

KIMBERLY A. WHITLER

University of Virginia
Darden School of Business
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EDUCATION

Ph.D. Indiana University, Kelley School of Business (2014)
M.S. Indiana University, Kelley School of Business
M.B.A. University of Arizona, Eller College of Business and Public Administration
B.A. Business Administration and Psychology, Eureka College, Valedictorian
Veteran, United States Air Force Academy, Honorable Medical Discharge

ACADEMIC EMPLOYMENT

University of Virginia, Darden School of Business (2014-current)
Frank Sands Sr. Chair in Business Administration (2020-current)
Associate Professor Marketing (2020—current)
Assistant Professor Marketing (2014—2020)
Indiana University, Kelley School of Business: Associate Instructor (2009-2014)

RESEARCH INTERESTS

My research is focused on providing an upper echelons perspective on strengthening firm-level marketing capability. Specifically, I seek to help 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

- 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 (given annually to the best paper published in the *Journal of the Academy of Marketing Science*)
 - Over 49,000 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 *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*.
- Featured in Chinese publications: *Finance Sina*, *36KR*, *Comtec*, *XueerXing*, among others.
- Highlighted in Marginal Revolution, a top economics blog.

10 Whitley, 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).
- 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.

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.

- 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 Whitler, Kimberly A. and Deb Henretta (2018), "Why the Influence of Women on Boards Still Lags," *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. Whitler (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. Whitler (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.

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).

- 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.

MANAGERIAL THOUGHT LEADERSHIP AND IMPACT

***Forbes* Senior Contributor**

3,517,450 Total Views of *Forbes* Articles: Promoted to senior contributor based on impact (2018)

Additional Managerial Thought Leadership

- 1 Korst, Jeremy, and Kimberly A. Whitler (2020), "Why the Best Developers Keep Customers Front-in-Mind," *Harvard Business Review* (online).
- 2 Whitler, Kimberly A. and Ram Janakiraman (2018), "How One CMO Revamped her Role," *Harvard Business Review* (online).
- 3 Whitler, Kimberly A. (2018), "The Rise of the Specialist CMO," *Economic Times*.
- 4 Whitler, Kimberly A. (2018), "Retail in 2018: Turning Challenges into Opportunities," *Harte Hanks*.
- 5 Whitler, Kimberly A. (2018), "Why Focusing on Marketing Spend is a Mistake," *Harte Hanks*.
- 6 Whitler, Kimberly A. and Deb Henretta (2017) "A Key Disconnect: Women Directors and Key Committee Assignments," *Directors & Boards*, July, 58.

- 7 Whitler, Kimberly A. and DHR (2016), "Survey Reveals the Companies that Develop the Best C-Level Marketing Leaders," *Forbes*.
- 8 Whitler, Kimberly A. and CMO.com (2015), "2015 CMO Impact Study: Executive Summary," *CMO.com*.
- 9 Whitler, Kimberly A. and The CMO Council (2014), "The CMO Compensation Study," *CMO Council*.
- 10 Whitler, Kimberly A. and CMO.com (2014), "CMO Impact Study: 9 Key Learnings," *CMO.com*.
- 11 Krause, Ryan, Kimberly A. Whitler, and Matthew Semadeni (2013), "When do Shareholders Care about CEO Pay?" *The Conference Board Directors' Notes*, No. DN-V2N16, 1-7.
- 12 Morphis, Gene, and Kimberly A. Whitler (2013), "CMOs, Build a Relationship with your CFOs," *Harvard Business Review (online)*.
- 13 Whitler, Kimberly A. (2012), "How CMOs can Work with CIOs to Gain Customer Insight," *Harvard Business Review (online)*.

44 additional articles published in the following outlets: *The Washington Post*, *CEO Briefing Newsletter*, *Chief Executive*, *CMO.com*, *IBM's A Smarter Planet*, *Chief Marketer*, *Ad Age*, *CMO Council*, *The Marketing Journal*, *Ideas to Action*, *PeerSphere* (CMO Council), among others.

