

K. Scott Swan, Ph.D.

BOV Representative, Faculty Assembly

David L. Peebles Professor of Business, Chair; Board of Entrepreneurship Center

Curriculum Vitae

William & Mary PO Box 8795
Raymond A. Mason School of Business – 3017 Miller Hall
Williamsburg, VA 23187-8795
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410 Stonehouse Road
Williamsburg, VA 23188

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<https://orcid.org/0000-0002-2945-2196>

Teaching Interests:

Innovation/Design/Creativity Strategy, Global Marketing Strategy, Futuring/Scenario Planning, Entrepreneurship, Culture, Product Development, and Export Management

Research Interests:

Global Product Development and Design, Design Thinking, Product and Process Innovation, Sourcing Strategies, Implications of Culture, Design Orientation, and Entrepreneurship.

Education:

Ph.D. The University of Texas at Austin, Austin, Texas, 1997
M.B.A. The University of South Carolina, Columbia, South Carolina, 1990
B.S. Taylor University, Upland, Indiana, 1986

Employment History:

1996-present The College of William & Mary, Mason School of Business
2012-present Classical Conversations (advisor)
1994-2005 Swan Design & Interiors, Co-Principal
1993-1996 The University of Texas at Austin (5 semesters), Instructor
1995 Spring St. Edwards University, Austin, Texas, Adjunct MBA Instructor
1991-1993 The University of Texas at Austin, Research/Teaching Assistant
1986-1991 Foremost Corporation of America, Inc., Pricing Analyst, Product Manager, District Marketing Manager
before 1986 Flour Daniel Engineering; Swan Design

Honors:

2024-25 **W&M Board of Visitors, Faculty Representative**
2020-25 **David L. Peebles Professor of Business Chair**
2014-25 *The Design Journal*, **Editorial Board**
2012-25 *Journal of Product Innovation Management*, **Editorial Review Board**
(2023 Impact Factor 10.1; SSCI JIF Rank #10 of 302 in Business)
2024 Grant Number: 792591 VA Chamber of Commerce – VA Export Analysis
2023-24 **President, Faculty Assembly**
2023-24 Special Issue Editor, *The Design Journal* “What could innovative product design research be doing in 2053?” (Vol. 26, Issue 5 in December 2024)
2024 Summer Research Grant, Mason School of Business
2022-23 **Vice President, Faculty Assembly**
2023 Summer Research Grant, Mason School of Business
2021-23 **Grant Number:** 785291: The Fiscal Year 2021 Virginia Economic Impacts of Port of Virginia (plus two grant extensions into 2023)
2020-22 **Editor of Special Issue (double issue)** on Design Thinking in *Journal of Product Innovation Management* (2022 publication).
Vol. 38(6) & Vol. 39(1) (with Roberto Verganti and Claudio Dell’Era).
2018-22 **Head of Marketing Area**

Honors (continued):

- 2022 **Top cited article in CIM** published between Jan - Dec 2020
(Citation data from Clarivate Analytics; impact score IS 2021 is 3.28)
- 2022 Summer Research Grant, Mason School of Business
- 2022 Mason School **Dean Search Committee**
- 2021 Selected **best papers** award, IPDMC, Milan, Italy.
- 2021 Summer Research Grant, Mason School of Business
- 2020 Research Grant (SSRL), The College of William & Mary
- 2020 Summer Research Grant, Mason School of Business
- 2017-2022 Eagle Scout Review Board
- 2019 Summer Research Grant, Mason School of Business
- 2019 MC of Homeschool Educators Association of Virginia (HEAV) Conference
- keynote speakers: Mike Farris and Kirk Cameron (800+ audience)
- 2018 Selected **best papers** award, IPDMC, Porto, Portugal.
- 2018 Summer Research Grant, Mason School of Business
- 2017 *Visions* (a JPIM publication). **Best Paper in 2016 Award**
- 2017 Summer Research Grant, Mason School of Business
- 2015-16 **Senior Fulbright Chair**
Hall Distinguished Chair for Entrepreneurship in Central Europe
One of two chairs in business worldwide
At WU Vienna, Austria and The University of Economics in Bratislava, Slovakia
- 2016 Summer Research Grant, Mason School of Business
- 2015 Summer Research Grant, Mason School of Business
- 2011-14 The Design Journal, **Editorial Advisory Board**
- 2014 Competitive Travel Grant from the Reves Center
- 2014 Summer Research Grant, Mason School of Business
- 2013 Summer Research Grant, Mason School of Business
- 2013 Competitive Travel Grant from the Reves Center
- 2013 Undergraduate Marketing program rated #1, BusinessWeek
- 2012 Promoted to Full Professor
- 2012 **Allen L. Page Best Paper Award 2011**
“Outstanding Professional Contribution” *Journal of Product Innovation Management (JPIM)* & Product Development and Management Association (PDMA)
- 2012 Semester Research Grant (SSRL), The College of William & Mary
- 2012 Summer Research Grant, Mason School of Business
- 2011 Marketing Area named #2 undergraduate program BusinessWeek
- 2011 Competitive Travel Grant from the Reves Center
- 2011 **Special Issue Editor**, *Journal of Product Innovation Management*
- 2010 Special Session, *Product Development Management Association Conference*
- 2010 **Teaching Excellence Award**, Mason School of Business
- 2010 Summer Research Grant, Mason School of Business
- 2010 Competitive Travel Grant from the Reves Center
- 2010 Chair, Design & Innovation Session, EIASM Conference, Spain
- 2010 Chair, Outsourcing Session, EIASM Conference, Spain
- 2009 Summer Research Grant, Mason School of Business
- 2008 Summer Research Grant, Mason School of Business
- 2008 Summer Student Research Grant, Mason School of Business
- 2008 Competitive Travel Grant from the Reves Center
- 2007 Andrew Mellon Foundation Grant
- 2006 Summer Research Grant, Mason School of Business
- 2006 Chair, Outsourcing Strategy Session, AIB Conference

Honors (continued):

2006	Competitive Travel Grant from the Reves Center
2005	Semester Research Grant, The College of William & Mary
2003	Special Issue Editor , <i>Journal of Product Innovation Management</i> Double Issue: Vol. 20(5) & Vol. 20(6) (with Tomas Hult).
2003	Grant to incorporate entrepreneurship into class (Kaufman Grant source)
2003	Co-Chair, Strategy, Competition & Markets Track, Intl. Conf. on Mktg & Dev. (ICMD-8), Thailand, January 4-7.
2002	Competitive Travel Grant from the Reves Center
2002	Outstanding Empirical Paper, Academy of International Business NE Conf.
2002	Summer Research Award, The College of William & Mary
2000	Summer Research Award, The College of William & Mary
2000	Chair, International Marketing Strategy Session, AMA Winter Conference
1999	Summer Research Award, The College of William & Mary
1998	Chair, International Marketing Strategy Session, AMA Winter Conference
1998	Fellow, AMA Faculty Consortium on Int'l Marketing, E. Lansing, MI
1998	Best Paper in Global track at AMA Winter Educators Conference
1997-98	Nominated for Best Dissertation Award, The University of Texas at Austin
1996	Bonham Dissertation Research Grant, The University of Texas at Austin
1994-95	Dean's Tuition Fellowship, The University of Texas at Austin
1994	Fellow, AMA Doctoral Consortium, Santa Clara, CA
1994	Fellow, Haring Symposium, Indiana University, Bloomington, IN
1993	Fellow, University of Houston Doctoral Colloquium, Houston, TX

Research:

• **Published Research Articles**

(Captured from Research Gate January 21, 2024 – numbers are partial year for 2024)

Average # of citations is over 100 per year for more than six years in a row.



