

CHRISTINE MOORMAN

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EDUCATION

Ph.D., University of Pittsburgh.
M.B.A., University of Pittsburgh.
B.S., Northern Kentucky University.
Institute for Social Research, University of Michigan.

ACADEMIC EXPERIENCE

T. Austin Finch, Sr. Professor of Business Administration, Fuqua School of Business, Duke University
July, 2005 – present

Professor Marketing, Fuqua School of Business, Duke University
July, 1999 – June, 2005

Associate Professor of Marketing, School of Business, University of Wisconsin – Madison
December, 1995 – June, 1999

Assistant Professor of Marketing, School of Business, University of Wisconsin – Madison
September, 1989 – December, 1995

RESEARCH INTERESTS

Market Learning
Organizational and Individual Manager Use of Market Information
Marketing Strategy Innovation
Marketing Strategy Alliances and Relationships
Individual Consumer Use of Health and Nutrition Information and Public Policy Implications

HONORS AND AWARDS

- 2012: Paul D. Converse Award.
University of Pittsburgh Distinguished Alumni Award.
- 2011: Co-Winner, Berry Book Prize, Strategy from the Outside In.
Speaker, Erasmus Tinbergen Marketing Camp.
Speaker, Northwestern Marketing Camp.
AMA Doctoral Consortium Faculty, Oklahoma State University.
- 2010: Awarded the Montezelmo Fellowship, Visiting Scholar of Marketing Strategy and Innovation, Cambridge Judge Business School, Cambridge University.
Fellow, Sidney Sussex College, Cambridge University.
AMA Doctoral Consortium Faculty, Texas Christian University.
- 2009: Keynote speaker, University of Hong Kong Marketing Scholar Forum VII.
AMA Doctoral Consortium Faculty, Georgia State University.
Listed on the 2009 Dutch ESB Citation Top-30 (Economisch Statistische Berichten) from 2002-2006.
- 2008: Mahajan Award for Career Contributions to Marketing Strategy.
Distinguished Marketing Educator of the Year, Academy of Marketing Science.
AMA Doctoral Consortium Faculty, University of Missouri.
- 2007: Listed on the 2007 Most-cited Scientists in Economics and Business (<http://www.in-cites.com/nobel/2007-eco-top100.html>)
Listed on the 2007 Dutch ESB Citation Top-30 (Economisch Statistische Berichten).
AMA Doctoral Consortium Faculty, Arizona State University.
Speaker, Georgetown Marketing Camp.
Speaker, Boston College Marketing Camp.
Speaker, Marketing in Israel 7 Conference.
- 2006: Bank of America Faculty Award, Fuqua School of Business, Duke University.
Honorary Professor of Marketing Strategy and Innovation, University of Maastricht, Netherlands, 2006-2008.
ISBM Academic-Practitioner Challenge, Silver Prize Winner.
Transformative Consumer Research Grant Winner.
AMA Doctoral Consortium Faculty, University of Maryland.
Speaker, INSEAD Marketing Camp.
- 2005: T. Austin Finch, Sr. Distinguished Professor, Fuqua School of Business, Duke University.
AMA Doctoral Consortium Faculty, University of Connecticut.
Association for Consumer Research Doctoral Consortium Faculty, San Antonio, TX.
Speaker, University of Arizona Marketing Strategy Colloquium.
Speaker, Maastricht University Marketing Camp.
EDEN/EISM Doctoral Seminar on Services Marketing, University of Maastricht.

- 2004: IBM Research Fellow, Duke University, Fuqua School of Business.
 AMA Doctoral Consortium Faculty, Texas A&M University.
 Co-chair, Association for Consumer Research Doctoral Consortium.
 Speaker, University of Pittsburgh Marketing Camp.
 Speaker, Iowa State University Marketing Camp.
- 2003: MSI/Paul Root Award for Best Paper in the *Journal of Marketing*.
 Finalist, Best Elective Teaching-Weekend Executive Program, Duke University.
 Academic Trustee, Marketing Science Institute, 2003-2009.
 Board of Directors, American Marketing Association, 2003-2005.
 AMA Doctoral Consortium Faculty, University of Minnesota.
 Association for Consumer Research Doctoral Consortium Faculty, New Orleans, LA.
 Speaker, NYU Marketing Camp.
 Speaker, Maastricht University Marketing Camp.
 EDEN/EISM Doctoral Seminar on Services Marketing, University of Maastricht.
- 2002: Best Paper, *Marketing Science Institute*.
 AMA Doctoral Consortium Faculty, Emory University.
 University of Maryland Research Camp.
 Chair, Marketing Strategy Interest Group, American Marketing Association, 2002-2004.
- 2001: Finalist, Best Elective Teaching Faculty-Weekend Executive Program, Duke University.
 Speaker, University of Texas-Austin Research Camp.
- 2000: Finalist, Best Elective Teaching Faculty-Daytime Program, Duke University.
 AMA Doctoral Consortium Faculty, University of Western Ontario.
- 1999: Outstanding Reviewer Award (1996-1999), *Journal of Marketing*.
 Mabel M. Chipman Teaching Excellence Award, University of Wisconsin.
 AMA Doctoral Consortium Faculty, USC.
- 1998: H.I. Romnes Award Nominee, School of Business, University of Wisconsin – Madison.
 AMA Doctoral Consortium Faculty, University of Georgia.
 Speaker, University of Southern California Winter Research Camp.
- 1997: Best Paper, *Journal of Public Policy & Marketing*, 1994-1996.
 Speaker, Columbia University Marketing Camp.
 AMA Doctoral Consortium Faculty, University of Cincinnati.
 Research Program Awards, UW-School of Business (also 1989, 1993, and 1995)
- 1996: Outstanding Reviewer Award (1993-1996), *Journal of Marketing*.
- 1995: AMA Doctoral Consortium Faculty, University of Pennsylvania.
 Speaker, UCLA Marketing Camp.
- 1994: Total Quality Management Teaching Grant, UW-Madison School of Business.