HONORS, AWARDS, AND MEDIA COVERAGE

RESEARCH HONORS AND AWARDS

2019 Sheth Foundation Best Paper Award (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, 2020

MSI/Paul H. Root Award Finalist (annual award given to the paper that makes a significant contribution to marketing practice)

American Marketing Association and Marketing Science Institute, 2019

S. Tamer Cavusgil Award Finalist (annual award given to the paper that has made the most significant contribution to the advancement and practice of international marketing management)

American Marketing Association, 2019

Wells Fargo Award for Outstanding Research Publication (aimed at practicing manager)

Darden School of Business, 2019

Brierley Institute for Customer Engagement Award: Research Proposal (\$4,550)

Brierley Institute, Southern Methodist University, 2019

Robert D. Buzzell MSI Best Paper Award (award given to the best MSI paper that has made the "most significant contribution to marketing practice and thought" over a two-year period)

Marketing Science Institute, 2017

Best Paper Award

Marketing Strategy Track, American Marketing Association, 2014

Best Discussant Runner-Up Award

Haring Symposium Fellow, 2013

TEACHING HONORS AND AWARDS

The Mead Honored Faculty Award Recipient 2020-2021

Wells Fargo Award Finalist for Outstanding Case Series or Course

Darden School of Business, 2020

Frederick S. Morton Faculty Leadership Award, Darden School of Business 2019

Given annually to a graduating MBA student in recognition of exceptional leadership and the student-nominated faculty member who best fostered the student's leadership ability by stimulating her/him to act upon ideas for evolution and improvement.

Outstanding Faculty Award Nominee, Darden School of Business (Selected by Students)

2016, 2017, 2018, 2019, 2020

Darden Graduate Women in Business' Mentor Award Nominee (Selected by Students) 2017

Darden Faculty Diversity Award Recipient (Selected by Students)

Given annually to the faculty member who promotes diversity and inclusion, 2016

Darden Faculty Diversity Award Nominee (Selected by Students)

2016, 2019

Dean's Recognition for Top 10% in Student Evaluations of Teaching

2015-2016 (Core), 2016-2017 (Core), 2017-2018 (Elective), 2018-2019 (Core), 2019-2020 (Elective)

"Favorite Professors of Top MBAs"

Poets & Quants, 2017 and 2020

MBA Advisory Committee Representative

Chosen by students as one of two faculty reps (2017-present)

MANAGERIAL HONORS AND AWARDS

Ranked as Top Influencer of Chief Marketing Officers

National Retail Federation's Top Influencers Nominee, 2019

15 of the Most Interesting CMOs on Twitter, 2018

Top 50 Marketing Writers, 2018

Top 10 Influencer of CMOs, 2015, 2016, 2017, 2018

Top 10 Influencer of Tech B2B CMOs, 2016 (stopped calculating in 2016)

#58 MarTech Top Influencer, 2017

Top 20 Marketing Professors who Tweet (stopped calculating in 2017)

2015, 2016, 2017

Top Read Managerial Articles

#13 Most Popular *Forbes* Article on Leadership Channel, 2016

100 Best Articles for Smart Content Marketers, 2015

#9 Most Influential Analytics, Big Data and Personalization Articles, 2015

Top 50 (#8 in Big Data) Mid-Year Pharma Articles, 2015

DOCTORAL STUDENT HONORS AND AWARDS

AMA-Sheth Foundation Doctoral Consortium Fellow, 2013

Ralph D. Day Marketing Dissertation Award (Kelley Business School)

Outstanding Doctoral Student (Kelley Business School)

Outstanding Associate Instructor Nominee (Kelley Business School)

Indiana University GPSO Research Award

William Panschar Teaching Award for Associate Instruction (Indiana University)

Indiana University Fellowship, 2011-2014

Recognized by Dean for being in the top 25% of all business school instructors, 2010

Randall L. Tobias Center for Leadership Excellence Fellowship Recipient (\$15,000)

Randall L. Tobias Center for Leadership Excellence Fellowship Recipient (\$2,500)

MEDIA INTERVIEWS AND COVERAGE

Over 2,100 media interviews and mentions (North America, Europe, Asia, Australia, Africa, and South America) including: *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, POTUS (Sirius/XM), USA Today, Harvard Law School Forum on Corporate Governance and Financial Regulation, Knowledge@Wharton, Standard Examiner, USA Today, 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, 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 (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

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.

