

## **CHRISTINE MOORMAN**

January 2019

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Fuqua School of Business  
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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

Visiting Professor, London Business School (on sabbatical)  
August-December, 2015

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**

How Consumers, Managers, Organizations, and Financial Markets Use Marketing Information  
Marketing Innovation  
Marketing Alliances and Relationships  
Individual Consumer Use of Health and Nutrition Information and Public Policy Implications

## **HONORS AND AWARDS**

- 2018: Editor-in-Chief, Journal of Marketing.  
AMA-Irwin-McGraw Hill Distinguished Marketing Educator.  
AMA Doctoral Consortium Faculty, Leeds University.
- 2017: Fellow, American Marketing Association.  
Finalist, Shelby D. Hunt/Harold H. Maynard Award, Journal of Marketing.  
AMA Doctoral Consortium Faculty, University of Iowa.
- 2016: Duke University, Fuqua School of Business Elective Teaching Award.  
AMA Doctoral Consortium Faculty, Notre Dame University.
- 2015: AMA Doctoral Consortium Faculty, London Business School.  
Emerald Citation of Excellence for 2015 for “What is Quality? An Integrative Framework of Processes and States,” Journal of Marketing with Peter Golder and Deb Mitra.  
School-wide speaker series, IESE Business School.  
50 Marketing Thought Leaders Over 50, Brand Quarterly.  
Nazabayev University Graduate School of Business EMBA Teaching Excellence Award (for Duke University).
- 2014: AMA Doctoral Consortium Faculty, Northwestern University.  
50 Marketing Thought Leaders Over 50, Brand Quarterly.
- 2013: Harold H. Maynard Award, Journal of Marketing.  
Finalist, William F. O’Dell Award, Journal of Marketing Research.  
Finalist, John D. Little Award, Marketing Science.  
Best Paper, Marketing Strategy Meets Wall Street, Goethe University.  
50 Marketing Leaders Over 50 You Should Know, Global CMO Magazine.  
Dyess Lecture, Texas Christian University.  
AMA Doctoral Consortium Faculty, University of Michigan.
- 2012: Paul D. Converse Award.  
University of Pittsburgh Distinguished Alumni Award.  
Top 50 Business School Professors in the World, “Poets and Quants” and Fortune.  
100 Web-Savvy Professors in 2012, BestOnlineUniversities.com.  
AMA Doctoral Consortium Faculty, University of Washington.
- 2011: Co-Winner, Berry Book Prize, Strategy from the Outside In.  
AMA Doctoral Consortium Faculty, Oklahoma State University.
- 2010: 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).
- 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: 2007 Most-cited Scientists in Economics and Business (<http://www.in-cites.com/nobel/2007-eco-top100.html>)  
2007 Dutch ESB Citation Top-30 (Economisch Statistische Berichten).  
AMA Doctoral Consortium Faculty, Arizona State University.
- 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.
- 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.
- 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.
- 2003: MSI/Paul Root Award, 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.
- 2002: Best Paper, Marketing Science Institute.  
AMA Doctoral Consortium Faculty, Emory University.
- 2001: Finalist, Best Elective Teaching Faculty-Weekend Executive Program, Duke University.
- 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-Madison.  
AMA Doctoral Consortium Faculty, USC.
- 1998: AMA Doctoral Consortium Faculty, University of Georgia.

- 1997: Best Paper, Journal of Public Policy & Marketing, 1994-1996.  
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.
- 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: "The Best Professors at the UW-As Chosen by the Students," 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**

Palmatier, Robert W., Christine Moorman, and Ju-Yeon Lee (ed.), Handbook on Customer Centricity, Northampton, MA: Edward Elgar Publishing, forthcoming.

Aaker, David A. and Christine Moorman (2018), Marketing Management, 11<sup>th</sup> Edition, New York: Wiley.

Day, George S. and Christine Moorman (2010), Strategy from the Outside In: Profiting from Customer Value, New York: McGraw Hill.

Chinese translation (2015), Portuguese translation (2013), Korean translation (2013)

Moorman, Christine and Donald R. Lehmann (ed.) (2004), Assessing Marketing Strategy Performance, Cambridge, MA: Marketing Science Institute.