- 1993: Winner, Marketing Science Institute's Research Competition on "Seeing Differently: Improving the Ability of Firms to Respond to the Changing Needs of Customers."
John G. Shutz Excellence in Marketing Award, UW-Madison School of Business, 1993.
Faculty Eagle for Integration of Technology into Courses, UW-Madison.
- 1992: Larsen Curriculum Development Grant, UW-Madison School of Business, 1992.
Awarded, "The Best Professors at the UW-As Chosen by the Students,"
"Faculty Appreciation Award," University of Wisconsin - Madison Pan-Hellenic
Association and Interfraternity Council.
- 1991: Mu Kappa Tau "Marketing Professor of the Year," UW-Madison School of Business.
- 1988: American Marketing Association Doctoral Consortium Fellow, UC-Berkeley.
Provost Development Scholarship, University of Pittsburgh.
- 1987: George E. Main Fellowship, University of Pittsburgh.
- 1979: Four year scholarship, Junior Achievement of Greater Cincinnati.

PUBLICATIONS

Books

- Day, George S. and Christine Moorman (2010), Strategy from the Outside In: Profiting from Customer Value, New York: McGraw Hill.
- Moorman, Christine and Donald R. Lehmann (ed.) (2004), Assessing Marketing Strategy Performance, Cambridge, MA: Marketing Science Institute.

Journal Articles

- Moorman, Christine, Rosellina Ferraro, and Joel Huber, "Unintended Nutrition Consequences: Firm Responses to the Nutrition Labeling and Education Act" Marketing Science, *forthcoming*.
- Golder, Peter, Debanjan Mitra, and Christine Moorman, "What is Quality? An Integrative Framework of Processes and States," Journal of Marketing, *forthcoming*.
- Noordhoff, Corine, Kyriakos Kyriakopoulos, Christine Moorman, Piet Pauwels, and Benedict Dellaert (2011), "The Bright Side and Dark Side of Embedded Ties in Business-to-Business Innovation," 75 (September), Journal of Marketing, 34-52.
- Rust, Roland T., Christine Moorman, and Gaurav Bhalla (2010), "Rethinking Marketing," Harvard Business Review, 88 (January/February), 94-101.

Swaminathan, Vanitha and Christine Moorman (2009), "Marketing Alliances, Firm Networks, and Firm Value Creation," Journal of Marketing 72 (September), 52-69.

Rindfleisch, Aric, Alan J. Malter, Shankar Ganesan, and Christine Moorman (2008), "Cross-Sectional Versus Longitudinal Survey Research: Concepts, Findings, and Guidelines," Journal of Marketing Research, XLV (June), 261-279.

**Lead article in issue.

Srinivasan, Raji and Christine Moorman (2005), "Strategic Firm Commitments and Rewards to Customer Relationship Management Investments in Online Retailing," Journal of Marketing, 69 (October), 193-200.

Moorman, Christine, Rex Du, and Carl F. Mela (2005), "The Effect of Standardized Information on Firm Survival and Marketing Strategies," Marketing Science, 24 (Spring), 263-274.

Moorman, Christine, Kristin Diehl, David Brinberg, and Blair Kidwell (2004), "Subjective Knowledge, Search Locations and Consumer Choice," Journal of Consumer Research, 31 (December) 673-680.

Kyriakopoulos, Kyriakos and Christine Moorman (2004), "Tradeoffs in Marketing Exploitation and Exploration Strategies: The Overlooked Role of Market Orientation," International Journal of Research in Marketing, 21 (September), 219-240.

Rindfleisch, Aric and Christine Moorman (2003), "Interfirm Cooperation and Customer Orientation," Journal of Marketing Research, 40 (November), 421-436.

Slotegraaf, Rebecca, Christine Moorman, and J. Jeffrey Inman (2003), "The Role of Firm Resources in Returns to Market Deployment," Journal of Marketing Research, 40 (August), 295-310.

Roland T. Rust, Christine Moorman, and Peter R. Dickson (2002), "Return on Quality: Revenue Expansion, Cost Reduction, or Both?" Journal of Marketing, 66 (October), 7-24.

**MSI/H. Paul Root Award for best paper in the Journal of Marketing, 2002.

**Best Paper, Marketing Science Institute, 2002.

**Lead article in issue.

Moorman, Christine (2002), "Consumer Health Under the Scope," Journal of Consumer Research, (29), June, 152-158.

Miner, Anne, Paula Bassoff, and Christine Moorman (2001), "Organizational Improvisation and Learning: A Field Study," Administrative Science Quarterly, 46 (June), 304-337.

Rindfleisch, Aric and Christine Moorman (2001), "The Acquisition and Utilization of Information in New Product Alliances: A Strength-of-Ties Perspective," Journal of Marketing, 65 (April), 1-18.

**Lead article in issue.

Moorman, Christine and Roland T. Rust (1999), "The Role of Marketing," special millennium issue, Journal of Marketing, 63 (Special Issue), 180-197.

Moorman, Christine and Rebecca J. Slotegraaf (1999), "The Contingency Value of Complementary Capabilities in Product Development," Journal of Marketing Research, 36 (May), 239-257.

Moorman, Christine and Anne S. Miner (1998), "Organizational Improvisation and Organizational Memory," Academy of Management Review, 23 (October), 698-723.

**Reprinted in *Comportamiento Organizacional e Gestão*, ed. Miguel P. Cunha.

Moorman, Christine and Anne S. Miner (1998), "The Convergence of Planning and Execution: Improvisation in New Product Development," Journal of Marketing, 62 (July), 1-20.

**Lead article in issue.

**Reprinted in Organizational Improvisation, eds. Ken Kamoche, Miguel P. Cunha, and Joao V. Cunha, London: Routledge, 262-295.

Moorman, Christine (1998), "Market-level Effects of Information: Competitive Responses and Consumer Dynamics," Journal of Marketing Research, 35 (February), 82-98.

Moorman, Christine and Anne S. Miner (1997), "The Impact of Organizational Memory in New Product Performance and Creativity," Journal of Marketing Research, 34, (February), 91-106.

Moorman, Christine (1996), "A Quasi-Experiment to Assess the Consumer and Informational Determinants of Nutrition Information Processing Activities: The Case of the Nutrition Labeling and Education Act," Journal of Public Policy & Marketing, 15 (Spring), 28-44.

**Best paper 1994-1996, Journal of Public Policy & Marketing.

Moorman, Christine (1995), "Organizational Market Information Processes: Cultural Antecedents and New Product Outcomes," Journal of Marketing Research, 32 (August), 318-335.

**Reprinted as, "Les Processus Organisationnels d'information de Marché: Les Antécédents Culturels et les Résultats d'un Produit Nouveau," Recherche et Applications en Marketing Une revue de l'Association Française du Marketing Publiée avec le concours du CNRS, (1996), Volume 11 (3), 75-102.

