Tomas M. Hult, eds., Vol. 8, Chicago, IL: American Marketing Association, p. 20.

Bettencourt, Lance A. (1996), "Customers as Good Citizens: An Empirical Investigation of Customer Citizenship Performance," *Frontiers in Services Conference*, American Marketing Association, Vanderbilt University, Nashville, TN.

Bettencourt, Lance A. (1995), "The Citizenship Performance of Customers," in *1995 AMA Summer Educators' Conference Proceedings*, Barbara B. Stern and George M. Zinkhan, eds., Vol. 6, Chicago, IL: American Marketing Association, 73-74.

Bettencourt, Lance A. and Stephen W. Brown (1995), "Workplace Fairness and the Attitudes and Behaviors of Customer-Contact Employees," *Frontiers in Services Conference*, American Marketing Association, Vanderbilt University, Nashville, TN.

Brown, Stephen W. and Lance A. Bettencourt (1994), "The Exceptional Service Employee: Delighting Customers, Co-Workers, and the Firm," *International Quality in Services Conference IV*, Hartford, CT.

Bettencourt, Lance A. and Stephen W. Brown (1994), "The Extra-Role Customer Service Behavior of Front-Line Employees: An Empirical Investigation," *Recent Advances in Retailing and Services Science Conference*, University of Alberta, Alberta, Canada.

Bettencourt, Lance A. (1994), "Enhancing the Performance of Service Employees: Precursor to Customer Satisfaction," *University of Houston Doctoral Symposium*, Texas.

Bettencourt, Lance A. and Stephen W. Brown (1993), "The Extra-Role Performance of Service Employees on Behalf of their Customers and Firms," in *1993 AMA Summer Educators' Conference Proceedings*, David W. Cravens and Peter R. Dickson, eds., Vol. 4, Chicago, IL: American Marketing Association, 125-126.

RESEARCH-BASED CONSULTING PROJECTS

Bridgestone/Firestone, Inc., Nashville, TN 2001-2002

- Study was initiated by regional HR director to identify potential gaps in annual associate opinion survey and to allow a multivariate analysis of drivers of critical associate outcomes.
- Developed and implemented questionnaire to identify key leadership and job design drivers of critical retail store associate outcomes such as job satisfaction, organizational commitment, and turnover intentions.
- Written report specified improvement priorities such as developing leadership capabilities in rewarding and praising store associates.

Integrated Information Systems (IIS), Tempe, AZ 1999-2001

- Study was initiated by CEO and executive marketing team to identify improvement opportunities in client management process.
- Designed and implemented study to identify client behaviors that contribute to successful project completion. Developed interview guide and conducted interviews with IIS and client project leads.
- Written report identified seven critical client lead behaviors that IIS needs to manage through partnership development activities.

Army & Air Force Exchange Service (AAFES), Dallas, TX 1999-2000

- Study was initiated by AAFES executive merchandising team to assess current strengths and weaknesses in making a transition to a category management merchandising organization.
- Designed focus group interview guides and conducted focus groups with merchandising employees.
- Written report identified structural and operational changes needed based on a comparison of AAFES merchandising organization and process to industry benchmark standards.

Wells Fargo Bank (WFB), Phoenix, AZ 1997-1998

- Study was initiated by regional president to identify leadership development priorities within branches.
- Designed focus group interview guides and conducted focus groups with branch employees to identify leadership behaviors to study. Developed and implemented questionnaire to assess current customer service employee perceptions of branch leadership.

- Written report identified leadership priorities and action steps for region. Individual branch managers also received personalized reports specifying leadership strengths and weaknesses and individual action plans.

Heller Business Credit (HBC), Chicago, IL 1996-1997

- Study was initiated by HBC president and executive marketing team to assess service climate perceptions and to identify which service climate features drive service quality delivery in support of value proposition.
- Conducted in-depth interviews with a variety of HBC service delivery positions to identify service climate themes and relevant indicators. Developed and implemented questionnaire to assess HBC service climate.
- Written report recommended two service climate factors as improvement priorities based on their relationship to service quality delivery and their moderate ratings by service employees.

