

DONNA L. HOFFMAN

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Education

Ph.D., L.L. Thurstone Psychometric Laboratory, University of North Carolina, Chapel Hill, NC, 1984. (Quantitative Psychology with Formal Minor in Marketing from Graduate School of Business Administration.)

M.A., L.L. Thurstone Psychometric Laboratory, University of North Carolina, Chapel Hill, NC, 1980. (Quantitative Psychology.)

A.B., University of California, Davis, California, 1978. (Psychology.)

Academic Appointments

University of Southern California, Fall 2010
Visiting Scholar, Marshall School of Business

University of California, Riverside, July 1, 2006-present
Albert O. Steffey Chair of Marketing (7/1/2011-present)
Co-Director, UCR Sloan Center for Internet Retailing
Cooperating Faculty, Department of Psychology (January 2007-present)
Chancellor's Chair (7/1/2006-6/30/2011)
Department Chair, Management and Marketing (7/1/2006-6/30/2011)

Vanderbilt University
Professor of Marketing, 2000-2006.
Co-Director, Vanderbilt University Sloan Center for Internet Retailing, 2003-2006
Co-Founder & Co-Director, *eLab* Research Laboratory, 1994-2006.
Director, Electronic Commerce Concentration 1999-2006.
Marketing Area Head, 2002-2003, 2005-2006
Associate Professor of Marketing, 1993-2000.
Founder & Director, Electronic Commerce Emphasis at Owen, 1995-1999. (Emphasis converted to formal concentration in 1999).

Stanford University
Visiting Scholar, Center for Electronic Business and Commerce (Summer 2000)
Visiting Scholar, Department of Marketing (Summer 1997)

University of Texas (Dallas)
Associate Professor, 1991-1993.

UCLA
Visiting Associate Professor, Anderson Graduate School of Management (Summer 1989)

Columbia University
Associate Professor, Graduate School of Business, 1987-1990.
Assistant Professor, 1984-1987.
Associate in Business, 1983-1984.

Special Appointments

President's Information Technology Advisory Committee (PITAC), Socio-Economic and Workforce Panel, 1998.

Academic Honors and Awards

- 2011 National Science Foundation Grant # IIS-1114828, "Motivations, Expectations and Goal Pursuit in Social Media," PI (\$413,756 for two years)
- 2011 Robert B. Clarke Outstanding Educator of the Year Award (Direct Marketing Educational Foundation)
- 2011 Marketing Science Institute "Challenges of Communications and Branding in a Digital Era" research proposal competition winner (\$8,750)
- 2011 Robert D. Buzzell MSI Best Paper Award Honorable Mention for "The 'Right' Consumers for the Best Concepts: Identifying and Using Emergent Consumers in Developing New Products" (Hoffman, Kopalle and Novak)
- 2009 Thomson Reuters' Essential Science Indicators cited Professors Donna Hoffman and Tom Novak's *Journal of Interactive Marketing* (2009) article as a "Fast Breaking Paper" (one of the most cited in the past two years) in the entire field of Economics and Business, November 2009.
- 2009 Google/WPP Marketing Research Award (First Round Inaugural Year), "Are Brand Attitudes Contagious?," \$55,000, with Tom Novak
- 2008 Marketing Science Institute Research Grant Award, The "Right" Consumers for the Best Concepts: A Methodology for Identifying Emergent Consumers for New Product Development, \$6,750, with Tom Novak and Praveen Kopalle.
- 2008 National Science Foundation, Global Environment for Network Innovations (GENI) End-User Opt-In Initiative
- 2007 Alfred P. Sloan Foundation Research Networking Workshop Grant Award (\$15,000)
- 2007 National Retail Federation Ray M. Greenly Shop.org Scholarship (\$2500) to the UCR Sloan Center for Internet Retailing – awarded to Hector Rosales, UCR undergraduate

- 2005 Sheth Foundation/Journal of Marketing Award for long-term contributions to marketing for the article "Marketing in Hypermedia Computer-Mediated Environments: Conceptual Foundations, published in the *Journal of Marketing* (1996).
- 2005 Stellner Distinguished Scholar for 2005-2006, University of Illinois at Urbana-Champaign.
- 2004 Member of marketing department ranked #2 in research impact per faculty member (based on median citation rates) among the top 46 business schools in the United States.
- 2003 ISI Essential Science Indicators cited Professors Donna Hoffman and Tom Novak's *Marketing Science* (2000) article as "Emerging Research Front" in the entire field of Economics and Business, December 2003.
- 2003 ISI Essential Science Indicators cited Professors Donna Hoffman and Tom Novak for the highest percentage increase in total citations in the entire field of Economics and Business, July 2003.
- 2003 AACSB International Effective Practice: eLab
- 2002 University of North Carolina Distinguished Graduate Alumni
http://gradschool.unc.edu/centennial/distinguished_graduate.html
- 1999 With Professor Tom Novak, voted as one of the top two Internet scientists by over 600 U.S. and European scientists and marketing managers in a survey conducted by the ProfNet Institute for Internet Marketing in Dortmund, Germany.
- 1999 EDSF Excellence in Education Award for Innovation in Higher Education (sponsored by Xerox).
- 1997 EFF (Electronic Frontier Foundation) Honorary Fellow.
- 1996 TLA/SIRS Freedom of Information Award.
- 1991 William O'Dell Award for "Correspondence Analysis: The Graphical Representation of Categorical Data in Marketing Research," *Journal of Marketing Research*, 1986.
- 1991 American Marketing Association Second Annual Advanced Research Techniques Forum Best Paper Award and Best Presentation Award for "Asymmetric Residual Maps for Market Structure Analysis."

RESEARCH

Research Interests

- Optimal online consumer experience as a function of consumer mindsets, thinking styles and chronic dispositions using both experimental and generalized linear latent and mixed models approaches
- Impact of the social web on consumer well-being; consumer welfare implications of Internet indispensability
- Marketing on the social web and marketing strategies for a post-social media world

Research Impact

3,231 citations in ISI Web of Knowledge, 8 articles with 100+ citations (as of October 2011)

10,118 citations in Google Scholar/Publish or Perish, 16 articles with 100+ citations (as of October 2011)

Top 20 most highly cited articles (as of October 2011):

| | ISI Citations | Google Scholar Citations |
|--|---------------|--------------------------|
| Marketing in Computer-Mediated Environments <i>JM</i> 1996 | 843 | 2,838 |
| Online Customer Experience <i>Marketing Science</i> 2000 | 453 | 1,261 |
| Building Consumer Trust Online <i>CACM</i> 1999 | 407 | 1,295 |
| Commercial Scenarios for the Web <i>JCMC</i> 1995 | 168 | 738 |
| Bridging the Racial Divide on the Internet <i>Science</i> 1998 | 133 | 517 |
| Internet Use in the US <i>CACM</i> 1996 | 119 | 237 |
| Correspondence Analysis <i>JMR</i> 1986 | 106 | 279 |
| New Paradigm for Electronic Commerce <i>Inform Soc</i> 1997 | 101 | 450 |
| Online Flow Activities <i>JCP</i> 2003 | 81 | 239 |
| Overall Index of Product Quality <i>JCR</i> 1992 | 62 | 13 |
| How to Acquire Web Customers <i>HBR</i> 2000 | 59 | 229 |
| Evolution of the Digital Divide <i>JCMC</i> 2000 | 55 | 154 |
| Modeling the Clickstream <i>Marketing Science</i> 2003 | 53 | 217 |
| Has the Internet Become Indispensable? <i>CACM</i> 2004 | 47 | 169 |
| Unfolding Models for Binary Data <i>APM</i> 1986 | 47 | 53 |
| New Metrics for New Media <i>W3 Journal</i> 1997 | 47 | 163 |
| MDS Spaces from Binary Data <i>JMR</i> 1987 | 45 | 56 |
| Information Privacy and Web Anonymity <i>Inform Soc</i> 1999 | 44 | 156 |
| Net-Enabled Organizations <i>ISR</i> 2002 | 44 | 106 |
| Intellectual Structure of Consumer Research <i>JCR</i> 1993 | 35 | 79 |

The 1996 *Journal of Marketing* article on marketing in computer-mediated environments is the most widely cited *Journal of Marketing* article from 1995-2007 and the #1 most cited paper in the entire marketing discipline between 1990-2002 (Stremersch, Verniers and Verhoef 2007).

The 2000 *Marketing Science* article on online customer experience is one of the “all time most highly cited articles” and the top article in terms of “all time citations per year” in *Marketing Science* (Shugan 2008), as well as the 14th most cited paper in the entire marketing discipline between 1990-2002 (Stremersch, Verniers and Verhoef 2007).

Journal Publications

1. Hoffman, D.L. and M. Fodor (2010), "Can You Measure the ROI of Your Social Media Marketing?" *Sloan Management Review*, 52(1), Fall, 41-49.
2. Hoffman, D., Kopalle, P., Novak, T. (2010) The "Right" Consumers for Better Concepts: Identifying Consumers High in Emergent Nature to Develop New Product Concepts," *Journal of Marketing Research*, 47 (October).

Honorable Mention: 2011 Robert D. Buzzell MSI Best Paper Award for significant contribution to marketing practice and thought.