Moorman, Christine, Rohit Deshpandé, and Gerald Zaltman (1993), "Factors Affecting Trust in Market Research Relationships," Journal of Marketing, 57 (January), 81-101.

Moorman, Christine and Erika Matulich (1993) "A Model of Consumers' Preventive Health Behaviors: The Role of Health Motivation and Health Ability," Journal of Consumer Research, 20 (September), 208-228.

Moorman, Christine, Gerald Zaltman, and Rohit Deshpandé (1992), "Relationships Between Providers and Users of Market Research: The Dynamics of Trust Within and Between Organizations," Journal of Marketing Research, 29 (August), 314-328.

**Reprinted in Using Market Knowledge, ed. Rohit Deshpandé, Cambridge, MA: The Marketing Science Institute.

MacInnis, Deborah J., Christine Moorman, and Bernard Jaworski (1991) "Enhancing and Measuring Consumers' Motivation, Opportunity, and Ability to Process Brand Information From Ads," Journal of Marketing, 55 (October), 32-53.

Moorman, Christine (1990), "The Effects of Consumer Characteristics and Stimulus Characteristics on Nutrition Information Utilization," Journal of Consumer Research, 17 (December), 364-372.

Moorman, Christine and Linda L. Price (1989), "Consumer Segment Interactions and Consumer Policy Remedies," Journal of Public Policy and Marketing, 8, 181-203.

Zaltman, Gerald and Christine Moorman (1989), "The Management and Use of Advertising Research," Journal of Advertising Research, 29 (December/January), 11-18.

Zaltman, Gerald and Christine Moorman (1988), "The Importance of Personal Trust in the Use of Research," Journal of Advertising Research, 28 (October/November), 16-24.

Working Papers Under Revision

Moorman, Christine, Simone Weis, Natalie Mizik, and Fredrika Spencer, "Firm Innovation and the Ratchet Effect Among Consumer Packaged Goods Firms."

Moorman, Christine, Jacqueline van Beuningen, and Roland T. Rust, "Return on Quality Mental Models: Individual and Collective Belief Convergence and Firm Performance."

Magazines - General

Day, George S. and Christine Moorman (2011), "An Outside/In Perspective to Strategy: Step Outside to See What's Important," Marketing Management, 20 (Fall), 22-29.

Magazines – The CMO Survey

Moorman, Christine (2011), "How Economic Confidence Affects Marketer Spending," Marketing News, December 30, 2011, 22-24.

Moorman, Christine (2011), "Integrating Social Media," Marketing Management, 20 (Winter), 17-18.

Moorman, Christine (2011), "Marketing by the Numbers: How to Paint an Economic Recovery," Marketing Management, 20 (Summer), 16-17.

Moorman, Christine (2010), "Marketing Rebounds on Strong Sales," Marketing Management, 19 (Winter), 18-19.

Moorman, Christine (2010), "Up, Up, and Away," Marketing Management, 19 (Summer), 16-17.

Moorman, Christine (2009), "Look Both Ways," Marketing Management, 18 (November/December), 28-30.

Moorman, Christine (2009), "CMO Pessimism Waning," Marketing Management, 18 (May/June), 3-5.

Moorman, Christine (2008), "CMOs Take the Market's Pulse," Marketing News, November 15, 2008, 22.

Moorman, Christine (2008), "CMOs Extremely Pessimistic about the Future, New CMO Survey Finds," Marketing Management, 17 (November/December), 3-5 and 47.

Book Chapters

Moorman, Christine and Donald R. Lehmann (2004), "Assessing Marketing Strategy Performance: How We Get There?" in Assessing Marketing Strategy Performance, eds. Christine Moorman and Donald R. Lehmann, Cambridge, MA: Marketing Science Institute, 1-8.

*Reprinted in Business Performance Measurement-Functional Perspective, K. Shyam Sunder, ed., Hyderabad, India: LeMagnus University Press.

Mark Houston, Mike Hutt, Christine Moorman, Peter Reingen, Aric Rindfleisch, Vanitha Swaminathan, and Beth Walker (2004), "Marketing Networks and Firm Performance," in Assessing Marketing Strategy Performance, eds. Christine Moorman and Donald R. Lehmann, Cambridge, MA: Marketing Science Institute, 227-268.

Reprint of: Moorman, Christine and Anne S. Miner (2001), "The Convergence of Planning and Execution: Improvisation in New Product Development," in Organizational Improvisation, eds. Ken Kamoche, Miguel P. Cunha, and Joao V. Cunha, London: Routledge, 262-295.

Moorman, Christine (2000), "Firm Responses to Consumer Information Policy," in Marketing and Society, eds. Paul N. Bloom and Greg Gundlach, Thousand Oaks, CA: Sage Publications, 105-131.

Rust, Roland T. and Christine Moorman (1998), "Implementing Return on Quality Efforts: Organizational Factors and Value to the Firm," in Pursuing Service Excellence: Practices and Insights, eds. Eberhard E. Scheuing, Stephen W. Brown, Bo Edvardsson, and Robert Johnston, New York: ISQA, 257-261.

Moorman, Christine (1994), "An Innovation Adoption Approach to the Dissemination of Health Information to Consumers," in Effective Dissemination of Clinical and Health Information, eds., L. Secrest, T. E. Backer, E. M. Rogers, T. F. Campbell, and M. L. Grady, Washington, D.C.: Agency for Health Care Policy Research, 49-68.

Moorman, Christine, Brian Uzzi, and Karen Russo France (1990), "Managing Synergy in Planned Change-Systems," Advances in Nonprofit Marketing, ed. Russell Belk, Volume 3, Greenwich CT: JAI Press, Inc., 1-26.

**Reprinted in a marginally different form in Knowledge in Society: The International Journal of Knowledge Transfer (1990), July, 1-25.

Moorman, Christine (1990) Review of Amitai Etzioni's The Moral Dimension: Toward a New Economics, Journal of Marketing, 54 (July), 114-116.

Moorman, Christine (1987), "Marketing as Technique: The Influence of Marketing on the Meanings of Consumption," in Philosophical and Radical Thought in Marketing, eds. R. Bagozzi, N. Dholakia, and A. Firat, Lexington, MA: D.C. Heath & Co., 71-89.

Published Reports

Moorman, Christine and Fredrika J. Spencer (2008), "Firm Innovation and the Ratchet Effect: How Firms Trade Off Value Creation in Financial and Product Markets," (08-116), Marketing Science Institute Working Paper Series, Issue 3, Number 08-003, Cambridge, MA: MSI.