[Learn about citations on ResearchGate](#)

“Re-thinking Design Thinking: The Transformative Role of Design Thinking in New Product Development” April 8 2023 in *The PDMA Handbook of New Product Development - 4th Edition* (with Marina Candi, Claudio, Stefano Magistretti and Roberto) Ludwig Bstieler (Editor), Charles H. Noble (Editor)

“Green Exploration and Exploitation: Capabilities, Product Advantage, and Policy Considerations” (with Jie Xue). *Creativity and Innovation Management*. Accepted October 4, 2022; online access November 7, 2022 **(2021 CIM Impact Factor = 3.644)**.

“Design Thinking: Critical Analysis and Future Evolution,” (with Roberto Verganti and Claudio Dell’Era) *Journal of Product Innovation Management*. Accepted Nov. 2021; online access Dec. 2021. **(2022 JPIM five-year Impact Factor: 11.2)**

<https://onlinelibrary.wiley.com/doi/full/10.1111/jpim.12610>

• Published Research Articles cont'd

“An Investigation of the Complementary Effects of Technology, Market and Design Capabilities on Exploratory and Exploitative Innovations: Evidence from Micro and Small-sized Tech-enterprises in China” (with Jie Xue) *Creativity and Innovation Management*, April 2020, 29(4). **Top cited article 2021 (2021 CIM Impact Factor = 3.644).**

“Review - Design Roots: Culturally Significant Designs, Products, and Practices,” *The Design Journal*, 2018, 21(6). (available at <https://doi.org/10.1080/14606925.2018.1525831>).

“The Power of Design Thinking: How Historical Design Movements’ Helped Shape Organizations’ Design Identities” Issue 2, 2016, pages 6-9, *Visions* (a JPIM publication). Accepted June 2016, Published August 2016. **Best Paper Award 2016.**

“A Review of Marketing Research on Product Design with Directions for Future Research,” (with Michael Luchs and Marielle Creusen) *Journal of Product Innovation Management*. May 2016. 33(3), p. 320–341.

“Process Technology Sourcing and the Innovation Context,” (with Brent Allred) *Journal of Product Innovation Management*. 31(6), November 2014, 1146–1166.

“The Emergence of Product Design as a Field of Marketing Inquiry,” *Journal of Product Innovation Management*, Issue 28(3), May 2011, pp.327-345 (with Michael Luchs).

Albert L. Page Best Paper Award 2011.

2nd highest referenced article in JPIM in 2011 and 2012

“Product Design Research and Practice: Past, Present and Future,” *Journal of Product Innovation Management*, Issue 28(3), May 2011, pp.321-326 (with Michael Luchs).

"Does ‘The China Option’ Influence Subsidiary Technology Sourcing Strategy?" (with Brent Allred), *Journal of International Management*, Issue 15(2) 2009.

“Personality-and-Culture: The Case of National Extraversion and Word-Of-Mouth,” (with Todd Mooradian) *Journal of Business Research* 2006, vol. 59, issue 6, pp. 778-785.

“Exploring Robust Design Capabilities, Their Role in Creating Global Products, and Their Relationship to Firm Performance,” *Journal of Product Innovation Management*, 22 (2) 2005, pp. 144-64 (with Masaaki Kotabe & Brent Allred).

Reprinted in *The Future of Global Business: A Reader* 1st Edition (2011) by Michael Czinkota (Editor), Ilkka Ronkainen (Editor).

“The Mediating Role of Innovation Strategy on the Influence of Industry Structure and National Context on Firm Performance,” *Journal of International Management* 11 (2) 2005, pp. 229-52 (with Brent Allred).

“Contextual Influences on International Subsidiaries’ Product Technology Strategy,” *Journal of International Management* 10 (2) 2004, pp. 259-86 (with Brent Allred).

“Global Versus Multidomestic: Culture's Consequences on Innovation," in *Management International Review*, Volume 44 (Special Issue) 2004, pp. 81-105. (with Brent Allred).

“A Product and Process Model of the Technology Sourcing Decision” *Journal of Product Innovation Management*, Volume 20 (6) 2003, pp. 485-96 (with Brent Allred).

• Published Research Articles cont'd

"A Research Agenda for the Nexus of Product Development and Supply Chain Management Processes," *Journal of Product Innovation Management*, Volume 20 (5) 2003 (with Tomas Hult).

"Technology Acquisition Strategy in an Internationally Competitive Environment," *The Journal of International Management*, 2000 (6), 1-30 (with Aldor Lanctot).

"The Role of Strategic Alliances in High Technology New Product Development," *Strategic Management Journal*, November 1995 (with Masaaki Kotabe).

Reprinted in *Trends in International Business: Critical Perspectives*, 1998, Blackwell Publishers, Inc. (Rated as "Excellent" by ANBAR Electronic Intelligence.)

"Offshore Sourcing: Reaction, Maturation, and Consolidation of U.S. Multinationals," *Journal of International Business Studies*, 1st Qtr., 1994, 115 (with Masaaki Kotabe).

Reprinted in *Global Supply Chain Management*, 2006, Edward Elgar Publishing Ltd.

• Leadership for New Programs

W&M Pillar Initiatives program – work with Provost and Jeremy Martin to innovate a program that engaged faculty in innovative initiatives that helped implement the four pillars in W&M's strategic plan.

W&M Esports program – Faculty academic committee and extended guidance / support

Online Masters of Marketing program (with Matt Williams and Marketing Area). Fall 2020.

Marketing emphasis for Major General Wright's Program in MBA (increased scholarships from 12 to 20 with Carlane Pittman-Hampton and Rex Holmlin). Started Summer 2020.

Innovation & Entrepreneurship UG Minor (with Graham Henshaw). Started Fall 2019.

One of the founders of the Ukrops Innovation/Design Studio (with M. Luchs and J. Olver).

• Dissertation

Essays on Robust Design: An Elaboration of the Typology, An Examination of the Situational Performance Implications, and a Conceptual Extension. 1997.