3. Hoffman, D.L. (2009), "Managing Beyond Web 2.0," *McKinsey Quarterly*, July.
4. Hoffman, D.L., Novak, T.P. (2009), "Flow Online: Lessons Learned and Future Prospects," *Journal of Interactive Marketing*, 23(1), February, Anniversary Issue, 23-34.
5. Novak, T.P., Hoffman, D.L. (2009), "The Fit of Thinking Style and Situation: New Measures of Situation-Specific Experiential and Rational Cognition," *Journal of Consumer Research*, 36(1), December, 56-72.
6. Neslin, S., Novak, T., Baker, K., Hoffman, D. (2009), "An Optimal Contact Model for Maximizing Online Panel Response Rates," *Management Science*, 55(5), May, 727-737.
7. Hoffman, Donna L., Thomas P. Novak, and Alladi Venkatesh (2004), "Has the Internet Become Indispensable?" *Communications of the ACM*, 47(7), July, 37-42.
8. Hoffman, Donna and Thomas P. Novak (2004), "A Conceptual Framework for Considering Web-Based Business Models and Potential Revenue Streams" *International Journal of Marketing Education*, 1(1).
9. Chatterjee, P., D.L. Hoffman and T.P. Novak (2003), "Modeling the Clickstream: Implications for Web-Based Advertising Efforts," *Marketing Science*, 22(4), 520-541.
10. Hoffman, Donna L., Thomas P. Novak and Ann Schlosser (2003), "Consumer Attitudes Toward Software Filters and Online Content Ratings: A Policy Analysis," *Journal of Public Policy and Marketing*, 22(1), 41-57.
11. Novak, Thomas P., Donna L. Hoffman, and Adam Duhachek (2003) "The Influence of Goal-Directed and Experiential Activities on Online Flow Activities," *Journal of Consumer Psychology*, 13(1&2), 3-16. **Lead article.**

12. Straub, Detmar, Donna L. Hoffman, Bruce Weber and Charles Steinfield (2002), "Toward New Metrics for Net-Enhanced Organizations," *Information Systems Research*, 13(3), September. (Editorial)
13. Straub, Detmar, Donna L. Hoffman, Bruce Weber, and Charles Steinfield (2002), "Measuring e-Commerce in Net-Enabled Organizations," *Information Systems Research*. 13 (2), June. (Editorial)
14. Hoffman, D. L. (2000), "The Revolution Will Not Be Televised," Editorial, *Marketing Science*, Winter, 19(1), 1-3. (Editorial)
15. Hoffman, D.L. and T.P. Novak (2000), "How to Acquire Customers on the Web," May/June, *Harvard Business Review*, 179-188.
16. Hoffman, D.L., T.P. Novak and A. Schlosser (2000), "The Evolution of the Digital Divide: How Gaps in Internet Access May Impact Electronic Commerce," *Journal of Computer-Mediated Communication*, 5(3), <http://www.ascusc.org/jcmc/vol5/issue3/hoffman.html>.

Reprinted in: Hoffman, D.L., T.P. Novak and A. Schlosser (2003), "The Evolution of the Digital Divide: How Gaps in Internet Access May Impact Electronic Commerce," *New Directions in Research on E-Commerce*, Charles Steinfield, Editor, 245-292, Purdue University Press.
17. Novak, T.P., D.L. Hoffman, and Y.F. Yung (2000), "Measuring the Customer Experience in Online Environments: A Structural Modeling Approach," *Marketing Science*, Winter, 19(1), 22-44.
18. Hoffman, D.L., T.P. Novak, and M.A. Peralta (1999) "Building Consumer Trust Online," April, *Communications of the ACM*, Volume 42, Number 4, April, 80-85.
19. Hoffman, D.L, T.P. Novak, and M.A. Peralta (1999), "Information Privacy in the Marketplace: Implications for the Commercial Uses of Anonymity on the Web," *The Information Society*, Volume 15, Number 2, April-June, 129-140.
20. Hoffman, D.L. and T.P. Novak (1998), "Division on the Internet?" *Science*, 281 (August 14), 919d (response to letters regarding "Bridging the Racial Divide on the Internet").
21. Hoffman, D.L. and T.P. Novak (1998), "Bridging the Racial Divide on the Internet," *Science*, Volume 280, 390-391, April 17.

22. Novak, T.P. and D.L. Hoffman (1997), "New Metrics for New Media: Toward the Development of Web Measurement Standards," *World Wide Web Journal*, Winter, 2(1), 213-246.

Russian translation reprinted as a chapter in *Research on the Internet, Humanitarian and Social Aspects*, A. Voiskounsky, ed.

23. Hoffman, D.L. and T.P. Novak (1997), "A New Marketing Paradigm for Electronic Commerce," *The Information Society*, Special Issue on Electronic Commerce, 13 (Jan-Mar.), 43-54.

German translation reprinted in *THEXIS*, special issue on "Online Marketing," (1997), Jan., 39-43.

24. Hoffman, D.L., W.D. Kalsbeek and T.P. Novak (1996), "Internet and Web Use in the United States: Baselines for Commercial Development," Special Section on "Internet in the Home," *Communications of the ACM*, 39 (December), 36-46.

25. Hoffman, D.L. and T.P. Novak (1996), "Perspectives: The Future of Interactive Marketing," *Harvard Business Review*, 74 (November-December), 161.

26. Hoffman, D.L. and T.P. Novak (1996), "Marketing in Hypermedia Computer-Mediated Environments: Conceptual Foundations," *Journal of Marketing*, 60 (July), 50-68.

Winner of the 2005 AMA Sheth Foundation/Journal of Marketing Award for long-term contributions to the marketing discipline.

Reprinted in: *Marketing Communication Classics*, (2000), Maureen FitzGerald and David Arnott, eds. London: Business Press, pp. 261-290.

27. Hoffman, D.L., T.P. Novak, and P. Chatterjee. (1995), "Commercial Scenarios for the Web: Opportunities and Challenges," *Journal of Computer-Mediated Communication*, Special Issue on Electronic Commerce, 1(3). Lead article.

Reprinted in: *Electronic Commerce: Profiting from Business On-line*, (1996) Layna Fischer, ed., Lighthouse Point FL: Future Strategies Inc., Book Division, pp. 107-136.

Reprinted in: *Readings in Electronic Commerce* (1996), Ravi Kalakota and Andrew Whinston, eds., Reading, MA: Addison-Wesley, pp. 29-53.

Reprinted in: *Web Marketing Insider* (1996).
[www.ideacentral.com/wmi/hoffman1.html]

28. Hoffman, D.L. & Holbrook, M.J. (1993) The Intellectual Structure of Consumer Research: A Bibliometric Study of Author Co-Citations in the First 15 Years of *JCR*. *Journal of Consumer Research*, 19(4), March, 505-517.
29. Hoffman, D.L. & de Leeuw, J. (1992) Interpreting Multiple Correspondence Analysis as an MDS Method. *Marketing Letters*, 3(3).
30. Kopalle, P. & Hoffman, D.L. (1992) Generalizing the Sensitivity Conditions in an Overall Index of Product Quality. *Journal of Consumer Research*, 18 (4), March, 530-535.
31. Hoffman, D.L. & Batra, R. (1991) Viewer Response to Programs: Dimensionality and Concurrent Behavior. *Journal of Advertising Research*, (August-September), 31(4), 46-56.
32. Novak, T.P & Hoffman, D.L. (1990). Residual scaling: An alternative to correspondence analysis for the graphical representation of residuals from log-linear models. *Multivariate Behavioral Research*, 25(July), 351-370.
33. Hoffman, D.L. & Novak, T.P. (1988). A short SAS macro for performing the basic equations of correspondence analysis. *TRAC*, 7(3), *Computer Corner*, 93-94.
34. DeSarbo, W. & Hoffman, D.L. (1987). Constructing MDS Joint Spaces From Binary Choice Data: A New Multidimensional Unfolding Model for Marketing Research. *Journal of Marketing Research*, 24 (February), 40-54.
35. Hoffman, D.L. & Franke, G. (1986). Correspondence Analysis: The Graphical Representation of Categorical Data in Marketing Research. *Journal of Marketing Research*, 23 (August), 213-227. Reprinted in *Multidimensional Scaling: Concepts and Applications*, P. Green, F. Carmone and S. Smith (Eds.), Allyn and Bacon, Inc. (1993)

Winner of the 1991 William O'Dell Award for long-run contributions to marketing.

36. DeSarbo, W. & Hoffman, D.L. (1986). Simple and Weighted Multidimensional Unfolding Threshold Models for the Spatial Representation of Binary Choice Data. *Applied Psychological Measurement*, 10(3), 247-264.
37. Hoffman, D.L. (1985). An argument for qualitative ratings. *Television Quarterly*, 21(4), 39-44.

Working Papers or Work under Review

1. Hoffman, D.L. and T.P. Novak. "Why People Use Social Media: How Online Social Identity and Motivations Influence the Experience of Being Connected," in preparation for submission. Target: *Journal of Marketing Research*.
2. White, T., T. P, Novak and D. L. Hoffman "No Strings Attached: When Giving It Away Versus Making Them Pay Leads to Negative Net Benefit Perceptions in Consumer-Retailer Exchanges," in preparation for submission. Target: *Journal of Retailing*.
3. Hoffman, D.L. and T.P. Novak, "Are Brand Attitudes Contagious?: Consumer Response to Organic Search Trends," in preparation for submission. Target: *Journal of Marketing Research*.
4. Hoffman, D.L., T. P. Novak, R. Stein. *Determinants of Online Social Identity*," in preparation for submission. Target: *Psychological Science*
5. Hoffman, D.L. and T.P. Novak. The Four Cs Framework for Evaluating Social Media. In preparation for submission. Target: *Journal of Computer-Mediated Communication*.
6. Hoffman, D.L. and T. P. Novak. A Scale of Internet Indispensability," data analysis in progress. Target: *Journal of Consumer Research*.
7. Hoffman, D.L. and T.P. Novak and K. Diehl. "The Cognitive Costs of Online Search," data analysis in progress. Target: *Journal of Consumer Psychology*.
8. Novak, T.P. and D.L. Hoffman, "Motivations to use Virtual Worlds," data analysis in progress.
9. Braun, M., C. Lee, G. Urban, J. Hauser and D. Hoffman, "Cognitive Styles and Purchase Intent," data analysis in progress.
10. Hoffman, D.L. and T.P. Novak, "Motivations, Expectations and Goal Pursuit in Social Media," funded by the National Science Foundation Grant # IIS-1114828, data collection in progress.
11. Hoffman, D.L., Novak, T.P. and A. Schlosser, "Need for person and machine interactivity: Antecedents of customer experience," conceptual development in progress.
12. Hoffman, D.L. "Mentalistic vs. Mechanistic Thinking: Scales to Capture New Dimensions of Mindset," conceptual development in progress.