## Journal Articles

- Golder, Peter N., Debanjan Mitra, and Christine Moorman (2018), "Incorporating Quality Considerations in Merger Analysis," The Antitrust Bulletin, 63 (21), 222-236.
- Moorman, Christine and George S. Day, (2016), "Organizing for Marketing Excellence," Journal of Marketing, 80 (November), 6-35.  
\*\*Finalist, Shelby D. Hunt/Harold H. Maynard Award, Journal of Marketing.
- Rust, Roland T., Christine Moorman, and Jacqueline van Beuningen (2016), "Quality Mental Model Convergence and Business Performance," International Journal of Research in Marketing, 33 (March), 155-171.
- Moorman, Christine (2016), "Celebrating Marketing's Dirty Word," Invited Commentary for the Journal of the Academy of Marketing Science, 44 (September), 562-564.
- Simone Wies and Christine Moorman (2015), "Going Public: How Stock Market Listing Changes Firm Innovation Behavior," Journal of Marketing Research, 52 (October), 694-709.  
\* Best Paper, Marketing Strategy Meets Wall Street Conference, Goethe University.
- Moorman, Christine, Simone Wies, Natalie Mizik, and Fredrika J. Spencer (2012), "Firm Innovation and the Ratchet Effect among Consumer Packaged Goods Firms," Marketing Science, 31 (November-December), 934-951.
- Moorman, Christine, Rosellina Ferraro, and Joel Huber (2012), "Unintended Nutrition Consequences: Firm Responses to the Nutrition Labeling and Education Act," Marketing Science, 31 (September-October), 717-737.  
\*\*Lead article in issue.  
\*\*Finalist, John D. Little Award, Marketing Science.
- Moorman, Christine, Rosellina Ferraro, and Joel Huber (2012), "From Consumer Information Regulation to Competition: A Response," Marketing Science, 31 (September-October), 738-755.
- Golder, Peter, Debanjan Mitra, and Christine Moorman (2012), "What is Quality? An Integrative Framework of Processes and States," Journal of Marketing, 76 (July), 1-23.  
\*\*Lead article in issue.  
\*\*Winner, Harold H. Maynard Award, Journal of Marketing.
- 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.

\*\*Finalist, William O'Dell Award, Journal of Marketing Research.

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: MSI.
- 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.

### **Book Chapters**

Wies, Simone and Christine Moorman (2018), "Firm Innovation and the Stock Market," in Handbook of Research on New Product Development, eds. Peter N. Golder and Debanjan Mitra, Northampton, MA: Edward Elgar Publishing, 361-373.

Moorman, Christine, editor, Legends in Marketing Series – Gerald Zaltman (2018), Volume on "Planned Social Change and the Diffusion of Innovation," and chapter author, "Double Agent for Change: Jerry Zaltman's Contributions to Planned Social Change and the Diffusion of Innovations," Sage Publications India.

Moorman, Christine (2018), "Rajan Varadarajan: A Gentle and Generous Giant in the Field of Marketing Strategy," Legends in Marketing Series – Rajan Varadarajan, Volume on "Inter-organizational Cooperation and Interactive Marketing," Sage Publications India.

Moorman, Christine (2016), "George Day: A Pioneer in the Study of Innovation," Legends in Marketing Series – George S. Day, Volume on "Marketing Strategy," Sage Publications.

Moorman, Christine (2015), "An Organizational Approach to Marketing Strategy," 18<sup>th</sup> Paul D. Converse Proceedings, eds. Tiffany B. White and William Qualls, Champaign, IL: University of Illinois, 376-481.

Moorman, Christine (2014), "Jerry Wind: The Tale of a Marketing Strategy Legend," in Legends in Marketing Series – Yoram Wind, Sage Publications.

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, 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.

### **Magazines - General**

Day, George S. and Christine Moorman (2013), "Regaining Customer Relevance: The Outside-In Turnaround," Strategy & Leadership, (4), 17-24.

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

### **Magazines – The CMO Survey**

Moorman, Christine and Lauren Kahn (2018), "The 2019 Marketing Jobs Outlook is Bright," Marketing News, November 1.

Harvey, Campbell R., Christine Moorman, and Marc Toledo (2018), "How Blockchain Can Help Marketers Build Better Relationships with Their Customers," Harvard Business Review, October 1.

Mela, Carl F. and Christine Moorman (2018), "Why Marketing Analytics Hasn't Lived Up to Its Promise," Harvard Business Review, May 30.

