

KIMBERLY A. WHITLER

Frank M. Sands Sr. Associate Professor of Business Administration
Darden School of Business, University of Virginia

[Forbes Senior Contributor](#)

Twitter: [@KimWhitler](#)

kawhitler@virginia.edu

EDUCATION

Ph.D. Indiana University, Kelley School of Business (2014)

M.S. Indiana University, Kelley School of Business (2012)

M.B.A. University of Arizona, Eller College of Business and Public Administration (1991)

B.A. Business Administration and Psychology, Eureka College, Valedictorian (1989)

Veteran, United States Air Force Academy, Honorable Medical Discharge (1985-1986)

ACADEMIC EMPLOYMENT

University of Virginia, Darden School of Business (2014-current)

Frank M. Sands Sr. Associate Professor of Business Administration (2020-current)

Assistant Professor Marketing (2014—2020)

Indiana University, Kelley School of Business: Associate Instructor (2009-2014)

RESEARCH INTERESTS

Helping upper echelons leaders understand how to better develop, influence, and strengthen marketing capability and performance via the following research streams: (1) marketers in the upper echelons, and (2) upper echelons and marketing strategy.

PUBLICATIONS

18 Whitler, Kimberly A., Ben Lee, and Sarah Young (2022), "The Impact of Boards of Directors on Chief Marketing Officer Performance: Framing and Research Agenda," *Academy of Marketing Science Review* 12(1), 116-136.

17 Whitler, Kimberly A. (2022), "An Exploration of How Boards of Directors Impact Chief Marketing Officer Performance: Insights from the Field," *Academy of Marketing Science Review*, 12(1), 105-115.

16 Whitler, Kimberly A., Ed Tazzia, and Stephen Mann (2022), "Poor Design of C-Suite Jobs can Block Executives from Succeeding in their Roles," *MIT Sloan Management Review*.

15 Whitler, Kimberly A., Ben Lee, Ryan Krause, and Neil A. Morgan (2021), "Upper Echelons and Marketing," *Journal of the Academy of Marketing Science*, 49 (1), 198-219.

- 2021 Sheth Foundation Best Paper Award Finalist (given annually to the best paper published in the *Journal of the Academy of Marketing Science*)

- 14 Whitler, Kimberly A., Ali Besharat, and Saim Kashmiri (2021), "Exogenous Brand Crises: Brand Infection and Contamination," *Marketing Letters*, 32 (1), 129-133. Note: All authors contributed equally.
- 13 Whitler, Kimberly A., and Christopher Puto (2020), "The Influence of the Board of Directors on Outside-In Strategy," *Industrial Marketing Management*, 90, 143-154.
- 12 Morgan, Neil A., Kimberly A. Whitler, Hui Feng, and Simos Chari (2019), "Research in Marketing Strategy," *Journal of the Academy of Marketing Science*, 47 (1), 4-29.
- 2019 Sheth Foundation Best Paper Award Winner (given annually to the best paper published in the *Journal of the Academy of Marketing Science*)
 - Over 122,000 reads on ResearchGate since publication (top 1% interest on ResearchGate).
- 11 Whitler, Kimberly A. (2019), "What Western Marketers Can Learn from China," *Harvard Business Review* (May-June), 77-82.
- Featured on the cover of the issue.
 - Featured in Winter 2022 Special Print Issue of *HBR*.
 - Featured in *HBR* Podcast: "How China is Upending Western Marketing Practices".
 - *Harvard Business Manager* (Germany), "How to Advertise in China," p. 50-60.
 - *Harvard Business Review* (China), "What Western Marketers can Learn from China".
 - *Harvard Business Review* (Poland, France): "What we Can Learn from China".
 - Featured in *Business Times*: "Researcher Finds China's Marketing Campaigns More Effective than Western Business Practices".
 - Reprinted in *Holland Management Review*.
 - Consulted Department of Defense leadership on learning
 - Featured in Chinese publications: *Finance Sina*, *36KR*, *Comtec*, *XueerXing*, among others.
 - Highlighted in Marginal Revolution, a top economics blog.
- 10 Whitler, Kimberly A., Ryan Krause, and Donald R. Lehmann (2018), "When and How Board Members with Marketing Experience Facilitate Firm Growth," *Journal of Marketing*, 82 (5), 86-105.
- Top 10 *Journal of Marketing* article in impact (over past 10 years).¹
 - 2018 MSI/Paul H. Root Award Finalist: Given annually to the paper published in the *Journal of Marketing* that has made a significant contribution to the advancement of marketing practice.
 - 2017 Robert D. Buzzell Award: Recognition given to the paper that made the most significant contribution to marketing thought and practice within a two-year period (*Marketing Science Institute* version).