Edited Books

Hoffman, D.L. And T.P. Novak, Eds. (2005), *Beyond The Basics: Research-Based Rules For Internet Retailing Advantage*. Elab Press, Vanderbilt University.

Refereed Chapters In Books

1. Hoffman, D. L., T.P. Novak And R. Stein (Forthcoming), "The Digital Consumer," chapter to appear In *The Routledge Companion To Digital Consumption*, Eds., Russell Belk and Rosa Llamas, Routledge, Taylor And Francis Group.
2. Hoffman, D.L. And T.P. Novak (Forthcoming), "Social Media Strategy," chapter to appear In *Handbook On Marketing Strategy*, Eds., Venkatesh Shankar and Gregory S. Carpenter, Edward Elgar Publishing, Ltd.
3. Hoffman, D.L. (2012), "Internet Indispensability, Online Social Capital, and Consumer Well-Being," Chapter to appear in *Transformative Consumer Research for Personal and Collective Well Being* in the section "Technological Fronts," eds., David Glen Mick, Simone Pettigrew, Cornelia Pechmann, and Julie L. Ozanne, New York: Routledge.
4. Hoffman, D.L. and T.P. Novak (2003), 'A Detailed Analysis of the Conceptual, Logical and Methodological Flaws in the Article: "Marketing Pornography on the Information Superhighway," in *Cyberspace Crime*, D.S. Wall, ed., Ashgate Publishing Limited.
5. Hoffman, D.L. and T.P. Novak (2000), "The Growing Digital Divide: Implications for an Open Research Agenda," in "Understanding the Digital Economy: Data, Tools and Research," B. Kahin and E. Brynjolffson, eds. Cambridge: MIT Press. (editorial review)
6. Novak, T.P. and D.L. Hoffman (2000) "Advertising and Pricing Models for the Web," in *Internet Publishing and Beyond: The Economics of Digital Information and Intellectual Property*, Brian Kahin and Hal Varian, eds. Cambridge: MIT Press. (editorial review)
7. Novak, T.P., D.L. Hoffman, and A. Venkatesh (1998), "Diversity On The Internet: The Relationship Of Race To Access And Usage," In *Investing in Diversity: Advancing Opportunities for Minorities and the Media*, Amy Garmer, Ed. Washington, D.C., The Aspen Institute.
8. Hoffman, D.L. & Steenkamp, J.B. (1994). "Marketing and Quality," chapter 31 (Noel Capon, ed. Marketing Section). In *AMA Management Handbook, Third Edition*, Rod Willis (Ed.) American Marketing Association.

9. Steenkamp, J.B.E.M. & Hoffman, D. (1994). "Price and Advertising as Market Signals for Service Quality." In *Service Quality: New Directions in Theory and Practice*, Roland T. Rust and Richard L. Oliver (Eds.), Sage Publications.
10. Hoffman, D.L., de Leeuw, J. , & Arjunji, R.V. (1994). "Multiple Correspondence Analysis," In *Advanced Methods of Marketing Research*, Richard P. Bagozzi (Ed.), Blackwell.
11. Hoffman, D.L. & Perreault, W.D., Jr. (1987). The Multidimensional Analysis of Consumer Preference and Perception Data. In *Multidimensional Scaling: History, Theory, and Applications*, F.W. Young and R. M. Hamer (Eds.), Lawrence Erlbaum Associates, Inc.
12. Young, F.W., Null, C., Sarle, W., & Hoffman, D.L. (1982). Interactively Ordering the Similarities Among a Large Set of Stimuli. In *Proximity and Preference: Problems in the Multidimensional Analysis of Large Data Sets*, R.D. Golledge and S.N. Rayner (Eds.), University of Minnesota Press.

Letters, Comments and Reviews

- Hoffman, D.L. (forthcoming), "CB As I See It," feature to appear in *Consumer Behavior: Buying, Having, and Being* by Michael Solomon. Tenth Edition, Prentice Hall.
- Hoffman, D.L. and Novak. T.P (in press), "Marketing Communication in a Digital Era," *Marketing Management*, American Marketing Association.
- Hoffman, D.L. and T.P. Novak (2010), "Retweet: A Digital Meditation on the Power of Twitter." Video Essay.
- Hoffman, D.L., Novak, T.P. and M. Peralta (1999), "Con Game?" *Information Impact Magazine*, April.
- Hoffman, D.L. & Novak, T.P. (1998), "TrustBuilders vs. Trustbusters," *The Industry Standard*, May 11.
- Hoffman, D.L. & Novak, T.P. (1997), "Pushing Passive Eyeballs," *Wired*, 5.3, March.
- Hoffman, D.L. (1996), "Cyberspace to Congress: The Net is Mainstream and It Votes!" *MicroTimes*, 148, March 4.
- Hoffman, D.L. & Novak, T.P. (1995), "Panning for Business Models in a Digital Gold Rush," *HotWired*, Intelligent Agent Section, April 22.

Hoffman, D.L. & Novak, T.P. (1994), "The Challenges of Electronic Commerce," *HotWired* (Intelligent Agent Section), December 29.

Hoffman, D.L. & Novak, T.P. (1994), "Wanted: Net.census," *Wired*, 2.11, November.

Hoffman, D.L. & Novak, T.P. (1994), "How Big is the Internet," *HotWired*, Aug. 18.

Hoffman, D.L. & Novak, T.P. (1994), "Commercializing the Information Super Highway: Are We In for a Smooth Ride?" *The Owen Manager*, 15(2), 2-7.

Hoffman, D.L. (1991). Review of Four Correspondence Analysis Programs for the IBM PC. *American Statistician*, 45 (4), November, 305-311.

Hoffman, D.L. (1987). Review of *Multivariate Descriptive Statistical Analysis: Correspondence Analysis and Related Techniques for Large Data Matrices* (1984) by Lebart, L., Morineau, A. & Warwick, K. *Psychometrika*, 52(2), 308-309.

Proceeding Publications (Refereed)

Hoffman, D.L. and T.P. Novak (2010), "Retweet: A Digital Meditation On The Power Of Twitter", in *Advances in Consumer Research Volume 38*, eds. Darren Dahl and Gita V. Johar and Stijn van Osselaer, Duluth, MN : Association for Consumer Research, Pages: .

Hoffman, D.L. (2010), "Navigating The Networked Rivers Of The Social Web: Emerging Themes For Consumer Behavior Research On Web 2.X", in *Advances in Consumer Research Volume 37*, eds. Margaret C. Campbell and Jeff Inman and Rik Pieters, Duluth, MN : Association for Consumer Research, Pages

Donna Hoffman, Praveen Kopalle, Thomas Novak (2009), "The "Right" Consumers For The Best Concepts: A Methodology For Identifying Emergent Consumers For New Product Development", in *Advances in Consumer Research Volume 36*, eds. Ann L. McGill and Sharon Shavitt, Duluth, MN : Association for Consumer Research, Pages: 571-572.

Thomas P. Novak, Donna L. Hoffman (2007), "New Measures Of Task-Specific Experiential And Rational Cognition", in *Advances in Consumer Research Volume 34*, eds. Gavan Fitzsimons and Vicki Morwitz, Duluth, MN : Association for Consumer Research, Pages: 657-660.

Hoffman, D.L. & Young, F.W. (1982). Quantitative Analysis of Qualitative Data: Applications in Food Preference Research. Food Research and Data Analysis Symposium Proceedings, Oslo, Norway, September.

Hoffman, D.L. & van der Heijden, P.G.M. (1994). Asymmetric Residual Maps for Market Structure Analysis. Proceedings of the Second Annual AMA Advanced Research Techniques Forum, Beaver Creek, Colorado, June 1991.

Unpublished Working Papers

Hoffman, D.L. (1984). Program impact: The key measure of audience response. Columbia Business School Center for Telecommunications and Information Studies Research Working Paper.

Hoffman, D.L. & Franke, G. (1985). Correspondence analysis: Graphical representation of categorical data in marketing research (contains technical appendix). Columbia Business School Research Working Paper.

Novak, T.P. & Hoffman, D.L. (1987). Residual scaling using the singular value decomposition: Graphical representation of log-linear models. Columbia Business School Research Working Paper, No. 87-1.

Hanssens, D.M. & Hoffman, D.L. (1989). Diagnostic Maps for Product Line Monitoring. The Avis Rent a Car System, Inc. Working Paper Series in Marketing Research Working Paper No. 89-AV-10.

Hoffman, D.L. & de Leeuw, J. (1990). Geometrical Aspects of Multiple Correspondence Analysis: Implications for the Coordinate Scaling Debate. UCLA Statistics Series, No. 49.

Hoffman, D.L. & van der Heijden, P.G.M. (1990) Asymmetric Residual Maps for Market Structure Analysis. Columbia Business School Research Working Paper.

Kopalle, P. & Hoffman, D.L. (1990) Generalizing the Sensitivity Conditions in an Overall Index of Product Quality. Columbia Business School Research Working Paper.

Hoffman, D.L. & de Leeuw, J. (1993) "A New Two-Stage Procedure for Analyzing a Brand Switching Matrix: One Approach to the Analysis of a Contingency Table," in *Analyzing Brand Switching Matrices*, Richard Colombo (Ed.). MSI Working Paper Series.