OTHER PROFESSIONAL COVERAGE & EXPERIENCE

- Invited speaker: JTBD Summit – Europe 2021
- Judge: JTBD Europe Award 2020
- Invited Attendee, BRT CEO Innovation Summit and Dinner in Washington, DC - Dec. 6, 2018
- Selected participant in the ANA Educational Foundation's (AEF) 2020 Visiting Professor Program (VPP), June 1-5, 2020
- Keynote speaker at Innovate Carolinas annual conference, Innovating Beyond the Product, 2016: "Stop Thinking About Service! It's Not What Your Customer Needs"
- Webinar for Center for Services Leadership at Arizona State University, 2013: "Boundless Service Innovation: The Power of Combining Service and Job-Centric Insights"
https://wpcarey.asu.edu/surveys/survey_caller_wpc.cfm
- Webinar for Center for Services Leadership at Arizona State University, 2010: "Service Innovation: It's All About Getting the Job Done" <http://wpcarey.asu.edu/csl/events-programs/webinar-downloads.cfm>
- Foreword to *The Social Innovation Imperative* by Sandy Bates, New York: McGraw-Hill, 2012.
- Interview with ConQuest, Consulting Club of IIM Shilong: <http://www.iims-conquest.in/shownews.php?subaction=showfull&id=1312114735&archive=&start from=&ucat=5&>
- Interview with IdeaConnection: <http://www.ideaconnection.com/open-innovation-articles/00227-Service-Innovation-Getting-the-Job-Done.html>
- Podcast with Business901: <http://itunes.apple.com/us/podcast/business901/id301378020?ign-mpt=uo%3D4>
- Blogs on HBR.org: http://blogs.hbr.org/cs/2010/09/designing_innovative_services.html / http://blogs.hbr.org/cs/2010/10/how_do_customers_experience_yo.html / http://blogs.hbr.org/cs/2011/02/innovations_in_service_must_lo.html
- Book review on Innovation Management: <http://www.innovationmanagement.se/2010/10/28/service-innovation-how-to-go-from-customer-needs-to-breakthrough-services/>
- Blogger references and reviews: <http://timkastle.org/blog/2011/01/innovation-a-new-match-between-need-and-solution/> | <http://www.innovationmanagement.se/2010/10/28/service-innovation-how-to-go-from-customer-needs-to-breakthrough-services/> | http://www.customerthink.com/blog/marketing_milkshakes_and_innovation |

<http://smallbiztrends.com/2010/08/grow-sales-through-service-innovation.html> | <http://paul4innovating.com/2010/09/30/grounding-innovation-through-convergence-on-jobs-to-be-done/> | <http://cloudtribes.us/innovate-to-survive/> | <http://www.insightsfromanalytics.com/blog/bid/309315/How-Consumer-Insights-Lead-to-New-Product-Development> | <http://www.pebbleroad.com/perspectives/the-job-to-be-done-theory-for-designers/>

- Book review on SmallBizTrends: <http://smallbiztrends.com/2010/08/grow-sales-through-service-innovation.html>
- Book Award Nominations & Finalists: <http://bookawards.smallbiztrends.com/management/service-innovation/> | http://themarketingfoundation.org/berry_winners.html
- Recommendations on Executive Reading Lists: <http://www.worklifeart.com/blog/2013/2/13/product-manager-reading-list>
- Service Innovation book translated into Chinese, Italian, and Korean