Moorman, Christine, Roland T. Rust, and Peter R. Dickson (2004), "The Managerial Path to Return on Quality: How Individual and Collective Beliefs Evolve in the Firm," Marketing Science Institute Working Paper Series, Issue 2, Cambridge, MA: MSI.

**Lead Article.

Roland T. Rust, Christine Moorman, and Peter R. Dickson (2000), "Returns from Service Quality: Is the Conventional Wisdom Wrong?," Market Science Institute Report Number 00-120, Cambridge, MA: Marketing Science Institute.

**MSI Best Paper, 2002.

Moorman, Christine (1999) “Developing a Research Agenda on Managing Market Knowledge,” in Market Knowledge Management Conference Proceedings, Report Number 99-102, Cambridge, MA: Marketing Science Institute.

Moorman, Christine (1997) “Competitive Responses to External Market Information Flows: The Case of the Nutrition Information and Labeling Act,” Marketing Science Institute Report Number 97-121, Cambridge, MA: Marketing Science Institute.

Miner, Anne S., Christine Moorman, and Paula Bassoff (1997), “Organizational Improvisation and New Product Development,” Marketing Science Institute Report Number 97-110, Cambridge, MA: Marketing Science Institute.

Moorman, Christine and Anne S. Miner (1995), “Walking the Tightrope: Organizational Improvisation and Information Use in New Product Development and Introduction,” Marketing Science Institute Report Number 95-101, Cambridge, MA: MSI.

Moorman, Christine and Jon R. Austin (1995), “The Paradox of Low Quality and High Use: Researchers’ Influence on the Nature and Utilization of Market Information,” Marketing Science Institute Report Number 95-116, Cambridge, MA: MSI.

Moorman, Christine, Rohit Deshpandé, and Gerald Zaltman (1993), “Relationships Between Providers and Users of Market Research: The Role of Personal Trust,” Marketing Science Institute Report Number 93-111, Cambridge, MA: MSI.

Conference Publications and Presentations

Boyd, D. Erric, Rajesh Chandy, and Christine Moorman (2012), “Migrating Marketing Executives and Shareholder Value,” AMA Winter Educators’ Conference, Tampa, FL.

Moorman, Christine (2011), “The Practical Side of So What,” Plenary Session, American Marketing Association Doctoral Consortium, Oklahoma State University.

Weis, Simone and Christine Moorman (2011), “Going Public How Stock Market Participation Changes Firm Product Innovation Behavior,” Marketing Science Conference, Houston, TX.

Weis, Simone and Christine Moorman (2011), “Going Public How Stock Market Participation Changes Firm Product Innovation Behavior,” Marketing Strategy Meets Wall Street, Boston MA.

Manary, Matthew and Christine Moorman (2011), “Learning that Pays: Stealth Strategies for Alliances-to-M&A,” AMA Winter Educators’ Conference, Austin TX.

- Srinivasan, Raji and Christine Moorman (2011), "Managers' Perceptual Inaccuracy of Customer Satisfaction: Does it Matter and Why does It Occur?" AMA Winter Educators' Conference, Austin TX.
- Day, George S. and Christine Moorman (2010), "Strategy from the Outside In," Trustees Meeting, Marketing Science Institute, November 18.
- Manary, Matthew and Christine Moorman (2010), "Test Driving Partnerships: When Do Alliances Terminate in Mergers and Acquisitions," Marketing Science Conference, Cologne, Germany.
- van Beuningen, Jacqueline, Christine Moorman, Ko de Ruyter, Martin Wetzels, and David Cox (2010), "Distribution Acquisition of Sales Training Knowledge: When Do Suppliers Benefit?," Marketing Science Conference, Cologne, Germany.
- Moorman, Christine, Jacqueline van Beuningen, and Roland T. Rust (2010), "Organizational Implementation of a Revenue Focus: Mental Models and Firm Performance," Frontiers in Marketing Conference, Karlstad, Sweden.
- Moorman, Christine (2010), "Developing a Manuscript: Your Decisions," Plenary Session, American Marketing Association Doctoral Consortium, Texas Christian University.
- Moorman, Christine (2010), "The Value of Marketing: Payoffs from Studying the Marketing-Finance Interface," American Marketing Association Doctoral Consortium, Texas Christian University.
- Moorman, Christine (2010), "Learning about Social Networks," American Marketing Association Doctoral Consortium, Texas Christian University.
- Manary, Matthew and Christine Moorman (2010), "Test Driving Partnerships: When Do Alliances Terminate in Mergers and Acquisitions," AMA Winter Educators' Conference, New Orleans, LA.
- Spencer, Fredrika J., Christine Moorman, and Joe Urbany (2010), "Integrating Customer and Competitor Inputs in Evaluating Market Attractiveness," AMA Winter Educators' Conference, New Orleans, LA.
- Moorman, Christine (2009), "Contemporary Issues in Marketing Strategy: Learning to Learn," University of Hong Kong Marketing Scholar Forum VII, Hong Kong.
- Moorman, Christine (2009), "Studying Innovation in Firms: Research Tradeoffs and Insights," Advances in the Study of Innovation in Global Organizations, National Science Foundation, Nuremberg, Germany.
- Moorman, Christine and Fredrika J. Spencer (2009), "Firm Innovation and the Ratchet Effect: How Firms Trade Off Value Creation in Financial and Product Markets" Marketing Science Conference, Ann Arbor, MI.

Moorman, Christine and Fredrika J. Spencer (2009), "Firm Innovation and the Ratchet Effect: How Firms Trade Off Value Creation in Financial and Product Markets," AMA Winter Educators' Conference, Tampa, FL.

Moorman, Christine and Fredrika J. Spencer (2009), "Firm Innovation and the Ratchet Effect: How Firms Trade Off Value Creation in Financial and Product Markets," Marketing Strategy Meets Wall Street Conference, *Journal of Marketing-MSI* Conference, Emory University, Atlanta, GA.

Moorman, Christine and Mary Frances Luce (2008), "Health Communication and Consumer Action: Promise and Pitfalls," in Advances in Consumer Research, eds. Angela Lee and Dilip Soman, Volume 35, Provo, UT: Association for Consumer Research, 117-121.

Rust, Roland T., Christine Moorman, and Gaurav Bhalla (2008), "How Marketing Must Change," Marketing Science Institute Trustees Meeting, San Francisco, CA.