Presented at 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

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

The Coca-Cola Company (2019)

Gartner (2018-2019)

Neisser CMO Podcast: "Why CMO Troubles Start With the CEO," (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

Constructing Superior Brand Positions (MBA elective, 2018-present)

Marketing (MBA core, 2014-present)

Marketing Simulation (MBA core, 2014-present)

Managing Consumer Brands (MBA elective, 2016-2018)

Darden Before Darden (MBA Fall Orientation, 2015)

Executive Education, Darden School of Business, University of Virginia

The Executive Program: Strategic Leadership from the Top (2018, 2019)

Secretary of Defense Corporate Fellows Program (2016, 2017, 2018, 2019, 2020)

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 Employer Branding: What it is and Why it Matters,” (with Sarah Young UVA ’23) UVA-M-1003
- 2 Branding the Master Brander (A): Positioning Procter & Gamble’s Employer Brand (with Kyle Wyper MBA ’20) UVA-M-1004 and UVA-M-1004TN
- 3 Branding the Master Brander (B): Implementing Procter & Gamble’s Employer Brand UVA-M-1005 and UVA-M-1005TN
- 4 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
- 5 Buick at a Crossroads: Building Brand Momentum (with Graham D. Wells and Gerry Yemen) UVA-M-0907 and UVA-M-0907TN
- 6 Developing a Marketing Technology Blueprint (with Scott Vaughan) UVA-M-0906
- 7 Developing a Superior Positioning Concept for a Product, Service, Idea, or Experience Technical Note UVA-M-0919
- 8 Brand Measurement Methods Technical Note UVA-M-0920
- 9 Developing a Superior Brand Essence Statement Technical Note UVA-M-0892

- 10 Developing a Superior Creative Brief Technical Note UVA-M-0891
- 11 Developing a Superior Strategic Marketing Plan Technical Note UVA-M-0890
- 12 Country Market Collection: A Case of Channel Conflict (with Randle Raggio) UVA-M-0942
- 13 A Note on Market Definition, Segmentation, and Targeting: Three (of Four) Steps in Developing M-Market Strategy (with Marian Chapman Moore) UVA-M-0895
- 14 Build your Brand with Social Media: How to Get Started Using Twitter Technical Note UVA-M-0913
- 15 Positioning Carly Fiorina in 2016: The Citizen Leader (with Gerry Yemen) UVA-M-0896
- 16 A Strategic Marketing Plan to Successfully Deliver your Professional Brand UVA-M-0894
- 17 David's Bridal: Customer Relationship Management in the Digital Age (with Sylvie Thompson and Paul Farris) UVA-M-0899 and UVA-M-0899TN
- 18 Exercise: Creating a Model of Consumer Behavior (with Jude Hammerle) UVA-M-0893
- 19 Your Professional Brand: Creating a Brand Essence Statement for your Career (with Marian Chapman Moore) UVA-M-0887
- 20 Your Professional Brand: Creating a Brand Essence Statement for your Internship (with Marian Chapman Moore) UVA-M-0881
- 21 David's Bridal: A Proposal for a New Generation (with Sylvie Thompson and Paul Farris)
- 22 Brand Positioning in Sports (with Adrian Viesca Trevino)

SERVICE

JOURNAL AND CONFERENCE REVIEW ACTIVITY

Editorial Review Board: *Journal of the Academy of Marketing Science*
Journal of Marketing (Ad Hoc)
 MSI's Alden G. Clayton Competition
Journal of Public Policy and Marketing (Ad Hoc)
 American Marketing Association Educators' Conferences
 Academy of Management Conferences