• Reports / Grants

The Fiscal Year 2022 Virginia Economic Impacts of the Virginia Maritime Industry accepted September, 2023 (**Grant Number: 785291**).

The Fiscal Year 2022 Virginia Economic Impacts of Port of Virginia submitted May, 2023, accepted May, 2023 (**Grant Number: 785291**).

The Fiscal Year 2021 Virginia Economic Impacts of Port of Virginia submitted Jan. 15, 2022, accepted Jan. 22, 2022. (**Grant Number: 785291**). Subsequently, extended to two more studies – extending to September 2023 to include the *Virginia Maritime Industry*.

"Confronting COVID-19: A 'Black Swan' Event Presents Unusual Challenges"

Published April 30, 2020 By K. SCOTT SWAN / ROY PEARSON in *Virginia Business*
<https://www.virginiabusiness.com/article/confronting-covid-19/>

The Fiscal Year 2018 Virginia Economic Impacts of Port of Virginia (with Roy Pearson) submitted Oct. 2019, accepted Nov. 2019.

• Reports / Grants cont'd

Economic Impacts of a Future Electron Ion Collider at the Thomas Jefferson National Accelerator Facility (with Roy Pearson), released to the Virginia General Assembly (Feb. 2019).

Economic Impacts and Qualitative Drivers of the Thomas Jefferson National Accelerator Facility Fiscal Year 2018 (with Roy Pearson), released to the Virginia General Assembly (Jan 2019). Featured in Department of Energy Office of Science homepage under their **University Research** headlines: <https://science.energy.gov/>

The Governor's Study on Affordable Housing and Economic Development (with Roy Pearson– W&M, Andrew McCoy and Mel Jones– Virginia Tech, Terry Clower – George Mason University) accepted and presented to Virginia's Housing Policy Advisory Council November, 2017, released by Gov. McAuliffe at the Governor's Housing Conference.

The Union Mission Ministries FY2015 Economic Impacts (with Roy Pearson) accepted June 15, 2016.

The Fiscal Year 2015 Economic Impacts of Virginia Maritime Industry International and Domestic Commerce (with Roy Pearson) submitted Dec. 2015, accepted Jan. 2016.

The Fiscal Year 2013 Virginia and Fiscal Impacts of Virginia Port Authority (with Roy Pearson) submitted Dec. 2014, accepted Jan. 2015.

The City of Norfolk Economic and Quality-Of-Life Impacts of the Norfolk Redevelopment and Housing Authority in Fiscal Year 2010 (with Roy Pearson) for *Norfolk Housing and Redevelopment Authority* (December 2012).

City of Norfolk Economic Impacts of the NRHA Public Housing Agency Program (with Roy Pearson) for *Norfolk Housing and Redevelopment Authority* (March 2012).

The NRHA Housing Choice Voucher Program and Its Recipients (with Roy Pearson) for *Norfolk Housing and Redevelopment Authority* (May 2011).

A Qualitative and Quantitative Case Study of Central Brambleton (with Roy Pearson) for *Norfolk Housing and Redevelopment Authority* (March 2011).

The Fiscal Year 2006 Virginia and Fiscal Impacts of Virginia Port Authority (with Roy Pearson, Jim Bradley, and Hector Guerrero) submitted Dec. 2007, accepted Jan. 7, 2008.

• Books & Contributions to Books

The PDMA Handbook of New Product Development (4th Edition) John Wiley & Sons (New Jersey) 2023 - *Re-thinking Design Thinking: The Transformative Role of Design Thinking* (with Marina Candi, Claudio Dell'Era, Stefano Magistretti, & Roberto Verganti) accepted Oct. 2022.

Global Marketing (5th) Routledge (New York and London) 2022. "A" rated publisher (2017 SENSE ranking - top seven in world).

Design Thinking: New Product Development Essentials from PDMA (with Michael Luchs and Abbie Griffin). John Wiley & Sons Publishers. Fall 2015

Chinese Edition (published by Publishing House of Electronics Industry in China) has been taken by many universities in China as a highly recommended reading book for masters of engineering management (MEM) and graduates majoring in innovation management.

• Books & Contributions to Books

Innovation and Product Management: A Holistic and Practical Approach to Uncertainty Reduction (with Kurt Gaubinger, Michael Rabi, and Thomas Werani). Springer Science & Business Media (2015) with **more than 70,000 chapter downloads**. Still among top 25% most popular ebooks for Springer. Revision planned.

<http://www.springer.com/business+%26+management/technology+management/book/978-3-642-54375-3>

Advances in International Marketing, edited volume on *Interdisciplinary Approaches to Product Design, Innovation, & Branding in International Marketing*, K. Scott Swan & Shaoming Zao, editors, Emerald Group Publishing Limited. 2012.

(Listed on University of Texas website as “Recommended Reading”

<http://www.today.mcombs.utexas.edu/2013/04/recommended-reading-spring-2013>)

“Is ‘Do What You Do Best and Outsource the Rest’ an Appropriate Technology Sourcing Strategy?” (with Brent Allred) in *A New Generation in International Strategic Management*, Stephen Tallman (ed), 2007, Edward Elgar Publishing Ltd.

“Identifying and Managing Programmatic Efficiency Differences across Technology-based Product Development Capabilities and Uncertainty Environments,” in *Supply Chain and Technology Management*, 2002, AMACOM: New York.

“Antecedents and Performance Outcomes of International Subsidiaries’ Technology Sourcing Strategy,” (with Brent Allred and Aldor Lanctot) in *Supply Chain and Technology Management*, 2002, AMACOM: New York.

• Book & Software Reviews

2018 Design Roots: Culturally Significant Designs, Products, and Practices,
The Design Journal

2013 Tincap: The Story of Johnny Appleseed, *Editor*

2013 Reviewer, *Total Global Strategy (textbook, 4th edition)*, Yip and Hult (2014)

2006 Editor, *Pigboy* (children’s fiction)

1997 Reviewer, *Global Marketing Management* (textbook), Kotabe and Helsen (1998)

• Proceedings Articles

‘ “Good Enough”: The use of Satisficing in the Design of Disruptive Innovation in Emerging Economies’ (with Jie Xue) 30th International Product Development Management Conference (June 2023), Lecco, Italy.

“Exploring the Problem Space to Radically Innovate through Design Thinking: The Role of Data Technologies” (with Giulia Calabretta, Roberto Verganti, Stefano Magistretti, Marina Candi, & Claudio Dell’Era) 29th International Product Development Management Conference (July 2022), Hamburg, Germany.

• Proceedings Articles continued

“Exploring the Problem Space to Radically Innovate through Design Thinking: The Role of Data Technologies” (with Giulia Calabretta, Roberto Verganti, Stefano Magistretti, Marina Candi, & Claudio Dell'Era) 29th International Product Development Management Conference (July 2022), Hamburg, Germany.