- Moorman, Christine and Jen Veenstra (2018), “What are the Most Important Qualities of an Effective CMO?” Marketing News, January.
- Moorman, Christine, Katie Campbell Dettmann, Becca Ramble, and Aaron Lavin (2017), “How Brands Can Benefit From the Social Media Multiplier Effect,” Marketing News, February 2.
- Moorman, Christine (2016), “Marketing’s Roles and Responsibilities Reexamined,” Marketing News, October, 24-26.
- Moorman, Christine (2016), “Insight on Insights,” Marketing News, March, 24-25.
- Moorman, Christine (2015), “The Digital Learning Race,” Marketing News, October, 36-37.
- Moorman, Christine (2015), “Spotty Analytics Usage in the Era of Data-Driven Business,” Marketing News, April, 28-30.
- Arika, M. Alejandro Diaz, John Forsyth, Christine Moorman, and Mike Westover (2015), Quantifying the Impact of Marketing Analytics Harvard Business Review, November 5.
- Forsyth, John, Christine Moorman, and Mike Westover (2014), “Recruit Better Data Analysts,” Harvard Business Review, February 14.
- Moorman, Christine (2014), “10 Tips for a Better Return on Marketing Analytics,” Marketing News, October, 24-25.
- Moorman, Christine (2014), “From Marketing Spend to Marketing Accountability,” Marketing News, May, 24-25.
- Moorman, Christine (2012), “Ten Trends from The CMO Survey,” Marketing Management, (Fall), 16-17.
- “Moorman, Christine (2011), “How Economic Confidence Affects Marketer Spending,” Marketing News, December 30, 2011, 22-24.
- Moorman, Christine (2011), “Integrating Social Media,” Marketing Management, (Winter), 17-18.
- Moorman, Christine (2011), “Marketing by the Numbers: How to Paint an Economic Recovery,” Marketing Management, (Summer), 16-17.
- Moorman, Christine (2010), “Marketing Rebounds on Strong Sales,” Marketing Management, (Winter), 18-19.
- Moorman, Christine (2010), “Up, Up, and Away,” Marketing Management, (Summer), 16-17.
- Moorman, Christine (2009), “Look Both Ways,” Marketing Management, (November/ December), 28-30.
- Moorman, Christine (2009), “CMO Pessimism Waning,” Marketing Management, (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, (November/December), 3-5 and 47.

### **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**

Wies, Simone and Christine Moorman, "Beating the Going-Public Effect in Firm Innovation."

- Marketing Science Conference, USC (2017)
- American Marketing Association Winter Educators' Conference, Orlando, FL (2017)
- American Marketing Association Winter Educators' Conference, Las Vegas, NV (2016)

Cui, Anna Shaojie and Christine Moorman, "A Theory and Test of Alliance Termination Learn-By-Doing."

- American Marketing Association Winter Educators' Conference, New Orleans, LA (2018)
- American Marketing Association Winter Educators' Conference, Orlando, FL (2017)

Moorman, Christine, "The Power of Learning in Marketing Strategy," 2018 AMA-Sheth Foundation Doctoral Consortium, University of Leeds.

Moorman, Christine, "Setting the Table and Serving a Most Delicious Dessert: A Guide to Writing Introductions and Discussions," 2017 AMA-Sheth Foundation Doctoral Consortium, University of Iowa.

- Moorman, Christine (2016), “The Empirical Side of Theory Development,” American Marketing Association Winter Educators’ Conference, Las Vegas, NV.
- Moorman, Christine and George S. Day (2015), “Organizing for Marketing Excellence,” Frontiers in Marketing Conference, Marketing Science Institute, Boston.
- Moorman, Christine (2015), “Demonstrating the Impact of Marketing Spend: Does Accountability Improve Performance,” Marketing Strategy Meets Wall Street IV, Singapore Management University.
- Moorman, Christine and Simone Wies, “Does the Stock Market Value Intangible Marketing Knowledge?”
- American Marketing Association Winter Educators’ Conference, Orlando, FL (2014)
  - GSBE Marketing-Finance Symposium, Maastricht University, Maastricht, The Netherlands (2013)
- Moorman, Christine, Vivian Yue Qin, Stav Rosenzweig, and Amir Grinstein, “What Doesn’t Kill a Firm Makes Its Brand Introduction Strategy Stronger.”
- American Marketing Association Winter Educators’ Conference, Las Vegas (2016)
  - Marketing Science Conference, Istanbul (2013)
  - Marketing Theory + Practice, London Business School (2013)
- Wies, Simone and Christine Moorman, “Going Public: How Stock Market Listing Changes Firm Product Innovation Behavior.”
- American Marketing Association Winter Educators’ Conference, Orlando, FL (2014)
  - Marketing Theory + Practice, Northwestern (2014)
  - GSBE Marketing-Finance Symposium, Maastricht University, Maastricht, The Netherlands (2013)
  - Marketing Science Conference, Istanbul (2013)
  - Marketing Meets Wall Street Conference, Frankfurt (2013)
  - American Marketing Association Winter Educators’ Conference, Las Vegas, NV (2013)
  - Marketing Science Conference, Houston, TX (2011)
  - Marketing Strategy Meets Wall Street, Boston MA (2011)
- Moorman, Christine (2013), “Quasi-Experiments in Marketing Strategy,” American Marketing Association Doctoral Consortium, University of Michigan.
- Qin, Vivian Yue and Christine Moorman, “Best-list Myopia: How Firms Trade off Marketing to Show Achievement.”
- Marketing Dynamics Conference, Chapel Hill, NC (2013)
  - American Marketing Association Winter Educators’ Conference, Las Vegas, NV (2013)
  - Marketing Science Conference, Boston, MA (2012)
- Moorman, Christine (2012), “Marketing Strategy: State of the Field” and “Tips for Career Management,” American Marketing Association Doctoral Consortium, University of Washington.