SERVICE TO THE MARKETING DISCIPLINE

- Editorial Review Board Member, *Journal of Service Research*, 2020-
- Ad hoc reviewer, *Journal of Service Research*, 2019, 2020
- Ad hoc reviewer, *Journal of the Academy of Marketing Science*, 2020
- Ad hoc reviewer, *Academy of Marketing Science Review*, 2017
- Ad hoc reviewer, *Human Performance*, 2014
- Ad hoc reviewer, *Journal of Product Innovation Management*, 2014
- Reviewer, 2011 PDMA Research Competition, Jonathon Bohlmann, Serdar Dermusoglu, and Subin Im, Co-Chairs
- Ad Hoc Reviewer, *Journal of Marketing*, Roland Rust, Editor, 2005
- Reviewer, Service Marketing Track, *2004 AMA Summer Educators' Conference*, Scott W. Kelley, Track Chair
- Reviewer, Service Connections Track, *2004 AMA Winter Educators' Conference*, Julie Baker, Track Chair
- Selection Committee Chairperson, SERVSIG Annual Best Services Paper Award, 2003
- Ad Hoc Reviewer, *Journal of Marketing*, Ruth Bolton, Editor, 2002, 2003, 2004
- Ad Hoc Reviewer, *OBHDP*, John Schaubroeck, Associate Editor, 2004
- Ad Hoc Reviewer, *Journal of Marketing Theory and Practice*, Michael J. Dorsch, Editor, 2002
- Reviewer, Service Connections Track, *2003 AMA Winter Educators' Conference*, Amy L. Ostrom, Track Chair
- Ad Hoc Reviewer, *Journal of the Academy of Marketing Science*, Rajan Varadarajan, Editor, 2002
- Ad Hoc Reviewer, *Journal of Retailing*, Michael Levy and Dhruv Grewal, Co-Editors, 2001, 2004, 2005
- Ad Hoc Reviewer, *Academy of Management Journal*, Gregory Northcraft, Editor, 2001
- Reviewer, Services Marketing Track, *2001 AMA Summer Educators' Conference*, Dwayne Gremler and Kevin Gwinner, Track Co-Chairs.
- Invited Presenter, 7th Annual Services Marketing Consortium, 2000.
- Ad Hoc Reviewer, *Journal of Retailing*, Louis P. Bucklin, Editor, 2000
- Session Chair, Frontiers in Services Conference, Roland T. Rust, Patrick Harker, and Valarie Zeithaml, Conference Committee, 2000.
- Reviewer, Services Marketing Track, *2001 AMA Winter Educators' Conference*, Mary Jo Bitner and

Lois Mohr, Track Co-Chairs.

- Reviewer, Consumer Behavior Track, Fifth Research Conference on Relationship Marketing at Emory University, Neeli Bendapudi, Track Chair.
- Ad Hoc Reviewer, *Journal of Consumer Research*, Eric J. Arnould, Associate Editor, 2000.
- Reviewer, Services Marketing Track, *2000 Academy of Marketing Science Conference*, K. Douglas Hoffman, Track Chair.
- Reviewer, Services, Retail, and Retail Electronic Commerce Track, *2000 AMA Winter Educators' Conference*, Michael R. Hyman, Track Chair.
- Reviewer, 1999 Academy of Marketing Science Doctoral Dissertation Competition, Julie Baker and Charles W. Lamb, Jr., Co-Chairs.
- Reviewer, *Retailing Management*, 3rd edition, Michael Levy and Barton A. Weitz, 1998
- Ad Hoc Reviewer, *Human Relations*, Tamar Jeffers, Editor, 1998.
- Session Chair, Services Marketing Track, *1998 AMA Summer Educators' Conference*, Stephen S. Tax and Stephen W. Brown, Track Co-Chairs.
- Reviewer, Services Marketing and Retail Management Track, *1998 AMA Winter Educators' Conference*, Valarie A. Zeithaml, Track Chair.
- Reviewer, Services Marketing Track, *1997 Academy of Marketing Science Conference*, Sue Keaveney, Track Chair.
- Reviewer, *Journal of Retailing*, Special Issue on Services Marketing, Mary Jo Bitner, Special Issue Editor, 1996.
- Reviewer and Discussant, Services Marketing/Retailing Track, *1996 AMA Summer Educators' Conference*, Stephen J. Grove and Gregory M. Pickett, Track Co-Chairs.
- Reviewer, *Advances in Services Marketing and Management*, Volumes 4, 5 and 7, Teresa A. Swartz, David E. Bowen and Stephen W. Brown, Editors, JAI Press, Inc., 1995, 1996, 1998.