¹ Based on research conducted by Julie Ozanne and Brennan Davis who analyzed the past 10 years of *Journal of Marketing* publications using Altmetric Attention Score and Web of Science data to identify the highest impact articles.

- Featured in *Harvard Business Review*: “Directors with Marketing Expertise can Help Firms Grow,” Nov-Dec 2018, p. 24.
 - Featured in *Harvard Business Manager* (Germany): “Top Management: Boards Need Marketing Knowledge”.
 - Featured in the *Wall Street Journal*: “Outside Voices: Why Boards Need to Hire More Marketing Experts”.
 - Highlighted in McKinsey & Company white paper: “Marketing’s Moment is Now: The C-Suite Partnership to Deliver on Growth”.
 - Featured in *Marketing News* and on cover: “Marketer Representation at the Board Level can Drive Growth. So Why are they Underrepresented?” p. 37-43.
 - Featured in Spencer Stuart (executive recruiting firm) white paper: “CMOs on Board: Is Change Coming”.
 - Featured in *Wool*, a magazine produced by Wipro (India).
 - Featured in *Ad Age*: “Why Forward-Thinking Companies Put Marketers on their Boards”.
 - Selected by *Journal of Marketing* to be featured in a webinar series and featured in *Journal of Marketing’s* Scholarly Insights series.
 - Selected by McKinsey & Company’s as a “Must Read” (MSI version).
 - Selected as Best of the Year by IBM’s CMO Programs Leader (MSI version).
- 9 Whitley, Kimberly A. and Deb Henretta (2018), “Why the Influence of Women on Boards Still Lags,” *MIT Sloan Management Review*, 59 (3), 79-81.
- Featured in *Directors & Boards*: “A Key Disconnect: Women Directors and Key Committee Assignments,” *Directors & Boards*, July, 58.
 - Featured in Financial Times’ Agenda, a leading boardroom resource platform: “Board Diversity, Environmental Proposals Rule Proxy Season”.
 - Featured in *Bloomberg*: “Women Don’t Get to Run Top Board Committees”.
 - Featured in the *L. A. Times* (2018): “Big Businesses are Adding Women to their Boards at a Good Pace; Start-ups, Not So Much”.
 - Featured in Egon Zehnder, a leading executive recruiting firm, white paper (2018): “2018 Global Board Diversity Tracker—Who’s Really on Board?”
- 8 Morgan, Neil A., Hui Feng, and Kimberly A. Whitley (2018), “Marketing Capabilities in International Marketing,” *Journal of International Marketing*, 26 (1), 61-95.
- 2019 S. Tamer Cavusgil Award Finalist: Recognizes “the article published in the calendar year that has the most significant contribution to the advancement and practice of international marketing management.”
- 7 Kelting, Katie, Adam Duhachek, and Kimberly A. Whitley (2017), “Can Copycat Private Labels Improve the Consumer Shopping Experience? A Fluency Explanation,” *Journal of the Academy of Marketing Science*, 45 (4), 569-585.

- 6 Whitler, Kimberly A., and Neil Morgan (2017), "Why CMOs Never Last and What to Do About It," *Harvard Business Review*, 95 (July-August), 45-54.
 - Top 10 HBR article in impact (2017); Achieved "Home Run" status.²
 - Featured on the cover and one of five authors highlighted as a "contributor".
 - Featured in the *Wall Street Journal's CMO Today* and *the Wall Street Journal's CFO Journal*.
 - Wells Fargo Award for Outstanding Research Publication (2019).
 - Featured in Harvard Business Review (China),
- 5 Whitler, Kimberly A., D. Eric Boyd, and Neil Morgan (2017), "The Power Partnership: CMO & CIO," *Harvard Business Review*, 95 (July-August), 55.
- 4 Whitler, Kimberly A., and Paul Farris (2017), "The Impact of Cyber Attacks on Brand Image," *Journal of Advertising Research*, 57 (1), 3-9.
- 3 Whitler, Kimberly A., Eric Boyd, and Neil A. Morgan (2017), "The Criticality of CMO-CIO Alignment," *Business Horizons*, 60 (30), 313-324.
- 2 Krause, Ryan, Kimberly A. Whitler, and Matthew Semadeni (2014), "Power to the Principals! An Experimental Look at Shareholder Say-on-Pay Voting," *Academy of Management Journal*, 57 (1), 94-115.
 - AMJ's "Most-read articles" (March 2015).
 - Krause, Ryan, Kimberly A. Whitler, and Matthew Semadeni (2013), "When do Shareholders Care about CEO Pay?" *The Conference Board's Directors Notes*, No. DN-V2N16, 1-7.
- 1 Lewis, Michael, Kimberly A. Whitler, and JoAndrea Hoegg (2013), "Customer Relationship Stage and the use of Picture-Dominant versus Text-Dominant Advertising: A Field Study," *Journal of Retailing*, 89 (3), 263-280.