Hoffman, D.L. and T.P. Novak (1995), "A Detailed Critique of the *TIME* Article: "On a Screen Near You: Cyberporn (DeWitt, 7/3/95)," July 1.

Hoffman, D.L. and T.P. Novak (1995), 'A Detailed Analysis of the Conceptual, Logical and Methodological Flaws in the Article: "Marketing Pornography on the Information Superhighway," July 2.

Reprinted in International Library of Criminology, Criminal Justice and Penology, General Editors, David Nelken and Gerald Mars. Volume on *Cyberspace Crime*, edited by D.S. Wall (in press). Ashgate Publishing Limited.

Hoffman, D.L. and T.P. Novak (1995), "The CommerceNet/Nielsen Internet Demographics Survey: Is It Representative?" December 12.

Hoffman, D.L., W.D Kalsbeek, and T.P. Novak (1996), "Internet Use in the United States: 1995 Baseline Estimates and Preliminary Market Segments, April 12.

Research Conference Presentations

1. D. L. Hoffman (2011), "MSI 50th Anniversary Special Session in Support of Consumer Behavior Research," Association for Consumer Research North American Conference, St. Louis, MO, October 13-16, 2011.
2. D.L. Hoffman and T.P. Novak (2011), "Beyond Facebook: Emerging Trends for a Post-Social Media World," MSI Conference on Marketing in the Digital Age," October 5, Berkeley.
3. D.L. Hoffman and T.P. Novak (2011), "Why People Use Social Media," INFORMS Marketing Science Conference 2011, Rice University, June 9-11.
4. D. L. Hoffman and T.P. Novak (2010), "Retweet: A Digital Meditation on The Power of Twitter," original film, Association for Consumer Research North American Conference, Jacksonville, FL, October 7-10.
5. D.L. Hoffman and T.P. Novak (2010), "Roles and Goals: Consumer Motivations to Use the Social Web," INFORMS Marketing Science Conference 2010, Cologne, Germany, June 16-19.
6. D.L. Hoffman and T.P. Novak (2010), "Are Brand Attitudes Contagious? Consumer Response to Organic Search Trends," INFORMS Marketing Science Conference 2010, Cologne, Germany, June 16-19.

7. D.L. Hoffman, T.P. Novak and J. Silva-Risso (2010), "Validating Brand Tracking Data Against Organic Brand Search Trends," INFORMS Marketing Science Conference 2010, Cologne, Germany, June 16-19.
8. Hoffman, D.L. (2010), "Social Metrics for Social Media," Internet Metrics Session, MSI Pre-Conference Workshop on Marketing Spending, March 1.
9. Hoffman, D.L. (2010), "Session One: Allocating Across the Media Mix," panelist, MSI Conference on Effective Marketing Spending, UCLA, March 2-3.
10. D.L. Hoffman and T.P. Novak (2009), "Are Brand Attitudes Contagious? Consumer Response to Organic Search Trends," Google and WPP Marketing Research Awards Conference 09, New York City, November 3.
11. Hoffman, D.L. (2009), "Navigating the Networked Rivers of the Social Web: Emerging Themes for Consumer Behavior Research on Web 2.X," ACR Roundtable, Association for Consumer Research Annual Conference, Pittsburgh, PA, October 22-25.
12. Hoffman, D.L. (2009), "The "Right" Consumers for the Best Concepts: Identifying and Using Emergent Consumers in Developing Innovations," MSI Customer Insights for Innovation Conference, University of Miami School of Business, Coral Gables, FL, June 18-19.
13. Hoffman, D.L. (2009), "Decomposing Morris: A Curious Correspondence Analysis," "Morrisfest" Symposium, Graduate School of Business, Columbia University, May 8, (Invited)
14. Hoffman, D.L. P. Kopalle, and T.P. Novak (2008), "The "Right" Consumers for the Best Concepts: A Methodology for Identifying Emergent Consumers for New Product Development," ACR North American Conference, Hyatt Regency Hotel, San Francisco, CA, October 23-26. (presenter)
15. Hoffman, D.L. (2008), "Generating Customer Insights from the "Social Web:" Are Marketers Ready to Give Up Control?," Direct Marketers Educational Foundation (DMEF) Direct/Interactive Marketing Research Summit, Las Vegas Hilton, Las Vegas, NV, October 11-12. (Invited)
16. Hoffman, D.L. (2008), "Generating Customer Insights from the 'Social Web': Are You Ready to Give Up Control?," MSI Board of Trustees Meeting and Conference on New Insights on Customer Behavior, Langham Hotel, Boston, MA, April 10-11.

17. Hoffman, D.L., P. Kopalle, and T.P. Novak (2008), "The 'Right' Consumers for Concept Development: Development and Validation of a Scale to Measure Emergent Nature," UC/USC Marketing Colloquium, University of California, Irvine, April 4. (presenter)
18. Hoffman, D.L. (2008), "The Evolution of Customer Experience: 10 Trends You Can't Afford to Miss," (presentation and panel moderator) MSI/Sloan Conference on Leveraging Online Media and Online Marketing, UCR Palm Desert Campus and Hotel Miramonte Resort, February 6-8.
19. Hoffman, D.L. (2008), "User Generated Content," MSI/Sloan Conference on Leveraging Online Media and Online Marketing, UCR Palm Desert Campus and Hotel Miramonte Resort, February 6-8.
20. Hoffman, D.L. (2007), "Cognitive Augmentation: Can the Internet Make You Smarter and More Creative?" Sloan Center for Internet Retailing Networking Workshop, Riverside, CA, May 3-4.
21. Hoffman, D.L. and Novak, T.P. (2006), "Subject Recruitment and Panel Management: Experience and Observations Based on our Work Creating eLab and eLab 2.0," ACR Roundtable on Doing Better Web-Based Research, ACR North American Conference, Orlando, FL, September 28-October 1. (presenter)
22. Hoffman, D.L. (2006), "Perspectives on Marketing in the Electronic Marketplace: Challenges and New Directions for Research and Instruction," Technology and Innovation SIG Special Session, AMA Summer Marketing Educator's Conference, Sheraton Chicago Hotel and Towers, Chicago, IL, August 4-7, 2006.
23. Hoffman, D.L. (2005), "A Decade of Empirical Research Regarding the Internet," ACR Doctoral Symposium, San Antonio, TX, September 29."
24. Novak, T.P and D.L. Hoffman (2005), "The Impact of Consumer Thinking Style on Performance: Measure of Task-Specific Experiential and Rational Cognition," Marketing Science Conference, Emory University, Atlanta, GA, June 17.
25. White, T., D.L. Hoffman, and T.P. Novak (2005), "Forgotten Favors: Biased Account Keeping in Information-Driven Consumer-Seller Relationships," Society for Consumer Psychology Winter Conference, St. Petersburg, Florida, Feb 24-28.
26. Hoffman, D. L., P. Kopalle, and T. P. Novak (2004), "Identifying and Using Emergent Consumers in Developing Radical Innovations," ACR North American Conference, Portland, October 7-10.

27. Hoffman, D.L. "A Brief Overview of eLab Research," Inaugural Partner Conference, Vanderbilt University Sloan Center for Internet Retailing, November 7, 2003.
28. Hoffman, D.L., T.P. Novak and F. Wan (2003), "The Impact of Online Product Review Characteristics on Consumer Preferences," ACR North American Conference, Toronto, October 9-12.
29. Hoffman, D.L., T.P. Novak and F. Wan (2003), "The Impact of Online Product Review Characteristics on Consumer Preferences," UCLA CIBER/CMIE Conference, Managing in the Global Information Economy, Anderson Graduate School of Management, UCLA, September 12-13, 2003.
30. Hoffman, D.L., Novak, T.P. and Kumar, P. (2002), "How Processing Modes Influence Consumers' Cognitive Representations of Product Perceptions Formed From Similarity Judgments," Association for Consumer Research, Atlanta, October 16-20.
31. Hoffman, D.L. (2001), "Consequences of the Web for Customers and Firms: Developing A Research Agenda for Internet Marketing," Presentation at the CMIE Conference: Research Directions in the Management of the Information Economy, Anderson Graduate School of Management, UCLA, February 9.
32. Hoffman, D.L., Novak, and Schlosser (2001), "Consumer Control in Online Environments," Society for Consumer Psychology Winter Conference, Scottsdale, Arizona, February 15-17.
33. Hoffman, D.L. (2000), "An Integrative Framework for Internet Commerce," Marketing Science Institute Board of Trustees Meeting, "Marketing Knowledge in the Age of E-Commerce," Loews Coronado Bay Resort, San Diego, CA, November 2.
34. Hoffman, D.L. Novak, T.P. and Schlosser, A. (2000), "Consumer Control in Online Environments," Association for Consumer Research, October 19-22.
35. Novak, T.P., Hoffman, D.L., and Yung, Y.F. (1999), "Modeling the Structure of the Flow Experience Among Web Users: A Structural Modeling Approach," Paper presented at the Association for Consumer Research Conference, September 30 – October 3, Columbus, Ohio.
36. Hoffman, D.L. (1999), "The State of the Field: Internet Marketing" panel moderated at the 1999 American Marketing Association Summer Educator's Conference, San Francisco, CA, August 7-10.