“Problem Framing and Radical Innovation: Exploring the Role of Data Technologies” (with Giulia Calabretta, Roberto Verganti, Mattia Bianchi, Marina Candi & Claudio Dell'Era) 28th International Product Development Management Conference (June 2021), Milan, Italy.

“Green Innovation in Transitional Economies: A Theoretical Framework, a China Case Study, and Policy Considerations Submitted” (with Jie Xue) 28th International Product Development Management Conference (June 2021), Milan, Italy. **Selected as one of top papers** – eligible for special conference issue CIM journal.

“The Experimentation Supremacy: The Contribution of Digital Technologies in Consulting Projects Based on Design Thinking” (with Giulia Calabretta, Roberto Verganti, Mattia Bianchi, Marina Candi & Claudio Dell'Era) 27th International Product Development Management Conference (June 2020), Belgium.

“Can Dynamic Design Capabilities Drive Discontinuous Innovation and Extend Product Life Cycles?” (with Charles Noble and Ron Hess) 26th International Product Development Management Conference (June 2019), Leicester, England.

“Dynamic Design Capabilities: What is the Role of Innovation Speed?” (with Charles Noble and Ron Hess) 25th International Product Development Management Conference (June 2018), Porto, Portugal. (**Selected as one of top papers** – eligible for special conference issue JPIM).

“The Antecedents and Consequences of a Design-Orientated Organizational Culture: A Multiple Layer Model,” (with Charles Noble) 23rd International Product Development Management Conference (June 2016), Glasgow, Scotland.

“A Review of Marketing Research on Product Design and Directions For Future Research,” (with Michael Luchs & Marielle Creusen) 21st International Product Development Management Conference (June 2014), Limerick, Ireland.

“A Multinational Analysis of Top Management Orientation’s Influence on SME Performance,” The 2nd Annual GIKA Conference July 9 -11, 2013, Valencia, Spain

“A Moderating Model of the Influence of International Subsidiaries’ Process Technology Sourcing Strategy on Positional Advantage,” (with Brent Allred) was **chosen for Special Issue** review of *Journal of Product Innovation Management* from 20th International Product Development Management Conference, Paris, France, 2013.

“Top Management Orientation's Influence on SME Performance Mediated Through^[1] Core Competencies and Product Innovation Success” EIASM 18th International Product Development Management Conference - Innovate Through Design, Delft, The Netherlands, June 5-7, 2011.

“The Emergence of Product Design as a Field of Marketing Inquiry” Product Development Management Association Annual Conference, Orlando, Florida, October 16-17, 2010.

• **Proceedings Articles continued**

“Product Design Research and Practice: Past, Present and Future,” EIASM 17th International Product development Management Conference, Murcia, Spain, June 2010.

“Design Orientation: A Definition, Measure, and Propositional Model,” EIASM 17th International Product Development Management Conference, Murcia, Spain, June 2010.

“Design Orientation: A Definition, Measure, and Propositional Model,” (with Charlie Noble) Academy of International Business Proceedings for Annual Conference, Milan, Italy, July 2008.

“A Moderating Model of the Influence of International Subsidiaries’ Process Technology Sourcing Strategy on Positional Advantage,” (with Brent Allred and Frank Rothermael) Academy of International Business Proceedings for Annual Conference, Indianapolis, Indiana, June 2007.

“The Antecedents and Innovation-based Outcomes of a Design Orientation” (with Charles Noble). Proceedings of the International Conference on Strategic Innovation and Creativity in Brand & Design Management, Seoul, S. Korea, November 29, 2006.

“The Influence of “The China Option” on Subsidiary Technology Sourcing Strategy” (with Brent Allred). *Academy of International Business Proceedings* for Annual Conference, Beijing, China, June 2006.

“Personality-and-Culture: The Case of National Extraversion and Word-of-Mouth,” (with Todd Mooradian) *Academy of International Business Proceedings* for Annual Conference, Stockholm, Sweden, July 2004

“The Mediating Role of Innovation Strategy on the Influence of Industry Structure and National Context on Firm Performance,” (with Brent Allred) *Academy of International Business Proceedings* for Annual Conference, Stockholm, Sweden, July 2004.

“Process Technology Sourcing Strategy and Positional Advantage across Product Technology Contexts,” (with Brent Allred) *Academy of Management Proceedings* for Annual Meeting in Seattle, WA, August 2003.

“Values and National Character: A Test of Schwartz Values Framework,” (with Jim Olver and Todd Mooradian) *Academy of International Business Proceedings* for Annual Conference, Monterrey, California, July 2003.

“A Robustness Test and Initial Exploratory Benchmark Survey of Schwartz’ Cultural Value Scales Across 13 Cultures,” in Clifford Schultz’, *New Visions of Marketing & Development: Globalization, Transformation and Quality of Life*. Bangkok, Thailand, January 4-7, .ICMD-8 Proceedings 2003 (with Jim Olver and Todd Mooradian).

“The Influence of International Subsidiaries’ Technology Sourcing Strategy on Firm Performance,” in Richard Hoffman's, *Global Transformations*. 2002 Academy of International Business Northeast Proceedings, Sept. 26-28 (with Brent Allred). **Awarded Outstanding Empirical Paper.**

“Robust Design, Performance Outcomes, and the Moderating Role of Uncertainty,” in Anil Menon and Arun Sharma’s, *Marketing Theory and Applications*. 1999 Winter AMA Educators' Proceedings.

- **Proceedings Articles continued**

“Technology Reliance Strategy in a Globally Competitive Environment,” in Dhruv Grewal and Connie Pechmann's, *Reflections and Future Directions for Marketing*. 1998 Winter AMA Educators' Proceedings (with Aldor Lanctot and Masaaki Kotabe). **Awarded Best Paper in International Track.**

“An Examination of Cooperative Strategies Effect on New Product Innovativeness,” in David Cravens and Peter Dickson, *Enhancing Knowledge Development in Marketing*. 1993 AMA Educators' Proceedings, Vol. 4, 336 (with Masaaki Kotabe).

- **Cases**

“Nova Incorporated: Two Sourcing Opportunities," **short version** of case in *Global Marketing Management*, 2000, 2003 Wiley: New York (with Jack Muckstadt, **David Murray**, Dennis G. Severance).

“Nova Incorporated: Two Sourcing Opportunities," **full version** of case (with Jack Muckstadt, David Murray, Dennis G. Severance) available through Indiana University’s International Case Catalog in the Federally-funded Center for International Business, Education, and Research (CIBER) and The European Case Clearing House (ECCH), Cranfield, England.

Nine unrefereed case studies with decision support software (DSS) developed for my course in Global Marketing (available upon request).

- **Manuscripts Under Review**

“Unpacking Experimentation Design Thinking: Contributions to Innovation Performance and the Role of Digital Technologies" (with Magistretti, Stefano; Bianchi, Mattia; Calabretta, Giulia ; Candi, Marina; Dell'era, Claudio; Stigliani, Ileana; Verganti, Roberto) submitted to *Technovation* March 2024; Revision August 2024.