Moorman, Christine, Mary Frances Luce, and James R. Bettman (2008), "Change, Change, Change: Evolving Health Guidelines, Preventive Health Behaviors, and Interventions to Mitigate Harm," Association for Consumer Research Annual Conference, San Francisco, CA.

Moorman, Christine and Fredrick J. Spencer (2008), "Threading the Needle: How Firms Derive Value When Bringing Innovations to Market," AMA Winter Educators' Conference, Austin, TX.

Jacqueline van Beuningen, Christine Moorman, Ko de Ruyter, Martin Wetzels, and David Cox (2008), "The Transfer-Agency Dilemma in Manufacturer-Distributor Partnerships: How Does Knowledge Pay Off?," AMA Winter Educators' Conference, Austin, TX.

Moorman, Christine (2008), "Product Innovation and the Market for Quality," AMA Winter Educators' Conference, Austin, TX.

Moorman, Christine, Mary Frances Luce, and James R. Bettman (2007), "Evolving Health Guidelines: How Do Consumers Fare While Science Marches On?," Association for Consumer Research Annual Conference, Memphis, TN.

Moorman, Christine (2007), "Marketing Strategy Research: Future Directions," Haring Symposium, Indiana University, Bloomington, IN.

Moorman, Christine (2007), "Marketing Innovation Research: New Directions," AMA Summer Educators' Conference, Washington D.C.

Moorman, Christine (2007), "Service to the Marketing Profession," AMA Summer Educators' Conference, Washington D.C.

Moorman, Christine and Raji Srinivasan (2007), "Relationship Equity," AMA Summer Educators' Conference, Washington D.C.

- Moorman, Christine (2006), "Marketing Innovation," AMA Winter Educators' Conference, St Petersburg, FL.
- Moorman, Christine (2005), "How Collaborative Outsourcing Impacts Innovation Adoption by Weak and Strong Incumbents," AMA Winter Educators' Conference, Tampa, FL.
- Moorman, Christine (2005), "The Unintended Industry Effects of Information Disclosure," AMA Winter Educators' Conference, Tampa, FL.
- Moorman, Christine (2005), "Marketing Learning and Market Orientation," AMA Winter Educators' Conference, Tampa, FL.
- Moorman, Christine (2005), "Consumer Well-being," presented at the Association for Consumer Research Doctoral Consortium, San Antonio, TX.
- Moorman, Christine (2005), "Marketing Strategy Innovation," presented at the American Marketing Association's Summer Educators' Conference, San Francisco, CA.
- Moorman, Christine (2005), "The Future of Marketing Strategy," presented at the American Marketing Association's Summer Educators' Conference, San Francisco, CA.
- Moorman, Christine (2005), "Nutrition Information and the Market for Quality," Conference on Helping the Food Industry Fight Obesity: Research Insights and Needs, University of North Carolina-Chapel Hill.
- Moorman, Christine (2003), "Consumer Health," presented at the Association for Consumer Research Doctoral Consortium, New Orleans, LA.
- Mark Houston, Mike Hutt, Christine Moorman, Aric Rindfleisch, Vanitha Swaminathan, and Beth Walker (2003), "Marketing Networks and Firm Performance," presented at Cool Tools for Assessing Marketing Strategy Performance Conference, Chicago, IL.
- Westman, Eric C., William S. Yancy, Jr., Kevin A. Schulman, and Christine Moorman (2003), "Can We Do Clinical Outcome Trials of Diet?" presented at the Duke Clinical Research Institute Seminar Series, Duke University, Durham, NC.
- Moorman, Christine (2003), "The Craft of Marketing Publications," presented at the American Marketing Association's Summer Educators' Conference, Chicago, IL and the Doctoral Student Project, Chicago, IL.
- Moorman, Christine and Raji Srinivasan (2003), "Factors Affecting Online Performance," presented at the American Marketing Association's Winter Educators' Conference, Orlando, FL.

- Srinivasan, Raji, Tom Shivley, and Christine Moorman (2003), "A Time Varying Parameter Model of the Customer Satisfaction-Repurchase Intention Relationship in an Online Context," presented at the Marketing Science Conference, University of Maryland.
- Swaminathan, Vanitha and Christine Moorman (2002), "Marketing Networks and Firm Performance," presented at the MSI Conference on Linking Marketing to Financial Performance and Firm Value.
- Moorman, Christine (2002), "Research-Bound: Survival Tips," presented at the Doctoral Special Interest Group meeting of the American Marketing Association's Summer Educators' Conference, San Diego, CA.
- Srinivasan, Raji and Christine Moorman (2002), "An Analysis of Customer Satisfaction in Online Retailers," presented at the American Marketing Association's Winter Educators' Conference, Austin, TX.
- Kyriakopoulos, Kyriakos and Christine Moorman (2002), "Marketing Strategy Complementarities," presented at the American Marketing Association's Winter Educators' Conference, Austin, TX.
- Moorman, Christine, Roland T. Rust, and Peter R. Dickson (2001), "The Locus of Customer Focus: Knowledge Systems in Organizations," presented at the American Marketing Association's Winter Educators' Conference, Phoenix, AZ.
- Moorman, Christine (2001), "Knowledge and Learning in Marketing Organizations," presented at the American Marketing Association's Winter Educators' Conference, Phoenix, AZ.
- Moorman, Christine, Roland T. Rust, and Peter R. Dickson (2000), "The Locus of Customer Focus: Knowledge Systems in Organizations," a summary in Collecting and Using Market and Marketing Knowledge, Marketing Science Institute Report Number 00-121, Marion Debruyne ed., Cambridge, MA: MSI, 13-14.
- Moorman, Christine (2000), "Consumer Confidence and Knowledge Calibration," Advances in Consumer Research, eds. Mary Gilly and Joan Meyers-Levy, Volume 27, Provo, UT: Association for Consumer Research, p. 47.
- Kyriakopoulos, Kyriakos and Christine Moorman (1998), "Exploitative and Exploratory Market Learning and New Product Outcomes in Firms," in American Marketing Association Summer Educators' Proceedings, eds. R. Goodstein and S. MacKenzie, Chicago, IL: American Marketing Association, 28-33.
- Moorman, Christine (1998), "Cynical Consumers: Skepticism and Faith in the Marketplace," Advances in Consumer Research, eds. Joe Alba and Wes Hutchinson, Volume 25, Provo, UT: Association for Consumer Research, 215.
- Moorman, Christine and Anne S. Miner (1996), "Innovation in New Product Processes: The Role of Organizational Memory," in Innovation in New Product Development: 'Best Practice' in

Research, Modeling, and Applications, Philadelphia: The Wharton School, SEI Center for Advanced Studies in Management, 18-19.