Moorman, Christine, Simone Wies, Natalie Mizik, and Fredrika J. Spencer (2012), "Firm Innovation and the Ratchet Effect Among Consumer Packaged Goods Firms," Marketing Science Conference, Boston, MA.

Boyd, D. Eric, Rajesh Chandy, and Christine Moorman (2012), "Migrating Marketing Executives and Shareholder Value," AMA Winter Educators' Conference, Tampa, FL.

Qin, Vivian Yue, Richard Staelin, and Christine Moorman (2012), "The Asymmetric Gains of Co-branding Alliances," Brands and Branding in Law, Accounting and Marketing: Integrating Strategies to Maximize Firm Value, UNC-Chapel Hill, NC.

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

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, "Test Driving Partnerships: When Do Alliances Terminate in Mergers and Acquisitions."

- Marketing Science Conference, Cologne, Germany (2010)
- AMA Winter Educators' Conference, New Orleans, LA (2010)

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.

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, "Firm Innovation and the Ratchet Effect: How Firms Trade Off Value Creation in Financial and Product Markets"
- Marketing Science Conference, Ann Arbor, MI (2009)
  - AMA Winter Educators' Conference, Tampa, FL (2009)
  - Marketing Strategy Meets Wall Street Conference, Journal of Marketing-MSI Conference, Emory University, Atlanta, GA (2009)
- 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," in 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," in 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.
- 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."
- Workman, John and Christine Moorman (1996), "The Interaction of Organizational and Market Knowledge," presented at the American Marketing Association Winter Educators' Conference.
- 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 Sujun, 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.
- 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.

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.

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.

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.

Moorman, Christine, Gerald Zaltman, and Rohit Deshpandé (1991), "Factors Affecting Trust in Market Research Relationships," presented at the AMA Winter Educators' Conference.

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.

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.

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.

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.

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**

AMA Doctoral Consortium (1988, 1995, 1997, 1998, 1999, 2000, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018)  
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, 2015)  
University of Virginia (1993)  
University of Pennsylvania (1994)  
Queen's University (1994)  
UCLA Marketing Camp (1995)  
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, The Netherlands (2001, 2003, 2005)  
City University of Hong Kong (2002)  
University of Maryland Marketing Camp (2002)  
Cardiff University Research Camp, UK (2002)  
London Business School, UK (2002)  
Cambridge University, UK (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, UK (2005)  
Georgia Tech University (2005)  
University of Arizona Marketing Strategy Colloquium (2005)  
Northwestern University (2006)  
Notre Dame University (2006)  
INSEAD Marketing Camp, Fontainebleau, France (2006)  
University of North Carolina - Chapel Hill (2006)  
Tilburg University, The Netherlands (2007)  
Georgetown University Marketing Camp (2007)  
Koç University, Istanbul (2007)  
Boston College Marketing Camp (2007)  
Haring Symposium, Indiana University (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, UK (2010)  
London Business School, UK (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, The Netherlands (2011)  
Northwestern Marketing Camp (2011)  
University of Groningen, The Netherlands (2012)  
ALBA Business School, Greece (2012)  
Georgia Tech University (2012)  
Texas Christian University (2013)  
Leeds University Marketing Camp, UK (2013)  
INSEAD Marketing Camp, Fontainebleau, France (2013)  
University of Illinois – Chicago (2013)  
Universidad de Chile, Industrial Engineering Department (2013)  
Universidad de Chile, Centro de Marketing Industrial (2013)  
Tulane University (2013)  
Bocconi University, Italy (2014)  
ESCP Europe-Paris, France (2014)  
Tilburg Marketing Camp, The Netherlands (2014)  
Singapore Management University (2015)

Texas A&M University (2015)  
IESE Business School, Spain (2015)  
London Business School (2015)  
University of Vienna (WU), Austria (2015)  
Hong Kong Polytechnic University Marketing Camp (2015)  
Queens University (2016)  
London Business School (2017)  
Florida State University (2017)  
University of Miami (2017)  
Georgia State University (2017)  
Iowa State University (2017)  
University of Wisconsin-Madison (2018)  
University of South Carolina (2018)  
University of Maryland Research Camp (2018)  
University of Utah (2018)

## **RESEARCH GRANTS**

Marketing Science Institute (2016): Awarded \$4,800 to study, “Effects of Customer-Centric Organizational Strategies on Firm Performance” (with JY. Lee and R. Palmatier).