37. Hoffman, D.L. and T.P. Novak (1997), "New Metrics for New Media: Toward the Development of Web Measurement Standards," paper presented at the Special Session: Marketing on the Internet, 1997 INFORMS Marketing Science Conference, Berkeley, CA. March 21-24.
38. Hoffman, D.L. and T.P. Novak (1997), "Web Server Log File Analysis: Scanner Data for the New Millennium," paper presented at the Special Session: Web Server Log File Analysis, 1997 INFORMS Marketing Science Conference, Berkeley, CA. March 21-24.
39. Hoffman, D.L. (1996), "Communication Models and Media Measurement in Computer-Mediated Environments: Research Issues and Challenges" INFORMS Spring Conference on Information Systems and Technology, Panel on Web and IS Research, May 7.
40. Hoffman, D.L. (1996), "Commerce in Cyberspace: What Role for Marketing Scientists?" Panel Discussion presented at the 1996 INFORMS Marketing Science Conference, Gainesville, March 7-10.
41. Chatterjee, P., D.L. Hoffman, and T.P. Novak (1996), "Modeling Consumer Response on the World Wide Web: Implications for Advertising," paper presented at the 1996 INFORMS Marketing Science Conference, The University of Florida, Gainesville, March 7-10.
42. Hoffman, D.L. and Novak, T.P. (1995), "Measuring the Internet," Sixth Conference on Organization Computing, Coordination and Collaboration International Conference on Electronic Commerce, University of Texas at Austin IC2 Institute, October 29-31, 1995.
43. Novak, T.P. and D.L. Hoffman (1995), "Consumer Behavior in Computer-Mediated Environments: Conceptual Foundations," poster presented at the Association for Consumer Research Conference, Minneapolis, MN, October 19-21.
44. Novak, T.P. and D.L. Hoffman (1995), "Marketing in Hypermedia Computer-Mediated Environments: Propositions," paper presented at the 1NFORMS Spring 1995 National Meeting, Los Angeles, April 24-26.
45. Hoffman, D.L. (1994), "Implications of Commercializing the Internet for Marketing Theory and Practice" The Marketing Information Revolution. AMA Summer Marketing Educators' Conference, San Francisco, August 6-9; and the AMA/Vanderbilt Frontiers in Services Conference, October.

46. Hoffman, D.L. and de Leeuw, J. (1993). Benefit Segmentation and Structuring in Service Business Markets. Paper presented at the TIMS Marketing Science Conference, Washington University, March 11-14.
47. Hoffman, D.L. and Lilien, G. (1992). Assessing the Direction and Magnitude of Perceptual Bias in Relative Influence Judgments. Paper presented at the ORSA/TIMS Joint National Meeting, San Francisco, CA, November 2-4.
48. Hoffman, D.L. (1992). Measuring Customer Perceptions of Service Quality. Invited paper presented at the AMA/Vanderbilt Services Marketing Conference.
49. Hoffman, D.L. and de Leeuw, J. (1992). A Two-Stage Procedure for Analyzing Automobile Switching: The Car Challenge. Invited paper presented at the TIMS Marketing Science Conference, London Business School, July 12-15.
50. Hoffman, D.L. and de Leeuw, J. (1992). Using Optimal Scaling to Improve Model Estimates from LISREL. Paper presented at the TIMS Marketing Science Conference, London Business School, July 12-15.
51. Hoffman, D.L. and de Leeuw, J. (1991). Linearizing Nonlinear Association with Optimal Scaling: Reducing Bias and Improving Stability in Multivariate Linear Models. Paper presented at the ORSA/TIMS Joint National Meeting, Anaheim, CA, November 3-6.
52. Steenkamp, J.-B. and Hoffman, D.L. (1991). Quantifying Brand Equity Maps. Paper presented at the Annual Conference of the Deutsche Gesellschaft für Operations Research, Stuttgart, Germany, September 4-6.
53. Hoffman, D.L. & Steenkamp, J.-B. (1991). A Judgmental Approach to the Measurement of Brand Equity. Paper presented at ORSA/TIMS Marketing Science Conference, University of Delaware and DuPont Company, March 21-23.
54. Hoffman, D.L. & Lilien, G.L. (1990). Relative Influence in Husband-Wife Decision Making: Threats to Validity in the Key Informant Problem. Paper presented at ORSA/TIMS Marketing Science Conference, University of Illinois, March 22-25.
55. Hanssens, D.M. & Hoffman, D.L. (1989). Strategic Maps for Product Portfolio Management. Paper presented at ORSA/TIMS Joint National Meeting, New York, October 16-18.

56. Hanssens, D.M. & Hoffman, D.L. (1989). Monitoring the effectiveness of marketing strategy for a product line. Paper presented at ORSA/TIMS Marketing Science Conference, Duke University, March 17-19.
57. Hoffman, D.L. (1988). A methodology for analyzing asymmetric structure in transition matrices. Paper presented at ORSA/TIMS Joint National Meeting, Denver, October 23-26.
58. Novak, T.P. & Hoffman, D.L. (1987). Graphically representing nested log-linear models through decomposition of deviance residuals. Paper presented at Psychometric Society Annual Meeting, Montreal, June 17-19.
59. Hoffman, D.L. & Novak, T.P. (1986). Analyzing square data tables with residual scaling. Paper presented at ORSA/TIMS Joint National Meeting, Miami, October 27-29.
60. Hoffman, D.L. & DeSarbo, W. (1986). Constructing joint space maps from "pick-any/n" data: An illustration of a new stochastic unfolding model. Paper presented at TIMS XXVII International Meeting, Gold Coast City, Australia, July 21-23.
61. Hoffman, D.L. & DeSarbo, W. (1985). An unfolding choice model for binary data. Paper presented at ORSA/TIMS Joint National Meeting, Atlanta, November 4-6.
62. Hoffman, D.L. & Batra, R. (1985). Contingent effects of program environment on advertising effectiveness. Paper presented at Annual Association for Consumer Research Conference, Las Vegas, October 17-20.
63. DeSarbo, W. & Hoffman, D.L. (1985). Simple and weighted unfolding threshold models for the spatial representation of binary choice data. Paper presented at the ORSA/TIMS Marketing Science Conference, Vanderbilt University, March 6-9.
64. Hoffman, D.L. (1984). A Marketing Application of Correspondence Analysis. Paper presented at ORSA/TIMS Marketing Science Conference, University of Chicago, March 12-14.

Invited University Research Seminars

"Augment Me: Marketing Strategies for a Post-Social Media World" Baker Speaker Series, Wharton School, University of Pennsylvania, September 29, 2011.

"Why People Use Social Media: How Online Social Identity and Motivations Influence the Experience of Being Connected," University of Miami School of Business Department of

Marketing Seminar, October 5, 2010; University of Pittsburgh Katz School of Business Department of Marketing Seminar, July 8, 2011; Wharton School, University of Pennsylvania, September 30, 2011.

"Are Brand Attitudes Contagious: Consumer Response to Organic Search Trends," University of Notre Dame Mendoza College of Business Marketing Department Seminar, December 4, 2009; University of Washington Marketing Foster School of Business Marketing Seminar Series, February 12, 2010; University of Miami School of Business Department of Marketing Seminar, October 5, 2010; University of Southern California Marshall School of Business Marketing Seminar Series, September 17, 2010.

Consumer Thinking Style, Task Congruence, and Performance: New Measures of Task-Specific Experiential and Rational Cognition," Distinguished Speaker Series, College of Management, Georgia Institute of Technology, Atlanta, GA, October 20, 2005; Stellner Scholar Distinguished Guest Lecture presented at the College of Business, University of Illinois, Champaign Illinois, November 18, 2005; Invited Seminar, University of California, Riverside, December 8, 2005.

"Identifying and Using Emergent Consumers in Developing Radical Innovations," Distinguished Speaker Series, College of Management, Georgia Institute of Technology, Atlanta, GA, October 20; Stellner Scholar Distinguished Guest Lecture presented at the College of Business, University of Illinois, Champaign Illinois, November 18; Invited Seminar, University of California, Riverside, December 8; 2005; Sloan Industry Studies Centers' Annual Conference, Georgia Institute of Technology, April 19-21, 2004; Tuck Marketing Seminar Series, Dartmouth University, March 19, 2004.

"The Impact of Online Product Review Characteristics on Consumer Preferences," Graduate School of Management, University of California, Irvine, July 8, 2003.

"Research Directions for E-Commerce," Anderson Graduate School of Management, UCLA, February 2001.

"The Internet is a New Marketing Paradigm" Graduate School of Business, Stanford University, July 12, 2000; Haas School of Business, Berkeley, July 25, 2000 (with T.P. Novak)

"Integrating the Internet into Scholarly Research Paradigms," Marketing Seminar, Stern School of Business, New York University, March 4-5, 1999 (with T.P. Novak)

"Modeling the Structure of the Flow Experience Among Web Users," Information Systems/Marketing Seminar, Stern School of Business, New York University, March 4-5, 1999. (with T.P. Novak)

"Measuring the Flow Experience Among Web Users" Stanford Marketing Camp, July 17-20, 1997. (with T.P. Novak)

"Marketing In Computer-Mediated Environments: Research Issues and Challenges," CRITO, University of California at Irvine, May 3, 1996 (with T.P. Novak)

"Marketing in Hypermedia Computer-Mediated Environments: Implications for Commercialization of the World Wide Web" Interval Research Corporation, October 1994; Stanford University Marketing Seminar, August 3, 1995. (with T.P. Novak)

"Graphical Models of Consumer Perception and Preference" University of North Carolina, November 1992.

"Maximizing Customer Satisfaction Through Market-Driven Quality," University of Texas at Dallas, March 1992; Vanderbilt 1992

"Asymmetric Residual Maps for Market Structure Analysis" Marketing Modeler's Group NY, March 1987; University of Washington, December 1988; Fourth Annual Texas Universities' Marketing Faculty Research Colloquium, Texas A&M University, April 4-5, 1991; Second Annual AMA ART Forum, Beaver Creek, Colorado, June 1991; University of Utah, March 1992; Carnegie Mellon University, April 1992; University of Groningen, May 1992.

"Dyadic Disagreement: An Exploratory Analysis of Household Purchase Influence and Reporting Bias" Pennsylvania State University, November 1990.

"Diagnostic Maps for Product Line Monitoring" UCLA July 1989; Columbia Summer Workshop June 1989; University of Iowa, February 1990; University of Texas at Dallas, February 1990.