Miner, Anne S. and Christine Moorman (1996), "Organizational Improvisation and Long-Term Learning in Product Development," in Organizational Innovation for Effective New Product Development," eds., Rajesh Chandy and Anne Stringfellow, Conference Summary, Report Number 95-120, Cambridge, MA: Marketing Science Institute, 33-36.

Miner, Anne S., Christine Moorman, and Paula Bassoff (1996), "Organizational Improvisation and Long-term Learning," presented at the Academy of Management Meetings (presented by P. Bassoff).

Miner, Anne S. and Christine Moorman (1996), "Organizational Improvisation and Long-Term Learning in Product Development," presented at the Marketing Science Conference on "Really New Products" (presented by A. Miner).

Workman, John and Christine Moorman (1996), "The Interaction of Organizational and Market Knowledge," presented at the American Marketing Association Winter Educators' Conference (presented by J. Workman).

Moorman, Christine (1995), "A Quasi-Experiment to Assess the Consumer and Informational Determinants of Nutrition Information Process Activities: The Case of the NLEA," presented at the Association for Consumer Research Conference.

Moorman, Christine (1995), "Does Consumer Information Transform Markets?" presented at the Marketing and Society Special Interest Group Summer Research Conference.

Moorman, Christine and Aric Rindfleisch (1995), "Session Summary: Divergent Perspectives on the Role of Prior Knowledge in Information Search and Processing Activities," in Advances in Consumer Research, eds. Frank Kardes and Mita Sujan, 22, Provo, UT: Association for Consumer Research, 564-565.

Moorman, Christine and Anne S. Miner (1995), "The Role of Organizational Memory in New Product Performance and Creativity," presented at the Wharton Conference on Innovation in New Product Development (presented by C. Moorman).

Moorman, Christine (1995), "Managing Market Information Processes: A Discussion of the Literature" presented at the Marketing Science Institute Board of Trustees Meeting.

Moorman, Christine (1995), "When the Manager Becomes the Measure: The Use of Personal Information in the Development of Managers' Understandings of Consumers," presented at the Association for Consumer Research Conference.

Moorman, Christine (1994), "The Effects of Organizational Memory of the Performance of Organizational-level Market Information Processes," presented at the AMA Summer Educators' Conference.

- Moorman, Christine (1994), "A Session Summary of Perspectives on Consumer Health Issues: Theoretical, Methodological, and Policy Insights," in Advances in Consumer Research, eds. Chris Allen and Deborah Roedder John, 21, Provo, UT: Association for Consumer Research, 12.
- Moorman, Christine and Aric Rindfleisch (1994), "The Role of Prior Knowledge in the Acquisition of Product Information: A Test of Four Models," presented at the Association for Consumer Research Conference (presented by A. Rindfleisch).
- Moorman, Christine (1993), "Exploring the Effects of Consumer Characteristics on Health Behaviors," presented at the Association for Consumer Research Conference.
- Moorman, Christine and Jon Austin (1992), "The Other Side of Trust: How Researchers' Trust in Users Affects Knowledge Development, Dissemination, and Utilization," presented at the AMA Winter Educators' Conference (presented by C. Moorman).
- Moorman, Christine and Jon Austin (1992), "The Role of Information Providers in Knowledge Development, Dissemination, and Utilization," presented at the Marketing Science Institute, Cambridge, MA (presented by C. Moorman).
- Moorman, Christine, Gerald Zaltman, and Rohit Deshpandé (1991), "Relationship Between Providers and Users of Market Research: The Role of Personal Trust," presented at the Marketing Science Institute, Cambridge, MA (presented by C. Moorman).
- Moorman, Christine, Gerald Zaltman, and Rohit Deshpandé (1991), "Factors Affecting Trust in Market Research Relationships," presented at the AMA Winter Educators' Conference (presented by C. Moorman).
- Moorman, Christine and Erika Matulich (1991), "A Framework for Utilizing Marketing Expertise in Strategy Design," in Proceedings of the AMA Winter Educators' Conference, eds. John Lynch and Terry Childers, Chicago, IL: American Marketing Association, 339-347 (presented by E. Matulich).
- Moorman, Christine and Erika Matulich (1991), "Determinants of Consumers' Health Behaviors: Theory and Empirical Test," in Proceedings of the AMA Winter Educators' Conference, eds. John Lynch and Terry Childers, Chicago, IL: American Marketing Association, 243-244 (presented by C. Moorman).
- Roth, Martin S. and Christine Moorman (1987), "The Cultural Content of Cognition and the Cognitive Content of Culture: Implications for Consumer Research," in Advances in Consumer Research, 14, ed. M. Houston, Provo, UT: Association for Consumer Research, 111-116 (presented by Martin Roth).
- Moorman, Christine and Gerald Zaltman (1985), "Sharing Models of Inquiry," in Advances in Consumer Research, 12, eds. E.C. Hirschman and M.B. Holbrook, Provo, UT: Association for Consumer Research, 312-314 (presented by C. Moorman).

Moorman, Christine (1984), "Creative Inquiry: The Role of the Prepared Mind," in AMA Winter Educators Conference: Scientific Method in Marketing, eds. P.F. Anderson and M.J. Ryan, Chicago, IL: American Marketing Association, 53-56.

PRESENTATIONS

Invited Presentations

University of Wisconsin – Madison (1988)
University of British Columbia (1988)
University of Utah (1988, 1998)
Marketing Science Institute (1992, 1993, 1995, 1996, 1998, 2000, 2002, 2008, 2010)
University of Virginia (1993)
University of Pennsylvania, The Wharton School (1994)
Queen's University (1994)
UCLA Marketing Camp (1995)
AMA Doctoral Consortium (1988, 1995, 1997, 1998, 1999, 2000, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011)
Dartmouth College (1995)
Indiana University (1995)
University of South Carolina (1995)
Harvard Business School (1996)
The Ohio State University (1996)
University of Cincinnati (1996)
Northern Kentucky University (1996)
Dartmouth College (1996)
The University of Georgia (1997)
University of North Carolina - Chapel Hill (1997)
Columbia University Marketing Camp (1997)
University of Connecticut (1997)
MIT (1997)
Harvard Business School (1997)
University of Southern California Marketing Camp (1998)
University of Houston (1998)
University of California - Berkeley (1998)
Washington State University (1998)
Duke University (1998)
UNC-Wilmington (2000)
Penn State University (2000, 2006)
University of Texas-Austin Marketing Camp (2001)
University of Maastricht, Netherlands (2001, 2003, 2005)
City University of Hong Kong (2002)
University of Maryland Marketing Camp (2002)
Cardiff University (2002)
London Business School (2002)