PEER REVIEWED MARKETING SCIENCE INSTITUTE PUBLICATIONS

Whitler, Kimberly A., Neil A. Morgan, and Lopo Rego (2020), "The Impact of Chief Marketing Officer Role Variance on Marketing Capability," *Marketing Science Institute*, 20-112.

Whitler, Kimberly A., Ryan Krause, and Donald Lehmann (2015), "When and How Does Board-Level Marketing Experience Impact Firm Performance," *Marketing Science Institute*, 15-109.

Lewis, Michael, Kimberly A. Whitler, and JoAndrea Hoegg (2009), "No Second Chance to Make a First Impression: A Field Study of Relationship Initiation and Development," *Marketing Science Institute*, 4, 09-122.

² Home Run Status defined as exceeding 40,000 unique visitors and garnering significant media attention: article delivered 77,000 unique visitors in first 5 months and over 132,000 views (as of 6/2019).

BOOKS

Whitler, Kimberly A., and Jay Hodgkins (2022), *Athlete Brands: How to Benefit from Your Name, Image, and Likeness*, Darden Business Publishing: Virginia.

Whitler, Kimberly A. (2021), *Positioning for Advantage: Techniques and Strategies to Grow Brand Value*, Columbia Publishing: New York.

- #1 New Release on Amazon: Product Management
- Named a “Best Business Strategy Book”
- Listed in a *Forbes* ranking: “7 Marketing Books that Will Help You Dominate your Industry”
- Featured on: The Marketing Book Podcast

HARVARD BUSINESS REVIEW AND SLOAN MANAGEMENT REVIEW DIGITAL PUBLICATIONS

Venkatesan, Raj, and Kimberly A. Whitler (2021), “How Marketers can Address Data Challenges to Drive Growth,” *Sloan Management Review*.

Whitler, Kimberly A. (2021), “How Research can Mislead Marketers on Brand Activism,” *Sloan Management Review*.

Whitler, Kimberly A. (2021), “Why Short CMO Tenure is Not Always a Problem,” *Sloan Management Review*.

Korst, Jeremy, and Kimberly A. Whitler (2020), “Why the Best Tech Firms Keep Customers Front-on-Mind,” *Harvard Business Review*.

Whitler, Kimberly A. and Ram Janakiraman (2018), “How One CMO Revamped her Role,” *Harvard Business Review*.

Morphis, Gene, and Kimberly A. Whitler (2013), “CMOs, Build a Relationship with your CFOs,” *Harvard Business Review*.

Whitler, Kimberly A. (2012), “How CMOs can Work with CIOs to Gain Customer Insight,” *Harvard Business Review*.

53 additional articles published in the following outlets: *The Washington Post, Directors & Boards, CEO Briefing Newsletter, Chief Executive, The Conference Board Directors’ Notes, Economic Times, CMO.com, IBM’s A Smarter Planet, Chief Marketer, Ad Age, CMO Council, The Marketing Journal, Ideas to Action, PeerSphere* (CMO Council), Harte Hanks, among others.

FORBES SENIOR CONTRIBUTOR

4,694,229 Total Views of Forbes Articles: Promoted to senior contributor based on impact (2018)

HONORS, AWARDS, AND MEDIA COVERAGE

RESEARCH HONORS AND AWARDS

Sheth Foundation Best Paper Finalist (given annually to the best paper published in the *Journal of the Academy of Marketing Science*; finalists selected by AEs and winner identified through an ERB vote), *Journal of the Academy of Marketing Science*, 2022

Faculty Fellow, AMA-Sheth Foundation Doctoral Consortium, 2022

“The premier consortium in the marketing discipline, bringing together the very best doctoral students and faculty from business schools across the world.”

Dean’s Research Fund Award, 2021 (\$10,500)

Sheth Foundation Best Paper Award, *Journal of the Academy of Marketing Science*, 2020

Given annually to the best paper published in the *Journal of the Academy of Marketing Science*; finalists selected by AEs and winner identified through an ERB vote.