"Correspondence Analysis and Related Methods" UCLA (Psychology) April 1987; University of Washington, December 1988

"Residual scaling and the Analysis of Asymmetric Market Structure" Sixth Annual Columbia/Wharton Joint Seminar, January 30, 1987.

Invited Industry and Government Seminars and Conferences

"Are Brand Attitudes Contagious: Consumer Response to Organic Search Trends," Paper presented at the Google/WPP Marketing Research Awards, November 3, 2009.

"What is Web 2.0?" Business Leaders Roundtable, UCR Palm Desert Graduate Center, March 12, 2009.

“Emergent Consumers Can Help Develop Successful Future Ideas,” Discussion Paper presented at the NSF GENI Opt-In Workshop, Charles Hotel, July 20-21, 2008 (Presenter. Co-authored with T.P. Novak)

“Examining How the “Social Web” is Creating New Opportunities – And Possible Threats,” eTail 2008, JW Marriott Desert Springs, Palm Desert, CA, February 11-14, 2008.

“The Evolution of Customer Experience: 10 Trends You Can’t Afford to Miss,” Shop.org Annual Summit, Mandalay Bay Resort, Las Vegas, NV, September 17-19, 2007.

“The Evolution of Customer Experience: 10 Trends You Can’t Afford to Miss,” MarketLive E-Commerce Summit, Fairmont Sonoma Mission Inn, Sonoma, CA, June 18-20, 2007.

“How to “Lock in” Your Customers ... and Lure them Away from Competitors,” Panel Presentation at the 2005 Shop.org Annual Summit, Las Vegas, NV, Sept 12-14, 2005.

“Managing the Customer Chain: From Theory to Practice,” Presentation to the Nashville Technology Council, Tech Roundtable, October 2, 2003.

“Do You Really Understand Your Customers,” Panel Presentation at the 2003 Shop.org Annual Summit, New York City, Sept 24-26, 2003.

“The Consumer Experience: A Research Agenda Going Forward,” FTC Public Workshop 1: Technologies for Protecting Personal Information: The Consumer Experience. Panel: “Understanding How Consumers Interface with Technologies Designed to Protect Consumer Information,” May 14, 2003

“eLab: A Model for Online Consumer Behavior,” Keynote address, American Marketing Association EXPLOR Forum, Chicago, Nov 21-22, 2002.

“Internet Advertising: From CPMs to Results,” United States Securities and Exchange Commission Portals Roundtable: Relationships Between Broker-Dealers and Web Sites, May 23, 2001.

“An Integrated Framework for Internet Commerce,” Presentation at the CMIE Conference Accelerating Change in the Information Economy Anderson Graduate School of Management, UCLA, February 7-8, 2001.

“An Integrated Framework for Internet Commerce,” DaimlerChrysler, Stuttgart, Germany, January 2001.

"Today's Web Consumer," Presentation to the Round Table Group E-Commerce Bootcamp, Gleacher Center, Chicago, June 26, 2000.

"Internet Commerce in Action," Presentation at the Sterling Commerce Secrets of the E-Business Masters E-Business Strategies Conference, May 8-11, 2000.

"The Internet Revolution and Consumer Privacy: Can They Coexist?" Keynote presented at the Skadden, Arps, 2000 Women's Retreat, Four Seasons Resort, Palm Beach, May 19-21, 2000.

"The Evolution of the Digital Divide: Implications for a Research Agenda," Invited presentation at the Digital Divide Seminar, Markle Foundation, February 14, 2000.

"A Model of Stickiness," Invited paper presented at the *Industry Standard* Internet Summit 99, Ritz-Carlton Laguna Niquel, July 18-20, 1999.

"The Digital Divide: Issues for the Diffusion of Electronic Commerce," Invited paper presented at "The Digital Economy: New Research, Data, and Tools," White House Conference sponsored by NSF, the Department of Commerce and the OECD, May 25-26, 1999 (with T.P. Novak)

"Internet Commerce in Action," Mini-Keynote presentation at the Sterling Commerce Worldwide Conference, *EC Strategies*, Chicago, May 13, 1999.

"Issues of Equity, Privacy, and Commercialism," Invited paper and moderated session presented at The Internet and the Family Conference, Annenberg Public Policy Center National Press Club, Washington, DC, May 4, 1999.

"Linking Internet Marketing with Business Practice: The State of the Field," Invited paper presented at the MSI 1998 Fall Board of Trustees Meeting: From Here to '00: Putting Our Priorities to Work, Phoenix AZ, November 5-6, 1998 (with T.P. Novak)

"Are Women Different?: Gender differences in Web Shopping Behaviors and Their Implications for Internet Business Strategy" Special Seminar, Tools for Building Relationships with the Millennium Woman, iVillage.com and Fast Company. September 24, 1998.

"The Internet Opportunity," Keynote address with Tom Novak at the Future Media Research Programme, London Business School, June 4, 1998.

"Internet Commerce: The Ever Changing Landscape," Sterling Commerce Executive Symposium in partnership with FORTUNE Conference Division "Building the Next Generation Enterprise: Reshaping Your Business with Electronic Commerce" Royal York Hotel, Toronto, Canada, May 12-14, 1998.

"The State of the Industry," Opening Keynote at the 1998 CMA Music Industry & New Technologies (MINT) Conference May 13, 1998.

"Integrating the Internet into Your Electronic Commerce Strategies," AHMA, Marcos Island, Florida, January 25-27, 1998.

"Information Privacy in the Marketplace: Implications for the Commercial Uses of Anonymity on the Web," American Association for the Advancement of Science conference, "Anonymous Communications on the Internet: Uses and Abuses," November 21-23, University of California, Irvine, 1997.

"Measuring the Audience: Where Top Researchers Agree and Diverge" Online News Summit, New York Hilton Hotel, New York City, September 11-12, 1997.

"Privacy and Electronic Commerce," EFF/Silicon Valley Industry Briefing with Ira Magaziner on "Global Electronic Commerce and Personal Privacy Protection." August 5, 1997.

"Segmenting the Online Consumer Market: Preliminary Findings," Interval Research Corporation, Palo Alto, CA, July 31, 1997

"Measuring the Flow Experience Among Web Users" Stanford Marketing Camp, July 17-20; Interval Research Corporation, Palo Alto, CA, July 31, 1997

"Integrating the Internet into Your Electronic Commerce Strategy" Sterling Commerce Executive Symposium, Hotel Inter-Continental, Miami May 12-13, 1997.

"New Metrics for New Media: Toward the Development of Web Measurement Standards" Keynote Address, IQPC Performance Measurements for Web Sites, Hotel Nikko, San Francisco, February 24-26, 1997.

"Advertising Pricing Models for New Media," Internet Publishing and Beyond: The Economics of Digital Information and Intellectual Property, Kennedy School of Government, Harvard University, Jan 23 - Jan 25, 1997.

"Getting a Grip on Your Technology Strategy" *Fortune* 500 CEO Forum, November 14-16, 1996.

"Commerce on the Internet: Emerging Models" Future of Interactive Marketing Conference, Harvard Business School, May 22-24, 1996; Intel Corporation, Santa Clara, CA, August 12, 1996; Interdisciplinary Aspects of the Electronic Superhighway Seminar, George Washington University, School of Engineering and Applied Science, October 15, 1996.

"Envisioning the Future of Internet Marketing: Understanding the Consumer and Market Response," MIT Sloan School, September 18-19, 1996.

"Internet Research Methodology Workshop" Microsoft Corporation, September 5, 1996.

"Workshop on Flow Measurement Methodology" Interval Research Corporation, August 1, 1996

"Going With the Flow: Tapping Consumer Experience on the Net" Spotlight Executive Conference Directing the Future of Interactive Media, July 28-30, 1996.

"New Metrics for New Media" Netscape Communications Corporation, July 18, 1996.

"Who Is On the Net?: Implications for Commercial Development," Interval Friday Forum, Interval Research Corporation, Dec. 15 1995; Netscape Communications Corporation, April 18 1996; Stanford Breakfast Briefing Series, July 11, 1996; University of Santa Clara, July 15, 1996.

"Consumer Data and Demographics" Wharton Forum on Electronic Commerce, May 9-10, 1996.

"Leveling the Playing Field: Mass Communication vs. Mass Media," presentation at the Sixth Conference on Computers, Freedom, & Privacy, March 27-30, 1996.

"Commercial Scenarios for the Web: Opportunities and Challenges" Interval Internet Symposium, Interval Research Corporation, February 23 1995; Harvard Business School Colloquium, Multimedia and the Boundaryless World, November 15-17, 1995.

"What Is the Internet and How Can It Help Your Business?" CABLE, Loews Vanderbilt Plaza, October 11, 1995.

"Understanding the Internet Audience "Keynote Address, Net Profits: Doing Business on the Internet, Sheraton Palace, San Francisco, August 1-2, 1995. *[ranked in top 3 of speakers, with Ted Leonsis, President, AOL and Scott Cook, Chairman, Intuit]*

"Business Models that Work on the Net," Net Profits: Doing Business on the Internet, August 1-2, 1995; InterAct '96.

"Measurement Implications of the Internet," Bellcore Measurements Research Symposium, May 18, 1995.

"Correspondence Analysis and Related Methods" 192nd American Chemical Society Meetings, September 1986; First Annual AMA ART Forum, Incline Village, Nevada, June 1992.

"Program Impact: The Key Measure of Audience Response" Beyond Ratings Conference, Columbia University, October 19, 1984.

UC Riverside Research Seminars and Events

"Sloan Center Overview," Sunstar Delegation Visit to AGSM, Alumni Center, April 16, 2008.

"The Evolution of Customer Experience: 10 Trends You Can't Afford to Miss," Back to Class, UC Riverside Homecoming 08, February 23, 2008.