Cambridge University (2002)
Texas A&M University (2002)
ULCA (2002)
University of Washington (2002)
Case Western Reserve University (2003)
NYU Marketing Camp (2003)
University of Pittsburgh Marketing Camp (2004)
University of Western Ontario (2004)
Iowa State University (2004)
University of Missouri (2004)
University of Nebraska (2004)
Emory University (2005)
York University (2005)
Georgia Tech University (2005)
University of Arizona Marketing Strategy Colloquium (2005)
Northwestern University (2006)
Notre Dame University (2006)
INSEAD Marketing Camp (2006)
University of North Carolina - Chapel Hill (2006)
Tilburg University (2007)
Georgetown University Marketing Camp (2007)
Koç University, Istanbul (2007)
Boston College Marketing Camp (2007)
Haring Symposium (2007)
Marketing in Israel 7 (2007)
Brigham Young University (2008)
Dartmouth College (2008)
Columbia University (2009)
University of Hong Kong (2009)
University of North Carolina - Chapel Hill (2009)
Cambridge University (2010)
London Business School (2010)
University of Houston (2010)
North Carolina State University (2010)
University of South Carolina Marketing Camp (2010)
University of Illinois – Champagne Urbana (2010)
Ozyegin University, Istanbul (2010)
Colorado State University (2010)
Harvard Business School (2011)
Erasmus University Tinbergen Marketing Camp (2011)
Northwestern Marketing Camp (2011)

Discussant Role

Public Policy and Marketing Conferences (1999)
Association for Consumer Research Conference (1993, 1996, 1997, 1998)

Winter Educators' American Marketing Association Conference (1992)
Summer Educators' American Marketing Association Conference (1997)

RESEARCH GRANTS

Marketing Meets Wall Street (2007), Awarded \$5,000 to study, "Threading the Needle: How Firms Derive Value When Bringing Innovations to Market" (with Rika Spencer).

Transformative Consumer Research (2006), Awarded \$4,000 to study, "A Life out of Balance: Health Consequences of a Material Lifestyle" (with J. Burroughs, M. Richins, and A. Rindfleisch).

IBSM Academic-Practitioner Challenge (2006), Silver Prize Winner, \$20,000 awarded for "Learning to Market" (with M. Lovett).

Glaxo-Wellcome, Sanford Institute, Cross-Sector Public Policy Initiatives (2003), "Serving Public Policy Objectives by Scaling Social Sector Innovations. Awarded one month of summer support to examine the scalability of successful health programs.

Marketing Science Institute (2002 to completion), Awarded \$10,000 to examine the relationship between marketing networks and firm performance (with Vanitha Swaminathan).

Marketing Science Institute (2000 to completion), Awarded \$28,800 to examine the practices of online retailers (with R. Srinivasan).

The National Science Foundation (1998-2000), Awarded \$177,000 by the Decision, Risk, and Management Science Program to examine the impact of information on markets and firm behavior.

The Graduate School, University of Wisconsin-Madison (1997-1998), Awarded summer support and project assistant support.

Marketing Science Institute (1997-to completion), Awarded \$19,000 to continue domestic and international study of the consumer, seller, market, and industry-level effects of information.

School of Business, University of Wisconsin - Madison (1997-1998), Awarded 1/9 summer support to continue to pursue stream of research on firm use of market information.

Marketing Science Institute (1996-to completion), Awarded \$18,000 (Vanderbilt University) to study the individual and organizational factors influencing the use of information linking customer satisfaction to financial outcomes in firms (with R. T. Rust).

The Graduate School, University of Wisconsin-Madison (1996-1997), Awarded summer support and project assistant support.

School of Business, University of Wisconsin - Madison (1995-1996), Awarded \$15,000 for

summer support to continue to pursue stream of research on consumer, manager and organizational use of market information.

The Graduate School, University of Wisconsin-Madison (1995-1996), Awarded project assistant.

National Science Foundation (1994-1996), Awarded \$118,800 by the Decision, Risk, and Management Science Program to perform a pilot study of improvisation and learning in new product development and introduction (with A. Miner).

Marketing Science Institute (1994-1995), Awarded \$3,000 to perform a theory-driven evaluation of the Nutrition Labeling and Education Act on firm competitive and compliance activities.

Marketing Science Institute (1994-1995), Awarded \$4,770 to perform a theory-driven evaluation of the Nutrition Labeling and Education Act on consumer information processing activities.

Marketing Science Institute (1993-1994), Awarded \$15,000 to examine organizational improvisation and market information utilization in new product development (with A. Miner).

School of Business, University of Wisconsin-Madison (1993-1994), Awarded \$15,000 for summer support to continue to pursue research on manager and organizational use of market information.

Marketing Science Institute (1991-1992), Awarded \$2,900 to investigate how provider trust in market research users influences the utilization of market research information (with J. Austin).

The Graduate School, University of Wisconsin-Madison (1991-1992), Awarded summer support.

Marketing Science Institute (1989-1991), Awarded \$9,200 to investigate how user trust in research providers influences the use of market research information (with G. Zaltman and R. Deshpandé).

The Graduate School, University of Wisconsin- Madison (1989-1990), Awarded summer support.

General Motors and Shell Oil Companies (1988), Awarded \$4,500 to conduct research concerned with managers' utilization of market information (with G. Zaltman).

IBM Corporation (1988), Awarded \$4,000 to develop a course concerned with the utilization of market research information in organizations (with G. Zaltman).