MSI/Paul H. Root Award Finalist: *Journal of Marketing*, AMA and Marketing Science Institute, 2019

Annual award given to the *Journal of Marketing* paper that makes a significant contribution to marketing practice.

S. Tamer Cavusgil Award Finalist, American Marketing Association, 2019

Annual award given to the paper that has made the most significant contribution to the advancement and practice of international marketing management.

Wells Fargo Award for Outstanding Research Publication, Darden School of Business, 2019

Robert D. Buzzell MSI Best Paper Award, Marketing Science Institute, 2017

Award given to the best MSI paper that has made the “most significant contribution to marketing practice and thought” over a two-year period.

Best Paper Award, Marketing Strategy Track, American Marketing Association, 2014

Best Discussant Runner-Up Award, Haring Symposium Fellow, 2013

MEDIA INTERVIEWS AND COVERAGE

Media interviews and mentions include: *Wall Street Journal, Bloomberg, Wall Street Journal (CFO Journal), Wall Street Journal’s CMO Today, The Associated Press, Reuters, The Washington Post, New York Times, MSN, Yahoo!, Financial Chronicle, Fox Business, POTUS (Sirius/XM), USA Today, Harvard Law School Forum on Corporate Governance and Financial Regulation, Knowledge@Wharton, Digiday, Standard Examiner, BBC News, CBC News (Canada), ABC, NBC, The Boston Globe, Daily Mail, MSN, U.S. News & World Report, The Washington Times, Chicago Tribune, Chicago Sun-Times, New York Daily News, Houston Chronicle, Fox Sports, National Association of Corporate Directors, International Finance News (China), Business Standard II (India), DNA (India), Times Live (Africa), Telegraph (UK), Independent (Ireland), Mediabuzz (Asia), CMO.com (Australia), Ad Age, Yahoo! Finance, Yahoo! Sports, Yahoo! Small Business Advisor, Forbes, Telegraph, The Conference Board, The Economist Group, Huffington Post, Oxygen, Poets and Quants, CMO.com, American Marketing Association, Paparazzi News, Retail*

Watching (Netherlands), *Tech in Asia* (Asia), *Business Day* (New Zealand), *World News* (Sweden), *Daily mail* (UK), *Dinero* (Columbia), *Observatoire de l'Immateriel* (Italy), *Finance Sina* (China), among others.

ACADEMIC CONFERENCES AND MANAGERIAL CONSULTING AND EVENTS

ACADEMIC CONFERENCE, TRACK, AND SESSION CHAIR POSITIONS

Track Co-Chair, AMA (Winter 2021)

Track Co-Chair, AMA, The View from the Top: Upper Echelons in Marketing (Summer 2020)

Conference Co-Chair, Theory and Practice in Marketing Conference, Darden School of Business (2017)

Session Co-Chair, Winter AMA, "Marketing's Role at the Top: Understanding how Marketing Experience of CEOs Impacts firm Strategy and Performance" (2017)

Track Co-Chair, AMA, Marketing Strategy and Organization Track (2015)

Chair, AMA Doctoral Student Special Interest Group Chair (2011 – 2012)

Symposium Chair, AMA Doctoral Student Symposium Chair (Winter 2012)

Vice Chair, AMA's Doctoral Student Special Interest Group Vice Chair (2010 – 2011)

Symposium Co-Chair, AMA Doctoral Student Symposium Co-Chair (Summer 2011)

Session Chair, AMA, "Where's My Glass Slipper: Strategies for Finding the 'Right' School and Career Success" (2012)

Session Chair, AMA, "Writing a Publishable Paper: The Theory, the Story, the Process" (2012)

Session Chair, AMA, Doctoral Student SIG Mentor's Breakfast (2011)

ACADEMIC PRESENTATIONS

"Expert Working: Increasing Impact through Practitioner Engagement," with Willy Bolander, Summer AMA Conference, 8/2022.

Keynote: "Growing the Scope and Impact of Marketing Strategy," with Lisa Scheer, Neil Morgan, and Werner Reinartz, Marketing Strategy Consortium, 6/2022 (Texas A&M).

"Marketing's Impact on Firm Value," Sheth Consortium, 6/2022 (University of Texas, Austin).

Feng, Hui and Kimberly A. Whitler, "Chief Marketing Office Compensation: The Impact of Employing Different Internal and External Benchmarks," Decision Sciences Institute Conference, 11/2021.