“Design Orientation: Concept, Measurement, and Internally-Moderated Effects on Innovation Radicalness and Longevity” (with Ron Hess, Claudio Dell’Era) rejected at *Journal of Product Innovation Management* in 2023 and revised for *JAMS (FT50)* submission in Feb. 2024.

“Exploring the Ambidextrous Innovation Contribution of Dynamic Design Capabilities” (with Charles Noble, Ron Hess, Claudio Dell’Era) rejected at *Journal of Product Innovation Management*. Being revised for *JAMS*.

“A Multinational Analysis of Top Management Orientation’s Influence on SME Performance,” (with Franz Bailom, Kurt Matzler, & Todd Mooradian) *Strategic Management Journal*. Revision request.

Design Orientation: A Cultural Approach to Design - a book proposal to Pearson / Prentice-Hall Publishing - Revision Request.

- **Presentations at Professional Meetings**

Keynote speech at 20th Anniversary of the Mater’s in Innovation Management at the Technical University of Upper Austria, Wels.

‘ “Good Enough”: The use of Satisficing in the Design of Disruptive Innovation in Emerging Economies’ (with Jie Xue) 30th International Product Development Management Conference (June 2023), Lecco, Italy.

• Presentations at Professional Meetings continued

“Exploring the Problem Space to Radically Innovate through Design Thinking: The Role of Data Technologies” (with Giulia Calabretta, Roberto Verganti, Stefano Magistretti, Marina Candi, & Claudio Dell’Era) 29th International Product Development Management Conference (July 2022), Hamburg, Germany.

“Green Innovation in Transitional Economies: A Theoretical Framework, a China Case Study, and Policy Considerations Submitted” (with Jie Xue) 27th International Product Development Management Conference (June 2021), Milan, Italy. **Selected as one of top papers** – eligible for special conference issue CIM journal.

“Can Dynamic Design Capabilities Drive Discontinuous Innovation and Extend Product Life Cycles?” (with Charles Noble and Ron Hess) 26th International Product Development Management Conference (June 2019), Leicester, England.

“Dynamic Design Capabilities: What is the Role of Speed?” (with Charlie Noble and Ron Hess) accepted to 25th IPDM Conference in Portugal, June 2018.

“Antecedents and Consequences of a Design-oriented Organizational Culture,” (with Charlie Noble) 23rd International Product Development Management Conference (June 2016), Glasgow, Scotland.

“A Review of Marketing Research on Product Design and Directions for Future Research,” (with Michael Luchs & Marielle Creusen) 21st International Product Development Management Conference (June 2014), Limerick, Ireland.

Governor’s Housing Conference presentation for NRHA Study (Nov 2013).

“A Multinational Analysis of Top Management Orientation’s Influence on SME Performance,” The 2nd Annual GIKA Conference July 9 -11, 2013, Valencia, Spain

“A Moderating Model of the Influence of International Subsidiaries’ Process Technology Sourcing Strategy on Positional Advantage,” (with Brent Allred) was chosen for Special Issue review of Journal of Product Innovation Management from 20th International Product Development Management Conference (June 2013), Paris, France.

“A Research Agenda for Product Design” Young Scholars Conference on Product Design & Social Entrepreneurship, College of William & Mary, October 2011.

“Top Management Orientation's Influence on SME Performance Mediated Through^[1] Core Competencies And Product Innovation Success” EIASM 18th International Product Development Management Conference - Innovate Through Design, Delft, The Netherlands, June 5-7, 2011.

Chaired Special Session: Product Design “The Emergence of Product Design as a Field of Marketing Inquiry” Product Development Management Association Annual Conference, Orlando, Florida, October 16-17, 2010.

“Product Design Research and Practice: Past, Present and Future” [EIASM 17th International Product Development Management Conference - The Innovation in Crisis Time](#), Murcia, Spain, June 2010.

“Design Orientation and the Nature of Innovation” [EIASM 17th International Product Development Management Conference - The Innovation in Crisis Time](#), Murcia, Spain, June 2010.

• Presentations at Professional Meetings continued

“A Look at Product Design in the Marketing Field since Bloch (1995)” Young Scholars Conference on Product Design, College of William & Mary 2009.

“Design Orientation: A Definition, Measure, and Propositional Model,” (with Charlie Noble) Academy of International Business Annual Conference, Milan, Italy, July 2008.

“Design Orientation: A Definition, Measure, and Propositional Model,” Management Science Institute (MSI) International Conference on Evolving Marketing Competition in the 21st Century, Wiesbaden, Germany, June 2008

“Design Orientation: A Look at How It Was Used to Give Undergraduates Advanced Research Education,” Center For Innovation Management Studies at N.C. State, Spring Corporate Sponsor’s Meeting, Williamsburg, VA, June 3-5, 2008.

"Does ‘The China Option’ Influence Subsidiary Technology Sourcing Strategy?" (with Brent Allred) 9th Annual International Business Research Forum on Global Sourcing & 2nd Annual Offshoring Research Network Conference and Workshop. 2008

“A Moderating Model of the Influence of International Subsidiaries’ Process Technology Sourcing Strategy on Positional Advantage,” (with Brent Allred and Frank Rothermael) submitted to Academy of International Business Annual Conference, Indianapolis, Indiana, June 2007.

“The Measurement, Antecedents and Innovation-based Outcomes of Design Orientation” (with Charles Noble). Design Management Institute International Conference, Seoul, South Korea, Nov. 2006.

“How Does ‘The China Option’ Influence a Subsidiary’s Process Technology Sourcing Strategy?” (with Brent Allred). Academy of Management Annual Meeting, Atlanta, GA, Aug. 2006.

“The Influence of “The China Option” on Subsidiary Technology Sourcing Strategy” (with Brent Allred). Academy of International Business Annual Conference, Beijing, China, June 2006.

“Is ‘*Do What You Do Best and Outsource the Rest*’ Really a Good Technology Sourcing Strategy?” (with Brent Allred) ANZIBA 2005 Conference, Melbourne, Australia, November 2005.

“Personality-and-Culture: The Case of National Extraversion and Word-of-Mouth,” (with Todd Mooradian) *The 2005 La Londe Seminar*, International Research Seminar in Marketing Communications and Consumer Behavior, June 7-10, 2005

“Personality-and-Culture: The Case of National Extraversion and Word-of-Mouth,” (with Todd Mooradian) *Academy of International Business Annual Conference*, Stockholm, Sweden, July 2004.

“The Mediating Role of Innovation Strategy on the Influence of Industry Structure and National Context on Firm Performance,” (with Brent Allred) presented at the conference on “Information Technology and International Business Theory and Strategy Development” at Temple University, March 2004.