SERVICE TO THE DEPARTMENT

- Member, TCU Neeley UGMCC, 2018-
- Reviewer, Summer Research Paper of Charles Lindsey, 2003
- Member, Marketing Department Doctoral Policy Committee, 2000-2003
- Member, Office Relocation Committee, Summer 2002
- Faculty Representative, Corporate Visits to Gap, Macy's East, and Kohl's, 2000-2001
- Committee Member, Burdine's retail scholarship, 2001
- Reviewer, Summer Research Papers of Srinivas Sridharan and Monika Kukar-Kinney, 2000
- Guest Lecturer, Marketing Management Ph.D. Seminar of Rosann Spiro, 2000, 2002
- Faculty Presenter, Kickoff Meetings for Student Retail Association Spring and Fall 2000
- Member, Marketing Department Recruiting Committee, Indiana University, 1999, 2002
- Judge, Federated Stores student essay competition, Indiana University, 1999
- Department Representative, Undergraduate Program Orientation Open House, August 1999
- Department Representative, X220 Marketing Panel, 1999, 2002
- Facilitator, Donation of Archer software from RTMS valued at \$600,000, 1998
- Faculty Representative, Various Center for Education and Research in Retailing activities including board meetings, ribbon cutting ceremonies, and others, 1998-2004
- Assistant, Services Marketing Institute and Service Culture Symposium, Center for Services Marketing & Management, Arizona State University, 1991-1996

SERVICE TO THE COLLEGE

- Department Representative at various Neeley activities: Business in Society lab, TCU Family Weekend Neeley Open House, sophomore marketing information sessions
- TCU Executive Education Presentations: PRSA (Public Relations Society of America) luncheon (April 10, 2019); PwC event on personalization in healthcare (July 18, 2019); Executive Insights Lunch presentation (Feb. 28, 2018); JTBD breakfast session for Frost Bank (Oct. 24, 2018); Customer experience webinar (Sept. 24, 2018)
- Project Lead, PMBA student needs research project, Contact: Dean David Allen
- Neeley & Associates SME for Goodwill project, Principal: Ryan Edwards, Spring 2021
- Neeley & Associates SME for Alcon CRM project, Principal: Rachel Miles, Spring 2020
- Faculty Panel, Neeley New Faculty Orientation, 2019, 2020
- Faculty Panel, "Experience TCU" (Feb. 28, 2020) – invitation by Hettie Richardson, Associate Dean as one of "our star faculty"
- Faculty Interviewer, Admission Interview Process for Prospective Evening MBA Students (contact: Stephen Jenkins), 2019
- Committee Member, Marketing Department Chair Reappointment Committee, 2019
- Honors Thesis Committee Member, Abbey Dean, 2019-2020
- Member, Neeley Undergraduate Curriculum Committee, 2019-
- Guest Assessor, BNSF Neeley Leadership Assessment Center, Fall 2018, 2019
- Invited Faculty Speaker, Corporate Sponsor Luncheon, EMBA Program, Fall 2018
- Guest Faculty Presenter, PDC Junior Blueprint Building Experience, Fall 2018
- Chairperson, Task Force on New Neeley Faculty Onboarding, 2018
- Honors Thesis Outside Reader, Taryn Atkinson, 2018-2019
- Honors Thesis Advisor, Kevin Depriest, 2017-2018
- Honors Thesis Judge, Marketing Theses, Spring 2018, 2019
- Independent Study Advisor, MBA Student Laxmi Kanna, Spring 2003
- Examination Committee Chairperson, Dissertation Proposal of Thomas A. Clerkin, Summer 2003
- Member, KSOB Academic Fairness Committee, Fall 2002-2004
- Kelley Executive Partners Executive Education Presenter for 3M Program, 2002-2003
- Independent Study Advisor, MBA Student Katrin Kaske, Spring 2002
- Faculty Contributor, Graduate Women in Business Annual Faculty Auction, 2001, 2002, 2003
- Member, KSOB Undergraduate Policy Committee, Fall 2001-2004
- Kelley Commentary Contributor, 1999, 2001
- Faculty Representative, Graduation Ceremonies, 2000
- Kelley Executive Partners Executive Education Consultant for AAFES, 2000
- Kelley Executive Partners Executive Education Facilitator for IBM Program, 2000
- Chairperson, Dual Degree Senior Thesis of Stefan Hillbrand, "Multi-Channel Strategies for Bricks-and-Mortar Retailers in the Electronic Shopping Revolution," May 2000
- Judge, Eli Lilly MBA Case Competition, 1999
- Faculty Representative, Corporate luncheons of Target, Famous-Barr, GE, and others, 1998-2004