MEDIA INTERVIEWS

For interviews related to The CMO Survey, see www.cmosurvey.org

For interviews related to Strategy from the Outside In, see www.strategyfromtheoutsidein.com

Other interviews:

- “How we save” NPR On Point with Tom Ashbrook, August 18, 2010
<http://www.onpointradio.org/2010/08/how-we-save>
- “Big, Small Businesses Embrace Social Media” NPR with Leoneda Inge, November 5, 2010
http://wunc.org/programs/news/archive/Nli110510_Social_Medai.mp3/view

TEACHING

Undergraduate

Marketing Strategy (University of Wisconsin-Madison), Consumer Behavior (University of Wisconsin-Madison)

MBA

Marketing Strategy (Duke University, University of Wisconsin-Madison), Consumer Behavior (University of Wisconsin-Madison)

Executive MBA

Marketing Strategy (Duke University, Wuhan University)

Ph.D. Seminars

Marketing Strategy (Duke University, University of Wisconsin – Madison, University of Maastricht, Cambridge University, University of Cologne)
Consumer Behavior (University of Wisconsin – Madison)

Dissertation Committees

Carolyn Taylor, Committee Member, current.
Simone Weis, Committee Member, current.
Nuno M.A. Camacho, Committee Member, 2011.
Luke Greenacre, Committee Member, 2010.
Jacqueline van Beuningen, Committee Member, 2009.
Corine Noordhuff, Committee Member, 2008.
Jing Lei, Committee Member, 2006.
Kim Chi Trinh, Committee Member, 2006.
Carmen Weigelt, Committee Member, 2003.
Ning Li, Committee Member, 2002.
Rebecca Slotegraaf, Chair, 2000.
James Burroughs, Committee Member, 1999.
Albert Lai, Committee Member, 1998.
Aric Rindfleisch, Chair, 1998.

Jon Austin, Committee Member, 1997.
Charles Sharp, Co-Chair, 1997.
Tom Brown, Committee Member, 1994.
Erika Matulich, Committee Member, 1994.
Bill Murphy, Committee Member, 1993.
Jonlee Andrews, Committee Member, 1992.
Gabriele Haberland, Committee Member, 1992.
Ravi Sohi, Committee Member, 1991.

SERVICE

Founder and Managing Director, The CMO Survey (www.cmosurvey.org)

Editorial Review Boards

Marketing Science, 2001-present, Guest Associate Editor.
Journal of Consumer Research, 1999-2009.
Journal of Marketing Research, 1998-present, Associate Editor, 2007-present.
Journal of Marketing, 1992-2002, 2005-present, Associate Editor, 2011-present.
Journal of Public Policy & Marketing, 1992-present.
Journal of Strategic Marketing, 1998-present.
Marketing Letters, 1994-present.

Ad Hoc Reviewer

International Journal of Research in Marketing, Administrative Science Quarterly, Journal of Consumer Psychology, Management Science, Organization Science, Journal of Product Innovation Management, Journal of Business Research, Sloan Management Review

Professional Affiliations

American Marketing Association
Association for Consumer Research
INFORMS
Beta Gamma Sigma, National Business Honorary Society

Conference and Competition Reviewing

Institute for the Study of Business Markets Dissertation Competition 2005-present.
Alden Clayton Dissertation Competition, Marketing Science Institute, 1994, 1996-present
Winter Educators' American Marketing Association Conference, 1987-1999.
Summer Educators' American Marketing Association Conference, 1989-1995.
Association for Consumer Research Conference, 1992-present; Program Committee: 1996-1999.
Marketing and Public Policy Conference, 1990-1995.
Agency for Healthcare Policy Research Conference, 1993.
National Science Foundation Management of Technology Program, 1998.

AMA Doctoral Dissertation Competition, 1993, 1994, 1996, 1997, 1999, 2003, 2004.
Product Development Management Association Doctoral Dissertation Competition, 2000.
Sheth Award Dissertation Competition, 1996.
AMA P&G Dissertation Competition, 1997-2000.
William O'Dell Award Committee, 2000.

Professional Leadership Positions

Founder and Director, The CMO Survey (www.cmosurvey.org)
NYU, Stern School Marketing Department Review, 2008.
Academic Trustee, Marketing Science Institute, 2003-2009.
Chair, Marketing Strategy Special Interest Group, American Marketing Association, 2001-2004.
Director, Public Policy Perspective, Association for Consumer Research, 2002-2005.
Board of Directors, American Marketing Association, 2003-2006.
Co-Chair, Cool Tools for Assessing Marketing Strategy Performance Conference, 2003, Chicago
IL, co-sponsored by the AMA and the Marketing Science Institute.
Co-Chair, Association for Consumer Research Doctoral Consortium, 2004.
Co-Chair, John Howard Dissertation Competition, 2002.
Academic Council, American Marketing Association, 2001-2003.
Vice Chair of Communication, AMA Marketing Strategy Special Interest Group, 1998.
Track Chair, Marketing Theory Track, AMA Winter Educators' Conference, 1993.
Track Chair, Marketing Strategy and Policy Track, AMA Winter Educators' Conference, 1998.
Co-Chair, AMA Marketing and Society Interest Group conference on Consumer and Market
Implications of Nutrition Information Provision, 1995.
Board Member, AMA Marketing and Society Interest Group, 1994-1998.
Member, Marketing Science Institute Information Utilization Steering Committee, 1991-present.

Select Internal Service, UW-Madison

Research Committee, 1993-1998, Chair, 1998.
Academic Planning Council, 1996-1997.
Diversity Committee, 1989-1993.
Mu Kappa Tau, Undergraduate Marketing Club, Co-Advisor, 1997-1999.

Select Internal Service, Duke University

Center for Entrepreneurship and Innovation, Team Advisor 2010-present.
Chair, Dean Search Committee, Fuqua School of Business, 2006.
Marketing Area Coordinator, 2002-2005.
Dean's Executive Committee, 2002-2007, on sabbatical 2006.
Dean's Faculty Advisory Committee, 2001-2002.
Duke University Academic Priorities Committee, 2001-2003.
Duke University Academic Programs Committee, 2003-2005.
Duke University Academic Council, 2002-2003.
Duke University NCAA Oversight Committee, 2001-2003.
Center for the Advancement of Social Entrepreneurship Advisory Board, 2002-
Strategy Committee, 1999-2001.
Coordinator, Strategy Lunch Group, 2000.
Strategy Chair Recruiting Committee, 2000.
Marketing Area Recruiting Coordinator, 2000.

PUBLIC AND PRIVATE SECTOR ADVISING

Glaxo SmithKline, RTP, NC.
National Institute of Health/Mental Health, Bethesda, MD.
Hallmark Cards, Kansas City, MO.
Burroughs Wellcome Company, Research Triangle Park, NC.
General Motors, Detroit, MI.
Shell Oil Companies, San Francisco, CA.
Nippon Information and Communication, Osaka, Japan.
Campbell County Rapid Transit, Batavia, OH.
Federated Department Stores, Dallas, TX.
Market Research of Canada, Toronto, Ontario.