"The Search for Significance: Emergent Nature and Concept Development," MAMA, November 13, 2007.

"How to "Lock in" Your Customers and Lure Them Away From Competitors," CUC Alumni Breakfast, February 28, 2007.

"The Sloan Center for Internet Retailing and eLab 2.0," AMA Student Club Meeting, UC Riverside, November 1, 2006.

"eLab 2.0 Online Research," MAMA, Department of Psychology, October 30, 2006.

Vanderbilt University Events

"Can We Live Without the Internet? Pondering the Implications of Internet Indispensability," VU Commencement Faculty Seminar, May 12, 2005.

"Privacy on the Internet: Key Ethical Issues and Challenges," Cal Turner Program for Moral Leadership in the Professions, Student Discussion Series: Professions and Privacy, Feb 18, 2005.

"E-Commerce at the Owen School," Faculty Presentation at Diversity Weekend, December 1, 2001.

Owen Strategic Planning On-Site Retreat, Owen Corporate Council, November 8, 2001.

"Electronic Commerce at Owen and the Vanderbilt eLab Initiative," Invited presentation to the IBM Industry Solutions Lab, May 24, 2000.

"Electronic Commerce at the Owen School," Presentation to the Owen Graduate School of Management, Alumni Association Board of Directors, April 28, 2000.

"Owen's Electronic Commerce Advantage," Invited paper presented at the First Annual Scholar's Weekend, Owen Graduate School of Management, Vanderbilt University, March 25-

28, 1999.

"Who's Making Money on the Internet? (Hint: It's Not Who You Think!)," Owen 7:29 Breakfast Group, Ingram Industries, March 25, 1998.

"The Revolution Will Not Be Televised" Vanderbilt Alumni Reception, Capital City Club, February 1995; Nashville Forum, Stadium Club, September 7 1995.

TEACHING

Post-Doctoral Supervision

Randy Stein (Psychology, Yale University, Ph.D. 2011).

Terry Daugherty (Communications, Michigan State University, Ph.D. 2001).

First placement: Assistant Professor of Advertising, University of Texas at Austin.

Fang Wan (Communications, University of Minnesota, Ph.D. 2002).

First placement: Assistant Professor of Marketing, University of Manitoba.

Doctoral Dissertation Committees

Jean-François Guertin (Marketing, HEC Montreal, Ph.D. in progress). Member.

Ofer Mintz (Marketing, UC Irvine, Ph.D. in progress). Member. Dissertation topic: "What Drives Managerial Use of Marketing vs. Financial Metrics and Does it Impact Performance?"

Patrali Chatterjee (Marketing, Vanderbilt University, Ph.D.1998. Currently Assistant Professor, Rutgers University). Co-Chair. Dissertation topic: "Modeling Consumer Response in World Wide Web Sites - Implications for Advertising."

Anand Narasimhan (Organizational Theory, Vanderbilt University.1997.) Co-Chair. Currently Assistant Professor, London School of Business). Dissertation topic: "Interpretive Stance in Inchoate Industries"

Scott Eggebeen, Ph.D. Measurement, Evaluation and Statistics 1988 (Columbia).

Richard Columbo, Ph.D. Marketing 1987 (Columbia).

Doctoral Qualifying Committees

Brynn Nodarse, UCR Psychology 2007 orals

Abishek Borah, USC Marshall School of Business, 2011 orals

Courses

MBA Day Program: Marketing Strategy and Planning, Advertising, Digital Commerce Strategy, Strategic Brand Management, New Product Development, Product Management, Internet Marketing Strategy, Managing the Internet Retailing Customer Chain

EMBA Program: Marketing Management (Core), Marketing Planning (Marketing II)

Doctoral Seminars: Marketing in Computer-Mediated Environments, Online Consumer Behavior, Nonlinear Multivariate Analysis of Marketing Data

Executive Teaching

Stanford University Professional Education Executive Programs

Market Strategy for Technology-Based Companies

Faculty, Marketing on the Web I & II, 1996: April 17-19; October 23-25; 1997: April 23-25; October 29-31; 1998: March 18-20.

Columbia Business School Executive Programs, Arden House

Case Discussion Leader, Marketing Management Program 1985-1989

Faculty, Marketing Research Program 1985

Assistant Director, Marketing Management Program 1984-1986

Columbia Business School Executive Programs, Special Programs Division

Faculty, Marketing Management Program, Equitable, Inc., Morristown & Tarrytown, 1988-1989

Faculty, Marketing Management Program, Homequity, Inc., Connecticut, 1985

SERVICE

Editorial Activities

Editor

Special Issue Editor, *Journal of Interactive Marketing*, 2011

Special Issue Editor, *Information Systems Research* (Marketing area), 2000-2001

Special Issue Editor, "Marketing Science and the Internet," *Marketing Science*, 1999-2000

Departmental Editor

Electronic Commerce Research (Marketing Department)

Editorial Boards

International Journal of Electronic Commerce (1995-present)
Journal of Consumer Psychology, -present
Journal of Interactive Marketing, founding member 1996-present
Social Science Research Network, 2002-present (Advisory Board)
Editorial Board International Journal of Marketing Education 2002-present

Past Memberships

Journal of Consumer Research, Journal of Electronic Commerce (Founding Member), Journal of Marketing (off in 2005), Marketing Letters (member of Academic Advisory Board and former member of Editorial Board), Marketing Science (off in 2002), EC World (Founding Member), Managerial Marketing Abstracts, Marketing Research Network

Ad Hoc Reviewing

Academy of Management Review, Management Science, Marketing Science, Communications of the ACM, Journal of Computer-Mediated Communication, Journal of Marketing, Journal of Marketing Research, Psychometrika, International Journal of Research in Marketing, Applied Psychological Measurement

Conference Reviewing

2009 ACR Asia-Pacific Conference (reviewed in 2008)
Society for Consumer Psychology 2008, 2009, 2010, 2011
ACR Annual Conference 1991, 1992, 1999, 2000, 2002, 2003, 2004, 2005, 2008, 2010
AMA Summer Educator's Conference, 1989, 1990, 1991, 1992
AMA Winter Educator's Conference, 1991, 1992, 1993, 1994, 1995

Other Significant Reviewing

Grants

National Science Foundation (various programs)

Research Competitions

John A. Howard American Marketing Association Dissertation Competition, numerous years-present
Marketing Science Institute Alden Clayton Doctoral Dissertation Competition, numerous years, 2006-present

MSI - Journal of Marketing Research competition on "Practitioner-Academic Collaborative Research

SCP Doctoral Dissertation Competition, numerous years, 2006, 2007, 2008

Research Reports

National Research Council Computer Science and Telecommunications Board
ETS Scholastic Achievement Test, Irwin

Conference Organization

Conference Chair

Marketing Science Institute/Sloan Center for Internet Retailing Leveraging Online Media and Online Marketing, UC Riverside Palm Desert Campus and Hotel Miramonte Resort, February 6-8, 2008 (Co-Chair)

Association for Consumer Research Pre-Conference Consumers Online: Ten Years Later, October 25, 2007 (co-chair)

UCR Sloan Center for Internet Retailing Research Networking Workshop, May 3-4, 2007

AGSM Deliberative Dialogue Conference Featuring Duke University Professor Richard Staelin, April 6, 2007

Inaugural Partner Conference, Vanderbilt Sloan Center for Internet Retailing, 2003 (co-chair)

First INFORMS Marketing Science and the Internet Conference, Co-Chair, 1998

Second Annual Columbia Summer Marketing Workshop: Arden Homestead 1989

Sixth Annual Columbia/Wharton Joint Seminar: Columbia University, 1987

Columbia Center for Telecommunications and Information Studies, "Beyond Ratings: New Directions in Audience Measurement Research": Columbia University, 1984

Session/Track Chair

ACR North America (MSI Special Session organizer, with Punam Anand Keller), St. Louis, 2011.

ACR North America (roundtable organizer), Pittsburgh, 2009.

ACR North America Conference (special session organizer), Portland, 2004.

ACR North American Conference (special session organizer); Toronto, 2003.

AMA Summer Educator's Conference (panel organizer); San Francisco, 1999

INFORMS Marketing Science Conference (panel organizer); Berkeley, 1997

INFORMS Marketing Science Conference (panel organizer); Gainesville, 1996

INFORMS Spring National Meeting (session chair); Los Angeles, 1995

TIMS XXX-Sobrapo XXIII Joint International Meeting (track chair): Rio de Janeiro 1991

ORSA/TIMS Marketing Science Conference (session chair): Berkeley 1997; Gainesville 1996;

Tucson 1994; Seattle 1988; Dallas 1986; Nashville 1985

ORSA/TIMS Joint National Meeting (session chair): Denver 1988; Miami 1986; Anaheim 1991
Los Angeles 1995
ACR Annual Conference (special session chair): Las Vegas 1985

External Administrative Service

Chair, External Review Committee, Five year Review, Center for Research on Information
Technology and Organizations (CRITO), University of California, Irvine, 2004

Professional Affiliations and Memberships

Association for Consumer Research, American Marketing Association, INFORMS (member,
Society for Marketing Science), Industry Studies Association (Founding member, 2009-present),
Society for Consumer Psychology

Past memberships: Association for Computing Machinery, Classification Society of North
America, CommerceNet, Psychometric Society

Membership in Professional Organizations

Elected Positions

| | |
|-----------|---|
| 1998-1999 | Past-President, INFORMS Section on Marketing (former name) |
| 1996-1997 | President, INFORMS Section on Marketing |
| 1994-1995 | President-Elect, TIMS College on Marketing |
| 1992-1993 | Secretary-Treasurer, TIMS College on Marketing |
| 1992-1993 | Editor, TIMS College on Marketing Newsletter (published quarterly) |
| 1992-1999 | Council Member, TIMS College on Marketing Advisory Council |
| 1995 | Program Chair, American Statistical Association, Section on Marketing |
| 1994 | Program Chair-Elect, American Statistical Association, Section on Marketing |