SERVICE TO THE UNIVERSITY

- Presentation to the TCU Cabinet, “The Student Experience of Transitioning from In-Person to Remote Learning,” Jan. 26, 2021
- eTrainer representative to TCU and Neeley, Summer/Fall 2020
- Host Family, Frogs First Family Dinner, August 2018, 2019
- Faculty Mentor, Frog Camp, Challenge A Camp, May 2018; Alpine A, July 2019
- TCU House Calls Volunteer, September 2017, 2019
- Faculty Field Judge, Little 500 Men’s Race, 2002, 2003
- Faculty Timer, Little 500 Men’s Race, 2001
- Faculty Participant, IUBeginnings Freshmen Orientation Program, Fall 2000

PROFESSIONAL MEMBERSHIPS

- American Marketing Association

RESEARCH AWARDS AND HONORS

- CSL (Center for Services Leadership) Research Faculty, 2018- (*recognition for exceptional academic reputation, service research expertise, and are commitment to advancing knowledge in the field*)
- Distinguished Marketing Fellow (occasional guest teaching, acknowledgement on publications), Texas Christian University, 2012-2016
- Research Fellow, Center for Services Leadership (CSL), Arizona State University (ASU), 2003-2009
- Kelley School of Business Research Excellence Award, 2002
- Best Paper in Track Award, Retail, Retail Electronic Commerce Track, American Marketing Association Winter Educators’ Conference, 2001
- Best Paper in Track Award, Services, Retail, and Retail Electronic Commerce Track, American Marketing Association Winter Educators’ Conference, 2000
- Graduate Faculty Membership, Indiana University, Associate status (Granted January 1999).
- AMA Doctoral Consortium Fellow, University of Pennsylvania, 1995
- Research Associate, Study with First Interstate Bank by the CSL, ASU, 1994

TEACHING AWARDS AND HONORS

- Nominee, “Outstanding Leadership Development” award, TCU EMBA Class of 2018
- Recognized by graduating Neeley MBA students as “one of their favorite professors,” Spring 2018
- Nominee, Wassenich Award for Mentoring in the TCU Community, Fall 2018
- Nominee, Sauvain Undergraduate Teaching Excellence Award, KSOB, 2001, 2002
- Dean’s Letter of Recognition for Exceptional Teaching, Multiple semesters from Fall 1999–2004
- Best Student Paper Award, Teaching Track, American Marketing Association Summer Educators’ Conference, 1998
- Nominee, Teaching Assistant Excellence Award, College of Business, ASU, 1997
- Recipient, Doctoral Student Teaching Excellence Award, ASU, 1996
- Panel Member, Teaching Seminar, Department of Marketing, ASU, 1995
- Panel Member, Teaching Seminar, Graduate College, ASU, 1993

MISCELLANEOUS HONORS AND AWARDS

- “High Pass,” Ph.D. Comprehensive Examination (1st candidate in 10 prior years)
- ASU Regents Graduate Academic Scholarship, 1993-1997
- 710 GMAT Score
- President’s Award, outstanding university-wide graduate at CSU Bakersfield, 1991
- Undergraduate GPA 4.0 (Summa Cum Laude); PhD GPA 4.0

Date last updated: January 29, 2021