Lee, Ben, Kimberly A. Whitler, Neil A. Morgan, and Lopo Rego, "The Mechanisms by which Marketing-Experienced Board Members Influence Firm Performance," Decision Sciences Institute Conference, 11/2021.

Invited Presentation: Florida State University's Wells Fargo Distinguished Speaker Series, "The Mechanisms Marketing-Experienced Board Members Employ to Influence Firm Growth," 10/2021.

Lee, Ben, Kimberly A. Whitler, Neil A. Morgan, and Lopo Rego, "How do Board Members with Marketing Experience Influence Firm Performance?" Winter AMA, 2/2021.

Whitler, Kimberly A, "Marketing's Role within the Firm," Marketing Strategy Consortium, Discussion Facilitator (12/2020).

Whitler, Kimberly A., Neil A. Morgan, and Lopo Rego, "The CMO Role Design Challenge," Winter AMA, 2/2020.

Whitler, Kimberly A., Ben Lee, Ryan Krause, and Neil A. Morgan, "Upper Echelons Marketing Strategy," Winter AMA, 2/2020.

Invited Presentation: Georgia Tech, "How CMO Roles Vary and Why it Matters," 10/2019.

Whitler, Kimberly A., Neil A. Morgan, and Lopo Rego, "How the CMO Role Contributes to CEO Dissatisfaction and CMO Failure," Marketing Strategy Meets Wall Street, 6/2019.

Whitler, Kimberly A., Ben Lee, Ryan Krause, and Neil A. Morgan, "Marketing Leadership," Marketing Strategy Consortium, 3/2019.

Whitler, Kimberly A., Ryan Krause, Neil A. Morgan, and Don Lehmann, "How Board Members with Marketing Experience Influence Board Member and TMT Decisions," Winter AMA, 2/2019.

Whitler, Kimberly A., Neil A. Morgan, and Lopo Rego, "How CMO Roles Vary and Why It Matters," Winter AMA, 2/2019.

Presented at University of Auckland, "How CMO Roles Vary," 10/2018.

Whitler, Kimberly A., Ryan Krause, and Donald R. Lehmann, "How and When Do Marketers on the Board Influence Firm Performance," Marketing Strategy Meets Wall Street, 8/2017.

Whitler, Kimberly A., Neil A. Morgan, and Lopo Rego, "How CEOs Impact Marketing Capability," Winter AMA Conference, 2/2017

Feng, Hui, and Kimberly A. Whitler, "The Impact of Chief Marketing Officer Pay Reference Point on Firm Performance," Winter AMA Conference, 2/2017.

Whitler, Kimberly, "The Role of Marketing in the Firm and C-Suite," General session presentation at AMA Summer Educator's Conference, 8/2016. Also served as Session Moderator.

Whitler, Kimberly A., Neil Morgan, and Lopo Rego, "A Role Theory Explanation for Why Some CMOs Have Impact and Others Don't," Theory + Practice in Marketing Conference, 6/2016.

Whitler, Kimberly A., Ryan Krause, and Donald R. Lehmann, "The Impact of Board Level Marketing Experience on Firm Performance," Theory + Practice in Marketing Conference, 6/2015.

Feng, Hui, Kimberly A. Whitler, and Neil A. Morgan, "Does CMO Compensation Matter? A Benchmarking Perspective," Theory + Practice in Marketing Conference, 6/2015.

Present at Denver University, "Does Marketing Experience at the Top of the Firm Matter?" 5/2015.

Whitler, Kimberly A. and Neil A. Morgan, "The Chief Marketing Officer: A Role Theory Perspective," AMA Winter Educator's Conference, 2/2015. Also served as Session Chair.

Krause, Ryan, Kimberly A. Whitler, and Albert A. Cannella Jr., "Gaining a Seat at the Table: A Mediated Model of Functional Representation on Top Management Teams," AOM Conference, 8/2014.

Whitler, Kimberly A. and Ryan Krause, "Marketing on the Board: The Impact of Board-Level Marketing Experience on Firm Performance," AMA Winter Educator's Conference, 2/2014. *Best Paper Award – Marketing Strategy Track*

Presented at TCU, "The Impact of Board-Level Marketing Experience on Firm Performance," 4/2015.

Feng, Hui, Kimberly A. Whitler, and Neil A. Morgan, "CMO Compensation: How Much Is Enough? Exploring the Consequences of CMO Under / Overpay," AMA Winter Educator's Conference, 2/2014.