SERVICE TO DARDEN

Committee Service:

Executive Education Policy Committee (fall 2019-present)
 Research, Course Development, and Doctoral Policy Committee (Research Committee) (2018-2019)
 Faculty representative on the UVA Communications Cabinet, a 12-person pan-university leadership organization, at the invitation of UVA's CMO (2015-2018)
 MBA Advisory Committee Representative: Chosen by students as one of two faculty reps (2017-2019)

Faculty Advisor: Serve as the Faculty Advisor to The Marketing Club (2015-present)

Independent Studies: Served as advisor on seven independent study projects

Collaborate with Darden students and recruiting partners: 13 *Forbes* articles

Invited Presentations, Panelist, and Student Sessions:

GMO/GMM "Pitch Yourself" Practice Session (2020)

Preparing for GMO/GMM Interviews (2019)

Retail Club Presentation (2019)

Asia Week Presentation (2019)

Mock Interviews – The Marketing Club (2014-2020)

GWIB Darden Days Event (2015, 2016, 2018)

Mastering the Marketing Interview – The Marketing Club (2015-2016)

Unsolved Business Mysteries Series (2015)

McIntire Futures in Fashion Association Presentation (2016)

Women in Business Admissions Event (2016)

Faculty Panel Member for Admitted Prospects (Darden Days – 2016/2017/Feb 2018/Apr 2018)

Admissions Day Moderator for Student Panel (2015, 2018)

Career Development Center / Academy Week Presentations: Choosing your First GM / Marketing Job Carefully (2015, 2016, 2017, 2018), Branding yourself at Darden (2015, 2017)

Connections and Introductions:

- Brought Chief Digital Officer (P&G) and McKinsey Advisor to speak to UVA undergrad/MBA/EMBA
- Brought CMO Facebook to speak to UVA undergrad, Darden MBA and EMBA students
- Brought Spencer Stuart's Global Consumer Practice Leader to speak to UVA undergrad/MBA/EMBA
- Connected CEO of Transparent Media with student interested in PE
- Connected three C-level individuals with Advancement and Corporate Relations
- Brought executive from Facebook and author of *SuperConsumers* to speak to the Marketing Club
- Connected Corporate EVP from Tencent with Darden to speak during China GBE
- Connected head of U.S. Sales for Merck Vaccines to CDC
- Connected CMO of 6 Sense with CDC and Marketing Club
- Connected CMO of Gerber with Marketing Club
- Connected President of Nuvo Group with CDC to recruit marketing candidates
- Connected Head of Recruiting at McAdam with CDC to recruit finance candidates
- Introduced executive from Twitter to Tech and Marketing Club which led to Skype session
- Brought CMO of Juniper Networks to grounds to meet with Tech and Marketing Clubs; connected with corporate relations which led to two Juniper Networks' data scientists participating in the Darden Innovators' Roundtable
- Brought Executive Coach to grounds to present to students on how to manage their careers successfully – led to her connecting the President of AMEX with a student in a mentoring capacity and helping three others set up similar mentoring relationships
- Introduced student to President of JNJ Medical Devices, leading to interview opportunity
- Brought CMO of Dairy Queen to grounds; served as a speaker for the Marketing Club Conference
- Connected MBA student to Co-Founder of C2B Solutions for counsel on starting a healthcare firm
- Connected MBA Student to CMO of Chick-Fil-A, resulting in internship offer and acceptance
- Connected MBA Student to Founder of Syntasa, resulting in internship offer
- Referred MBA Student to CHRO and Chief Digital Officer of large CPG firm, resulting in full-time offer

Judge for Student Events: IDEA (2015/16), Brand Challenge Competition (2014, 2015, 2016), Marketing Case Competition (2014, 2015, 2016, 2018)

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 AND PRO BONO ENGAGEMENTS

SSA & Company, a G100 Company, CPG/Retailing Advisory Board (2018-). 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
American Management Association
Procter and Gamble Alumni Association
The CMO Club
The CMO Council