• Presentations at Professional Meetings continued

“Process Technology Sourcing Strategy and Positional Advantage across Product Technology Contexts,” *Academy of Management Meeting* in Seattle, WA, August 2003.

“Values and National Character: A Test of Schwartz Values Framework,” (with Jim Olver and Todd Mooradian) *Academy of International Business Annual Conference*, Monterrey, California, July 2003.

“Values and National Character: A Test of Schwartz Values Framework,” (with Jim Olver and Todd Mooradian) *Association for Consumer Research Annual Conference*, Toronto, Canada, March 2003.

“Contextual Influences on International Subsidiaries’ Product Technology Strategy,” (with Brent Allred) accepted for presentation at the conference on “From Markets to Partnerships and Hierarchies to Coalitions” at Temple University, March 2003

“A Robustness Test and Initial Exploratory Benchmark Survey of Schwartz’ Cultural Value Scales Across 13 Cultures,” 8th International Conference on Marketing and Development: New Visions of Marketing & Development: Globalization, Transformation, and Quality of Life. Bangkok, Thailand, January 4-7, 2003.

“A Predictive Framework and Empirical Test of International Subsidiaries’ Technology Sourcing Strategy” *Academy of Management Meeting*, August 2001, Washington, D.C.

“The Implications of Knowledge Management from an International Subsidiaries’ Technology Sourcing Strategy Perspective” *Batten Young Scholars Forum*, July 2001, Williamsburg, VA.

“An Empirical Test of International Subsidiaries’ Technology Sourcing Strategy” *Batten Young Scholars Forum*, July 2000, Williamsburg, VA.

“Robust Design, Performance Outcomes, and the Moderating Role of Uncertainty,” in Anil Menon and Arun Sharma’s, *Marketing Theory and Applications*. 1999 Winter AMA Educators' Precedings

"Technology Reliance Strategy in a Globally Competitive Environment," in Dhruv Grewal and Connie Pechmann's, *Reflections and Future Directions for Marketing*. 1998 Winter AMA Educators' Conference

"Robust Design: Global Rationalization for Proactive, Adaptable Products," 1997 *Academy of International Business Annual Conference*, Monterrey, Mexico.

"Offshore Sourcing and Performance Implications of U.S. Multinationals: 1977 - 1989," *Haring Symposium*, Indiana University, March 1994.

“An Examination of Cooperative Strategies Effect on New Product Innovativeness,” 1993 American Marketing Association Educators' Conference.

"Emerging Trends in New Product Development: A Content Analysis," *Academy of International Business Annual Meeting*, October 1993.

"Offshore Sourcing: Reaction, Maturation, and Consolidation of U.S. Multinationals," *University of Houston Doctoral Colloquium*, May 1993.

“The Influence of “The China Option” on Subsidiary Technology Sourcing Strategy” (with Brent Allred). Tsinghua University, Beijing, China, June 2006.

• Presentations at Professional Meetings continued

“Application of Visual Strategic Methods for Design Thinking” International Creativity Center, Cedarville University, April 2018.

MC of Homeschool Educators Association of Virginia (HEAV) 2019 Conference
- keynote speakers: President Mike Farris (University) and actor Kirk Cameron
- 800+ audience

“Can Dynamic Design Capabilities Drive Discontinuous Innovation and Extend Product Life Cycles?”, Politecnico Milano, Italy, January 2019

“Application of Visual Strategic Methods for Design Thinking” International Creativity Center, Cedarville University, April 2016.

“Present, Past, and Future: From Philosophical Design Movements to the Pragmatic Rise of Design as Innovation & Entrepreneurial Strategy (and my small contribution to Measurement & Management of a Design Orientation) Industry Conference Keynote, Wirtshaft Universität Wien, November 2015.

“How to Develop Entrepreneurs in the University” Keynote Speaker, 75th Anniversary, Economics University of Bratislava, November 2015.

“Why 14-year-old Japanese Girls Rule the World (or How to Design Global Products),” presentation for ESCP-EAP Group visit to Business School at The College of William & Mary, October 21-23, 2002.

“Jackie Chan’s Inevitable World Hegemony: A Global Framework & Personal Perspectives,” an invited lecture for the Jackie Chan Film Festival, class, and personal visitation in conjunction with the Reves Center for International Studies and the Roy R. Charles Center for Interdisciplinary Studies, The College of William & Mary, September 22, 2000.

“The Yin & Yang of Globalization,” an invited lecture for the Keio University Cross-Cultural Collaboration, in conjunction with the Reves Center for International Studies, The College of William & Mary, August 2, 2000.

“The Use of International Simulations in the Classroom,” an invited lecture in a pedagogy program (for international business faculty) by the Center of International Business Education and Research (CIBER), Indiana University, Bloomington in conjunction with and at the facilities of the University of North Carolina, Chapel Hill CIBER on June 5, 2000.

“Robust Design: A Preliminary Look,” an invited lecture at the Wissenschaftliche Hochschule für Unternehmensführung (WHU) Otto Beisheim Graduate School, Koblenz, Germany, June 1995.

• Work-in Progress

“Orienting Corporate Design Strategies Using Historical Design Movements (with Abbie Griffin) aimed toward *Journal of Product Innovation Management*.

• Working Papers

“Intertemporal Analysis of Productivity Growth: The Role of Culture” (with Patrick Brockett and Linda Golden) working paper for *Journal of International Business Studies*.

• Research in the News

“Port of Virginia Ready to Help” - *VIRGINIA BUSINESS* published April 1-7, 2024 (p.1) by Trevor Metcalfe

<https://www.virginiabusiness.com/article/port-of-va-had-100b-economic-impact-in-fy21/>

“As Virginia’s maritime industry grows, this Norfolk-based group is focused on preparing the workforce” - *The Virginia Pilot* (published December 6, 2023 at 8:20 a.m. | UPDATED: December 11, 2023 at 1:19 p.m.)

“Va.’s maritime industry has \$8B economic impact, report says - One in five jobs statewide are tied to maritime industry” - *VIRGINIA BUSINESS* published December 11, 2023 by Robyn Sidersky.

“Virginia’s maritime industry economic impacts on the Commonwealth of Virginia” posted by American Journal of Transportation | Dec 08 2023 at 09:13 AM | Maritime

“Port of Virginia” - *VIRGINIA BUSINESS* published APRIL 27, 2023

“Report: Port Helps Drive Economic Investment and Job Creation Throughout the Commonwealth”

<https://www.portofvirginia.com/who-we-are/newsroom/report-port-helps-drive-economic-investment-and-job-creation-throughout-the-commonwealth-2/#:~:text=May%2023%2C%202023,says%20a%20recently%20published%20study.>

Port of Virginia begins 2023 with solid volumes as ‘Loaded Exports’ grow nearly 40% vs. last year
Published February 21, 2023 By Royal Examine

“How the Port in the 757 Drives Middle Market Growth for Virginia”

<https://www.acg.org/757-network/events/how-port-757-drives-middle-market-growth-virginia> (August 2022; accessed January 7, 2023)

“Port of Virginia sees continued growth as more ocean carriers shift services to the Commonwealth” Published May 11, 2022, Royal Examiner (accessed July 31, 2022).