Whitler, Kimberly A. and Neil A. Morgan, "Causes and Consequences: The Organization of Marketing." AMA Winter Educator's Conference, 2/2013.

Presented at Darden School of Business (University of Virginia), "Marketing on the Board: Marketing Experience at the Very Top," 5/2013.

Krause, Ryan and Kimberly A. Whitler, "That's Not Fair! Deviations from Economic Rationality in Shareholder Say-on-Pay Voting." AOM Conference, 8/2012.

Whitler, Kimberly A. and Ryan Krause, "Adding Insult to Injured Brands: When CEO Pay Becomes a Marketing Problem." AMA Winter Educators' Conference, 2/2012.

Whitler, Kimberly A., Discussant: Firm Marketing Capabilities and Financial Performance: How Board of Director Network Ties Impact the Relationship (by Shannon Cummins). Haring Symposium, 4/2012. *Best Discussant Runner-Up*

CONSULTING, SPEAKING, WORKSHOPS, AND EVENTS

Stop the Addiction Fatality Epidemic – SAFE Project (2023)

Navy PEO Strategic Submarines (2023)

FBI (2022)

Hazelden Betty Ford Foundation (2022)

Association of National Advertisers – ANA (2022): "Sources of Innovation and Growth"

Tech CMO Conference (2022): "Do Boards of Directors Impact CMO Performance?"

Atlanta CMO Roundtable (2022): "Board-Level Impact on CMO Performance: Are You Positioned for Success?"

PGAN Large Cap CEO Forum (2022): "CEO Blind Spots: How the Role of the CEO is Evolving"

Marketing Accountability Standards Board (2022): "Designing a Better CMO Role"

SXSW (2021): Procter & Gamble sponsored panel discussion on Covid's effect on startups

Chief of Staff, Air Force (2021)

14th Annual Tech CMO Conference (2020)

The Coca-Cola Company (2019)

Gartner (2018-2019)

Gartner CMO Workshop: "Creating and Influencing Disruptive Growth from the C-Suite (2019).

E. & J. Gallo (2018)

Gartner Influencer Roundtable: Contemporary C-Level Marketing-Sales Issues (2018).

Forbes' Inaugural Senior Contributor Summit (2018).

Brand 50 (top marketers from 50 largest global companies): "CMO Role Design" (2018).

Atlanta CMO Roundtable: "Setting CMOs Up For Success" (2018).

Accounting CMO Conference: Keynote Speech (2018).

Mobile Marketing Association Board of Directors (2017)

Forbes' Webinar: "The Last Mile: How to Consistently Extract Value from Data Analytics," with Raj Venkatesan (2017).

G2 Coke/McDonald's Conference: "Five Emerging Marketing Disruptions" (2017).

Forbes' CMO Summit: Speaker (2017).

11th Annual High-Tech CMO Conference: Keynote Speaker (2017).

U.S. Department of Defense—Intelligence Units (USDI): Analytic Objectivity Symposium (2017).

San Francisco CEO-CMO Summit: "How CMOs Can Succeed In-and-Out of the Boardroom" (2017).

Marketing Science Institute's Trustee Meeting: "The Future of Marketing: Talent, Capabilities, and Organizational Structure" (2016).

Enterprise Marketing Conference Roundtable: "The CMO of the Future" (2016).

Eureka College Board of Trustees: "The Making of a Superior Higher Ed Brand" (2016).

Forbes' CMO Network Webinar: "The Transformative CMO" (2016).

UVA Foundation Presentation: "Brand Development" (2016).

Marketing Live 2016: "CMO Challenges, Opportunities, and Predictions for 2016" (2016).

Converge Conference 2015: "Helping Higher Ed CMOs Educate Key Stakeholders, Track Results, and Share Accomplishments throughout the University System" (2015).

IBM CMO Huddle: San Diego, California (2015).

IBM CrowdChat: "Changing the Learning Culture: The 70:20:10 Rule" (2015).

Forbes CMO Network Webcast: "Data-Driven and Digitally Savvy" (2014).

CMO Salon: AMA Symposium for the Marketing of Higher Education, "The Role of the Higher Education CMO: Challenges and Opportunities" (2014).

Allegis Partners (2013)

Marketing Forum, USA, "The Chief Marketing Officer: Scapegoat or Hero?" (2013).

CMO Exchange Conference, "Evolution of a Chief Marketing Officer: The Past, Present, and Future" (2013).

CMO Club, "Methods for Dealing with Big Data" (2012).