Program Committees

ACM Conference on Electronic Commerce EC'08 2008
Association for Consumer Research (ACR) Annual Conference 1992, 1999, 2000, 2002, 2003,
2008
Computers, Freedom, & Privacy Annual Conference 1996, 1997, 1998

Advisory Boards and Committees

Procter & Gamble Digital Advisory Board February 2009-present

Marketing Science Institute, Academic Trustee 2008-present
Web Analytics Association, Advisory Board 2005-present
Marketing Science Institute "Blue Ribbon" Committee, Web Survey Research Project 2004-2006
Inc. Magazine Web Awards 2001
EFF Pioneer Awards Judge 2001, 2002, 2003, 2004, 2005
Prize for Promise (nominator) 2002
Qbiquity, Advisory Board 2001
Internet Policy Institute 2000
eConception, Director 1999-2000
Credible.org, Advisory Board 1999
Standard for Internet Commerce, Founding Member 1999
GII Awards, Final ("Blue Ribbon") Judge, Business Category 1996-1999
AAAS Project (NSF) on Anonymous Communications on the Internet, Advisory Committee 1996-1997
Associate Member, CommerceNet; member, Marketing Working Group 1994-2000

Professional Experience

Summer Visiting Scholar, Interval Research Corporation, 1995-1999
Research Associate, Columbia Business School Institute for Tele-Information, 1984-1985
Social Science Analyst, Research Triangle Institute, Research Triangle Park, North Carolina, 1980-1981

Strategic Consulting

Bellcore, Bell Northern Research/Northern Telecom, Cohen, Klingenstein & Marks Inc., Daimler-Benz, Federal Reserve Board Electronic Payments System Panel, Hewlett-Packard, HotWired, Impact Planning Group, Intel Corporation, Interval Research Corporation, Microsoft Corporation, Nashville Chamber of Commerce, Netscape Communications Corporation, Nielsen Media Research, Ogilvy & Mather, Procter & Gamble, (r)evolution partners, SBC, Starwave, Stratford Associates, Television Audience Assessment, Inc.

Expert Witness

Written Affidavit for the defendant, Fall 2009, Autodesk, Inc. vs. Dassault Systèmes SolidWorks Corporation
Written Affidavit for the plaintiff, Winter 2005, Ameripay, LLC v. Ameripay Payroll Ltd, US District Court for the Northern District of Illinois, Eastern Division.
Written Affidavits for the defendant, Spring 2003, Verizon v. Showalter
Written Affidavit for the defendant (September 26, 2001), PowerAgent v. EDS.

Written Affidavit and Deposition for the defendant (April 20, 2001), Amway Corporation v. P&G, US District Court, Western District of Michigan, Southern Division.

Written Affidavit and Testimony (January 20, 1999) for the plaintiffs in the Federal trial, ACLU v. Reno, challenging the constitutionality of the Child Online Protection Act (COPA). Lead Witness. Written Affidavit for the plaintiff, Orman, et.al. v AOL, Inc. (April 30, 1998).

Written Affidavit and Testimony (March 22, 1996) for the plaintiffs in the joined Federal trials, ACLU v. Reno and ALA v. Reno, challenging the constitutionality of the Communications Decency Act (CDA) portion of the Telecommunications Bill of 1996.

UNIVERSITY AND PRIVATE FOUNDATION GRANTS & CORPORATE GIFTS

Co-Founder and Co-Director, Sloan Center for Internet Retailing (2003-present) and eLab (1994-present.). Professor Tom Novak and I founded eLab/Project 2000 in 1994 to conduct scholarly research in Internet marketing and e-commerce. In March 2003, the Alfred P. Sloan Foundation awarded a grant establishing the Vanderbilt University Sloan Center for Internet Retailing. The Center moved to the University of California, Riverside, in July 2006.

From 1994-2006, we raised over \$3 million in Sloan Center and eLab funding from the sources below:

Corporate Funding (\$932,000 Project 2000/eLab; \$450,000 Sloan Center for Internet Retailing):

CDnow, Daimler-Chrysler, FedEx, the Freedom Forum, Digeo, Financial Services Technology Consortium, First Horizon, Focalink, Gaylord Entertainment, HotWired Ventures LLC, Hewlett-Packard, Ingram Entertainment, Interval Research Corporation, iVillage, J.C. Bradford, Land's End/Sears, NCR Knowledge labs, Neomodal, Netscape, Nielsen Media Research, O'Reilly & Associates, Pitney Bowes, Roche-Diagnostics, Rouse Company, SBC, Shop at Home, Shop.org, Sprint, Sterling Commerce, Sun Microsystems, Vulcan Ventures, VF Corporation, Walmart.com, Yankelovich Partners.

Foundation and Government Grants (\$565,000):

Alfred P. Sloan Foundation, American Association for Advancement of Science, The Aspen Institute, The Freedom Forum First Amendment Center, Marketing Science Institute, John and Mary R. Markle Foundation, National Science Foundation

University Grants (\$1,075,000):

Vanderbilt University Central Administration, Vanderbilt University Research Council, Vanderbilt University Medical Center

The Sloan Center for Internet Retailing moved to UC Riverside in July 2006.

Corporate Gifts

| | |
|--------------------------|----------|
| Newsfutures 04/2007 | In-kind |
| GSI Commerce 12/2007 | \$5,500 |
| Organize.com 12/2007 | \$5,000 |
| Procter & Gamble 09/2008 | \$5,000 |
| Miller Coors 09/2008 | \$10,000 |
| Hershey 09/2009 | \$ 5,000 |

UC RIVERSIDE ACADEMIC SENATE OMNIBUS GRANT

| | |
|------|--------|
| 2011 | \$1400 |
| 2010 | \$630 |
| 2009 | \$1000 |
| 2008 | \$1500 |
| 2007 | \$1607 |

UC Riverside Administrative Service

Department

AGSM Department of Management and Marketing Department Chair, 07/1/2006-6/30/2011
Marketing Area Recruiting Search Committee, Chair, 2006-2007
Management Area Recruiting Search Committee, Ex-Officio Member, 2006-2007
Marketing Area Recruiting Search Committee, Ex-Officio Member, 2007-2008
Management Area Recruiting Search Committee, Ex-Officio Member, 2007-2008
Management Area Recruiting Search Committee, Chair, 2008-2009
Marketing Area Recruiting Search Committee, Ex-Officio, 2008-2009
First Annual AGSM Marketing Camp, May 9, 2008

College

AGSM Strategic Planning Committee, 2008-2009
AGSM Senior Leadership Team, 9/2007-present
AGSM Graduate Committee, 07/2006-06/2007
AGSM BASD Committee, 07/2007-2009

Campus

UCR Strategic Planning Committee, Academic Excellence Subcommittee, 2009-2010
UCR AGSM Dean Search Committee, 2006-2007
UCR Senior Marketing Council, 2006-2008

UCR School of Medicine Dean Search Committee, 2007
UCR School of Communications Task Force Co-Chair, 2008-present

Vanderbilt University Administrative Service

Faculty Senate, 1996-1999, 2004-2006
Technology Literacy Arc Seminar, sponsored by the Center for Teaching and the Associate Provost for Innovation through Technology, 2002
Owen Executive Committee 2004-2006
Dean Search Committee 2004-2005
Faculty Development Committee, 2003-2005
Marketing Recruiting Committee, 1997, 2003-2006
Owen Strategic Planning Committee, 2001-2002
Marketing Area Head, 2002-2003, 2005-2006
Chair, Marketing Recruiting Committee, 1994 (co-chair), 1999, 2001, 2002, 2004, 2005
Coordinator, Marketing Area Ph.D. Program, 1994-2001
Member, Owen Ph.D. Committee, 1993-2003
Chair, Computing/Telecommunications Strategic Planning Committee, 1993-1996
Promotion Committee, Ray Friedman, 2003
Renewal Committee, Neta Moye, 2002
Human Resources/Organizational Studies Search Committee, 1994
Director, Electronic Commerce Program, 2000-2005
Faculty Sponsor, eBusiness and Technology Club, 2000-2005
Director & Founder, Electronic Commerce Emphasis, 1996-2000
Faculty Advisor (Marketing area), Business Projects Group, 1994-2000
EMBA Curriculum Committee 2002-2003
Committee on Instruction, 1997-2000

UT Dallas Administrative Service

School of Management Executive Education Committee, 1991-1992
School of Management Teaching Committee, 1991-1993
University Committee on Faculty Standing and Conduct, 1991-1993

Columbia Business School Administrative Service

Marketing Faculty Recruiting Coordinator, 1988
Marketing Faculty Search Committee, 1988; 1986
Faculty Research Review Committee (Chair, 1989), 1987-1990
Committee on Computer Use (Chair, 1987-1989), 1987-1990

Doctoral Consortia

Faculty, ACR Doctoral Consortium, 2010

Resident Faculty, AMA Doctoral Consortium, New York University, July 29 - August 2, 1987

Selected Media Citations

Digital Planet, BBC. Interviewed about the eLab eXchange Prediction Market, by Gareth Mitchell on May 15, 2008.

New York Times E-Commerce Report, "The Wisdom of Sales Trend Predictions," by Bob Tedeschi, Monday, September 17, 2007.

Business Week "Mover & Shaker" , Top 25 Women on the Web by the San Francisco Webgrlrs, *Microtimes* 100, "Web Warrior" by *Advertising Age*, "Visionary" by *c / net the Computer Network*, "Internet Hero" by *Internet World*, "The Net 50 People Who Matter Most on the Internet" by *Newsweek*.

Media coverage of my research archived at: <http://sloan.ucr.edu/>