Marketing Science Institute (2016): Awarded \$4,000 to study, “Leveraging Customer Experience to Manage Innovation Investments” (with K. Hewitt and S. Wood).

Marketing Meets Wall Street (2007): Awarded \$5,000 to study, “Threading the Needle: How Firms Derive Value When Bringing Innovations to Market” (with R. 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): Awarded \$10,000 to examine the relationship between marketing networks and firm performance (with V. Swaminathan).

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

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

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

Marketing Science Institute (1997): 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): Awarded 1/9 summer support to continue to pursue stream of research on firm use of market information.

Marketing Science Institute (1996): 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): Awarded summer support and project assistant support.

School of Business, University of Wisconsin - Madison (1995): Awarded \$15,000 for summer support to continue to pursue stream of research on organizational use of market information.

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

National Science Foundation (1994), 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): 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): 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): 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): Awarded \$15,000 for summer support to continue to pursue research on manager and organizational use of market information.

Marketing Science Institute (1991): 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): Awarded summer support.

Marketing Science Institute (1989): 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): 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).

## **BLOGS**

Blog on [www.forbes.com](http://www.forbes.com) for The CMO Survey: <http://blogs.forbes.com/christinemoorman/> and <https://www.linkedin.com/in/christinemoorman/>

## **MEDIA INTERVIEWS**

For interviews related to Strategy from the Outside In, see [www.strategyfromtheoutsidein.com](http://www.strategyfromtheoutsidein.com)

For interviews related to The CMO Survey, see <https://cmosurvey.org/blog/> and <https://www.forbes.com/sites/christinemoorman/archive/#14491ee77c34>

Other interviews:

- “5 Things I Know About Marketing” Marketing Science Institute, October 20, 2016  
<http://www.msi.org/articles/5-things-i-know-about-marketing/>
- “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](http://wunc.org/programs/news/archive/Nli110510_Social_Medai.mp3/view)

## **TEACHING**

### **MBA and Executive MBA**

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

### **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**

Sherry Sanger, Committee Member, 2016.  
Carly Frennea, Committee Member, 2015.  
Matthew P. Manary, Committee Member, 2013.  
Simone Wies, Committee Member, 2013.

Carolyn Taylor, Committee Member, 2013.  
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 Director, The CMO Survey ([www.cmosurvey.org](http://www.cmosurvey.org))

## **Editorial Roles**

Journal of Marketing, 2018, Editor-in-Chief.  
Journal of Marketing, ERB 1992-2002, 2005-2011, Associate Editor, 2011-2018.  
- Outstanding Reviewer, 1993-1996, 1996-1999.  
Journal of Marketing Research, ERB 1998-2007, Associate Editor, 2007-2018.  
Marketing Science, ERB 2001-2011, Guest Associate Editor.  
Journal of Consumer Research, ERB 1999-2009.  
Journal of Public Policy & Marketing, ERB 1992-2012.  
Marketing Letters, ERB 1994-2009.

## **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

## Marketing Science Institute

Academic Trustee, 2003-2009.

Academic Member, Marketing Analytics Roundtable, Marketing Science Institute 2010-2012.

Academic Member, Marketing Learning Roundtable, Marketing Science Institute, 2013-2018.

## Conference and Competition Reviewing

American Marketing Association Fellow Award Committee, 2018.

American Marketing Association/Irwin/McGraw-Hill Distinguished Marketing Educator Award Committee, 2014.

Marketing Strategy Meets Wall Street, Goethe University, Frankfurt, Germany, 2013.

William O'Dell Award Committee, 2000 and 2012.

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.

## Professional Leadership Positions

Co-chair, Winter American Marketing Associate Conference, 2017.

Founder and Director, The CMO Survey ([www.cmosurvey.org](http://www.cmosurvey.org)), 2008-present.

University of Notre Dame Marketing Department Review, 2016.

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**

Faculty Liaison Committee, 2016-2018.  
Summer Brownbag Coordinator, Marketing Area, 2016-2017.  
Faculty-Student Engagement Committee, 2013-2016.  
Center for Entrepreneurship and Innovation, Team Advisor 2010-2014.  
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