Indiana University MBA Alumni Event, "The ROI of Social Media" (2011).

TEACHING

Darden School of Business, University of Virginia

Marketing Leadership (Executive MBA elective, 2022)

Positioning Your Business and Professional Brand for Success (Executive MBA intensive elective, 2022 & 2023)

Brand Strategy (MBA elective, 2017-present)
Marketing (MBA core, 2014-present)
Marketing II (EMBA core, 2021)
Marketing Simulation (MBA core, 2014-present)
Managing Consumer Brands (MBA elective, 2016-2017)
Darden Before Darden (MBA Fall Orientation, 2015)

Executive Education, Darden School of Business, University of Virginia

Secretary of Defense Corporate Fellows Program (2016-Present)
The Executive Program: Strategic Leadership from the Top (2018-Present)
International Foodservice Distribution Association (2022)
Capital One (2019)
PAD School of Management: Executive Master Format (2019)
PAD School of Management: Part-Time Masters Format (2019)
HWZ (2017, 2019)

Global Business Experience Course, Darden School of Business, University of Virginia

China (2018, 2019, 2020)

TEACHING MATERIALS

- 1 Miche Mix: Designing a CMO Role (with Patrick Fasano) UVA-M-1029 and UVA-M-1029TN
- 2 Mickey Mouse Takes a Stand: Does Sociopolitical Activism Change the Disney Story? (with Alex Goodman, Mark McNeilly, and Adam Goodman) UVA-M-1031 and UVA-M-1031TN
- 3 Brand Purpose Technical Note (with Mark Pohl MBA'21, Liam Nolan UVA'24, and Sarah Young UVA'23) UVA-M-1016
- 4 Coke Puts Its Brand Between a Rock and a Hard Place: Aligning Activism with Brand Purpose (with David Wooten, Associate Dean, Ross School of Business, University of Michigan, and Liam Nolan UVA '24) UVA-M-1019 and UVA-M-1019TN
- 5 Pause and Refresh: Rethinking Coca-Cola's Response to the Georgia Voting Reform Law (with Steve Soltis, Former Group Director, Leadership and Employee Communication, The Coca-Cola Company) UVA-M-1020 and UVA-M-1020TN
- 6 Employer Branding: What it is and Why it Matters Technical Note (with Sarah Young UVA '23) UVA-M-1003
- 7 Branding the Master Brander (A): Positioning Procter & Gamble's Employer Brand (with Kyle Wyper MBA '20) UVA-M-1004 and UVA-M-1004TN

- 8 Branding the Master Brander (B): Implementing Procter & Gamble's Employer Brand UVA-M-1005 and UVA-M-1005TN
- 9 Conjoint Analysis: Estimating Consumer Preference (with Ryan Ferrera MBA '20, Winfred Hills MBA '20, Lalin Anik, Luca Cian, Tami Kim, and Thomas Steenburgh) UVA-M-1002
- 10 Buick at a Crossroads: Building Brand Momentum (with Graham D. Wells and Gerry Yemen) UVA-M-0907 and UVA-M-0907TN
- 11 Developing a Marketing Technology Blueprint (with Scott Vaughan) UVA-M-0906
- 12 Developing a Superior Positioning Concept for a Product, Service, Idea, or Experience Technical Note UVA-M-0919
- 13 Brand Measurement Methods Technical Note UVA-M-0920
- 14 Developing a Superior Brand Essence Statement Technical Note UVA-M-0892
- 15 Developing a Superior Creative Brief Technical Note UVA-M-0891
- 16 Developing a Superior Strategic Marketing Plan Technical Note UVA-M-0890
- 17 Country Market Collection: A Case of Channel Conflict (with Randle Raggio) UVA-M-0942
- 18 A Note on Market Definition, Segmentation, and Targeting: Three (of Four) Steps in Developing M-Market Strategy (with Marian Chapman Moore) UVA-M-0895
- 19 Build your Brand with Social Media: How to Get Started Using Twitter Technical Note UVA-M-0913
- 20 Positioning Carly Fiorina in 2016: The Citizen Leader (with Gerry Yemen) UVA-M-0896
- 21 A Strategic Marketing Plan to Successfully Deliver your Professional Brand UVA-M-0894
- 22 David's Bridal: Customer Relationship Management in the Digital Age (with Sylvie Thompson and Paul Farris) UVA-M-0899 and UVA-M-0899TN
- 23 Exercise: Creating a Model of Consumer Behavior (with Jude Hammerle) UVA-M-0893
- 24 Your Professional Brand: Creating a Brand Essence Statement for your Career (with Marian Chapman Moore) UVA-M-0887
- 25 Your Professional Brand: Creating a Brand Essence Statement for your Internship (with Marian Chapman Moore) UVA-M-0881
- 26 David's Bridal: A Proposal for a New Generation (with Sylvie Thompson and Paul Farris)
- 27 Brand Positioning in Sports (with Adrian Viesca Trevino)

AMA Foundation Advisory Board (2022-Present)
Editorial Review Board: *Journal of Marketing*
Editorial Review Board: *Journal of the Academy of Marketing Science*
Editorial Review Board: *International Journal of Marketing Research*
Journal of Management (Ad Hoc)
Journal of Public Policy and Marketing (Ad Hoc)
Journal of Business Review (Ad Hoc)
MSI's Alden G. Clayton Competition
American Marketing Association Educators' Conferences
Academy of Management Conferences

SELECT INDUSTRY EXPERIENCE AND HONORS

Chief Marketing Officer – David's Bridal, Inc., Philadelphia, PA

Chief Marketing Officer – Beazer Homes, Inc., Atlanta, GA

Corporate Officer (Marketing Strategy) – PetSmart, Inc., Phoenix, Arizona

General Manager, Breakfast Division – Aurora Foods, Inc., St. Louis, Missouri

The Procter and Gamble Company, U.S. and Eastern Europe

- Global Strategy (Global Fabric Care/Global Personal Care), Cincinnati, Ohio
- International Marketing (Laundry, Dish), Czech Republic/Slovakia
- Brand Manager (Era, Oxydol), Cincinnati, Ohio
- Advertising Agency (Leo Burnett Company), Chicago, Illinois
- Sales (Costco), Cincinnati, Ohio, and Seattle, Washington
- Assistant Brand Manager (Tide)
- Brand Assistant (Tide)
- Summer Intern (Dash)

BOARDS

AMA Foundation Advisory Board (2022-Present). Chicago, Illinois.

Transparent Media Advisory Board (2018-2020). Chicago, Illinois.

SSA & Company, a G100 Company, CPG/Retailing Advisory Board (2018-2020). New York, New York

Harte Hanks Marketing Advisory Board (2016-2018). San Antonio, Texas

Board of Visitors (2008-2010). University of Arizona Marketing Board. Tucson, Arizona

PetSmart Chair in Retailing at the University of Arizona (2004). Led negotiations on behalf of PetSmart

Board of Trustees (1999-2001). Eureka College. Eureka, Illinois

Board Member (2000-2001). Development Workshop, a \$6 million organization dedicated to providing opportunities for disadvantaged people

Pro Bono Print Ad Development (2000). Rape Crisis Center

Pro Bono Strategic Positioning Consulting (1999). Regional Broadcasting Station

EXPERT WITNESS ENGAGEMENTS

Expert Opinion: Barington Capital Group LP (2016)

Expert Witness: Virginia Case #CL14-1739, Donna Reighard, Inc. v Ferguson Enterprises, Inc. (2016)

INDUSTRY AWARDS

Hot 100 Internet Websites – David’s Bridal

Platinum Hermes Creative Award (Catalog Design) – David’s Bridal

Silver Davey Award (Catalog Design) – David’s Bridal

Gold Award for Best Custom Publishing (MAGS award), *Smart Living* – Beazer Homes

Bronze MAGS Award for the redesign of *Someday Starts Today* to *Smart Living* – Beazer Homes

Top Summit Award from HBA for best website design – Beazer Homes

MAME Award (Major Achievement in Marketing Excellence – Radio) – Beazer Homes

NAHB Silver Award for Ad campaign (top 5 commercial in industry based on business/creative results) – Beazer Homes

Gold Award (GAMMA Awards) for custom publication, *Someday Starts Today* – Beazer Homes

RAC Gold Award (new TV campaign) – PetSmart

Winner, Ad Age’s Top 10 Ad for 2005 – PetSmart

DMA Tempo Award for excellence in creative and marketing (new pet parent guide) – PetSmart

Effie for Business Building Advertising – Era Laundry Detergent

P&G Goldstein award for the best global advertising campaign – Tide Laundry Detergent

University of Arizona MBA Alumni Achievement Award (2001)

Eureka College Young Alum Award (1998)

PROFESSIONAL AFFILIATIONS

American Marketing Association

Academy of Management

Procter and Gamble Alumni Association

The CMO Club

The CMO Council