<https://royalexaminer.com/port-of-virginia-sees-continued-growth-as-more-ocean-carriers-shift-services-to-the-commonwealth/>

“Report: Port helps drive economic investment and job creation throughout the Commonwealth” Published February 6, 2022, Royal Examiner.

<https://royalexaminer.com/report-port-helps-drive-economic-investment-and-job-creation-throughout-the-commonwealth/> (accessed May 23, 2022).

Study shows Virginia port contributes significantly to the commonwealth’s economy

<https://container-news.com/study-shows-virginia-port-contributes-significantly-to-the-commonwealths-economy/> February 12, 2022 (accessed January 7, 2023)

Many articles on VPA and W&M mentions in 2021

America’s first port

<https://www.freightwaves.com/news/freightwaves-classics-the-port-of-virginia-americas-first-port> published Tuesday, May 25, 2021 (accessed January 7, 2023)

- **Research in the News continued**

Study: Inland Port vital to Port of Virginia's record-setting year” Published Feb 2, 2022, **The Northern Virginia Daily** (Matt Welch). https://www.nvdaily.com/nvdaily/study-inland-port-vital-to-port-of-virginias-record-setting-year/article_fad18051-1d80-50ad-b75b-0e65e849506f.html (accessed May 23, 2022).

“Port of Va. had \$100B+ economic impact in FY21: Port set cargo handling record amid pandemic” Published January 27, 2022, Virginia Business - Kate Andrews. <https://www.virginiabusiness.com/article/port-of-va-had-100b-economic-impact-in-fy21/> (accessed May 23, 2022).

“First woman president at W&M says she sees appetite for innovation and prosperity” April 8, 2019, **Inside Business**.

“W&M Professors Analyze Jefferson Lab Economic, Intellectual Impact” featured in **Department of Energy Office of Science** homepage under their **University Research** headlines: <https://science.energy.gov/> (accessed April 8, 2019)

W&M Homepage “W&M Professors Analyze Jefferson Lab Economic, Intellectual Impact” <https://www.wm.edu/news/stories/2019/wm-professors-analyze-jefferson-lab-economic,-intellectual-impact.php> (accessed April 4, 2019)

Daily Press (March 19, 2019) “Report: Jefferson Lab in Newport News fuels more than 2,000 jobs in Hampton Roads”

Governor’s Release of Housing Study 2018. Related coverage.

“How to Manage Innovation with Design,” Huffington Post November 3, 2015 (http://www.huffingtonpost.com/soren-peterson/how-to-manageinnovation_b_8465096.html)

“Congestion at area ports threatens business, economy” Channel 13 news report Feb 10, 2015 (<http://legacy.13newsnow.com/story/news/local/13news-now-investigates/2015/02/10/virginia-port-congestion/23180533/>)

“Study: Port of Virginia economic impact exceeds \$60B throughout Commonwealth” Daily Press, Dec. 29, 2014

“Study: Port's economic impact totals \$60.3 billion” Daily Press, Dec 29, 2014

“Port's economic impact: \$60.3B a year” Daily Press, Dec 31, 2014

“What’s the port worth to Va.? Researchers are on it.” The Virginian-Pilot November 23, 2014

“Port taps W&M to update aging statistics” by Reynolds Hutchins Nov 26, 2014 Inside Business

“2014 looks promising for the Port of Virginia” Inside Business, January 20, 2014.

“NRHA Study: Public Housing Drives Economy” Inside Business, April 1, 2013.

“VPA spurns ODU study of economic impact “The Virginian-Pilot November 4, 2012

• **Research in the News continued**

- “Q&A: What's going on with privatization of the port?” “The Virginian-Pilot October 21, 2012
- “Norfolk board asks city to study education spending “The Virginian-Pilot July 19, 2012
- “Study: NRHA's housing generates \$46.2M,” Inside Business, July 16, 2012.
- “Housing authority makes its mark,” Inside Business, October 20, 2011.
- “Rent assistance has \$28.5M impact in Norfolk,” Inside Business, p.7, Oct. 3, 2011.
- “McDonnell guts board of Virginia Port Authority “The Virginian-Pilot July 23, 2011
- “NRHA communities subject of study evaluating housing,” Inside Business, June 17, 2011
- “NRHA's Impact on Norfolk,” Inside Business, Apr. 2011.
- “William & Mary to Study NRHA's Impact,” Inside Business, Jan 14, 2011.
- “Port authority executives get big raises over 3 years” The Virginian-Pilot February 8, 2008
- "HR Ports Boost Economy by \$41.1B," Daily Press, C8, January 23, 2008.
- "Port Power: Study Finds Local Port has Major Influence on Virginia's Economy," The Virginian-Pilot, Business Section, page 1, January 23, 2008.
- “VPA sought numbers more like Georgia's” Inside Business, October 1, 2007

• **Service on Boards**

W&M Board of Visitors, Faculty Representative
Journal of Product Innovation Management (JPIM)
The Design Journal (TDJ)
Allen B. Miller Entrepreneurship Center at the Mason School of Business, W&M

Editorships, Editorial Boards, & Review Activities:

- | | |
|-----------|--|
| 2023-2024 | The Design Journal - Special Issue Editor , “What could innovative product design research be doing in 2053?” |
| 2014-2024 | The Design Journal (UK), Editorial Board with responsibilities similar to associate editors (hands-on role in the production of the journal, selecting reviewers, making editorial decisions, reviewing manuscripts, championing the journal) Official journal of the European Academy of Design;
Rated an “A” & 'INT1' in the European Reference Index for the Humanities |
| 2012-2024 | JPIM, Editorial Review Board (2022 Five Year Impact Factor 11.2) |
| 2019-2022 | JPIM Special Issue Editor , Design Thinking and Innovation Management: Matches, Mismatches and Future Avenues
https://onlinelibrary.wiley.com/journal/15405885 |
| 2023 | Reviewer, Journal of Product Innovation Management (4x) |
| 2023 | Reviewer, The Design Journal (5x) |
| 2022 | Reviewer, Journal of Product Innovation Management (5x) |
| 2022 | Reviewer, The Design Journal (6x) |
| 2021 | Reviewer, Journal of Product Innovation Management (4x) |
| 2021 | Reviewer, The Design Journal (5x) |

Editorships, Editorial Boards, & Review Activities continued:

2020	Reviewer, Journal of Product Innovation Management (8x)
2020	Reviewer, The Design Journal (6x)
2020	Reviewer, Industrial Marketing Management (2x)
2019	Reviewer, Journal of Product Innovation Management (3x)
2019	Reviewer, The Design Journal (2x)
2018	Reviewer, Journal of Product Innovation Management (2x)
2018	Reviewer, The Design Journal (2x)
2017	Reviewer, Journal of Product Innovation Management (7x)
2017	Outside Reviewer, P&T, Serdar S. Durmusoglu, Univ. of Dayton
2016	Reviewer, The Design Journal (3x)
2016	Reviewer, Journal of Product Innovation Management (6x)
2016	Outside Reviewer, P&T, Alex Xu, Univ. of Michigan, Flint
2016	Outside Reviewer, P&T, Janell Townsend, Oakland Univ.
2015	Reviewer, The Design Journal (6x)
2011-2014	The Design Journal, Editorial Advisory Board
2015	Outside Reviewer, P&T, Dan Zhang, College of Staten Island - CUNY
2015	Reviewer, Journal of Product Innovation Management (3x)
2014	Reviewer, The Design Journal (six times in first five months)
2013	Reviewer, Journal of Product Innovation Management
2013	Reviewer, The Design Journal
2012	Reviewer, The Design Journal
2012	Reviewer, Journal of Business Research
2012	Reviewer, Journal of Product Innovation Management
2012-2013	Reviewer, Journal of Product Innovation Management
2012-2013	Reviewer, Journal of International Management
2011	Reviewer, Journal of Engineering & Technology Management
2011	Reviewer, Journal of Product Innovation Management
2011	Outside Reviewer, P&T, Michael Kroff, MSU
2011	Reviewer, PDMA Research Forum
2011	Reviewer, Journal of International Management
2011	Reviewer, Journal of Product Innovation Management
2011	Reviewer, Journal of International Management
2011	Reviewer, The Design Journal
2009-2010	Editor, Special Design Issue , Journal of Product Innovation Management
2010	Reviewer, 2010 PDMA Research Forum
2009	Reviewer, Product Development Mgmt Association Research Competition
2009	Reviewer, Journal of Product Innovation Management
2008	Reviewer, Academy of International Business Annual Meeting
2007-2008	Editorial Review Board , International Journal of Operations and IS
2007	Reviewer, Journal of International Business Studies
2007	Reviewer, Academy of International Business Annual Meeting
2006	Reviewer, Journal of Macromarketing
2001, 02, 03, 05	Reviewer, Journal of Product Innovation Management
2001, 02, 04, 05	Reviewer, Journal of International Management
2004	Reviewer, Journal of Advertising
2003	Special Issue Editor , <i>Journal of Product Innovation Management</i> Double Issue: Vol. 20(5) & Vol. 20(6) (with Tomas Hult).
2003	Chair & Reviewer, Strategy, Competition & Markets track, Intl. Conf. on Mktg & Dev. (ICMD-8), Thailand, January 4-7.

Editorships, Editorial Boards, & Review Activities continued:

2000, 01	Reviewer, Management Science
2000	Program Committee, Academy of International Business Annual Conf.
2000	Reviewer, American Marketing Association Winter Conference
1997, 99	Reviewer, Journal of International Business Studies
1998	Reviewer, American Marketing Association Summer Conference
1996,97,98,99	Reviewer, Southern Marketing Association
1998	Reviewer, International Services Marketing Journal
1997, 04	Reviewer, Academy of International Business Annual Meeting
1995, 99, 00	Reviewer, Journal of International Marketing

University Service

2024-2025	Faculty Representative to W&M Board of Visitors
2023-2024	President of Faculty Assembly
2023-2024	Pillars Innovation Initiative with Jeremy Martin for Provost/President: set-up innovation stage gate process for initiatives related to four pillars, established review process and rubrics, consulted on communication strategy, recommended funding amounts, and served as consultant to researchers throughout the five stages lasting one year.
2023-2024	Accreditation Committee
2023-2024	Intellectual Diversity Initiative – incl. Governor’s Conference at UVA
2023-2024	Rankings Special Committee with Jeremy Martin for President Rowe
2023-2024	Rector’s Committee on Preservation & Safety of Historic Campus
2023-2024	New School Advisory
2022-2023	Vice President of Faculty Assembly
2000-2023	Freshman Advisor (exclusive of Fall 2015 in Austria on Fulbright)
2021-2023	Faculty Liaison to the Board of Visitors
2022	Member of Hiring Committee, Mason School Dean
2022	Teaching Committee chair, John Manuli
2021-2022	Member of Hiring Committee, Strategy Area
2018-2022	Faculty Assembly Committee + additional ad-hoc subcommittees
2018-2022	Executive Committee of Faculty Assembly
2018-2022	Chair – Faculty Affairs Subcommittee of Faculty Assembly
2018-2022	Marketing Area Head
2019-2022	W&M Communications Task Force – Chair of Research subcommittee
2019-2022	eSports Faculty Task Force / Faculty Advisory Board
2019-2020	Pre-Director of Online Masters of Marketing Program
2021	Supervisor, independent study
2019-2020	W&M Committee on Writing (guide Writing Center)
2019-2020	Development of Major General’s Marketing Emphasis Program (with 20 Army scholarships attached)
2018-2020	Co-developer of Interdisciplinary Innovation & Entrepreneurship Minor (60+ entering class)
2020	Supervisor, independent study Flex MBA (2)
2019	University Tiger Team – Continuing Education
2018-19	Inauguration of Pres. Rowe and Re-investiture of Provost Gates Committee
2018-19	Faculty Liaison to the Board of Visitors Committee
2018	Rex Holmlin Teaching Evaluation Committee
2018	Marketing Area Strategy Document
2017-2018	Internship Project Supervisor
2016-2018	Athletic Advisory Committee

University Service continued

2016-2018	Undergraduate Advisory Committee
2017-2018	Reader for Marketing Internship Projects
2016-2017	Accreditation, Assurances of Learning Standing Committee
2016	Accreditation, Assurances of Learning, MBA program
2016	MC of <i>Leading the Business of the Virginia Maritime Industry</i> (Raymond A. Mason School Alumni event in Norfolk)
2016	Supervisor, independent study Flex MBA
2016	Reader, independent study Flex MBA
2016	Teaching Committee chair, Vlad Atanasov
2014 - 2015	Chair, Business School Research Committee
2010 - 2015	Member, Internationalization of W&M, Vice Provost's Advisory Committee
2014 - 2015	Accreditation, Assurances of Learning, MBA program
2014 - 2015	Teaching Committee, Brent Allred
2014	Chair, Review Committee, Vice Provost Steve Hanson
2014	Supervisor, independent study, Emily Nichols
2014	Reader, independent study, Molly Adair
2013	Reader, independent study, Annie
2013 - 2014	Business School Research Committee
2013	Teaching Committee, Alex Woods
2013	Selection Committee for Class of 2016 Professorship
2010 - 2013	Chair, Business School Research Committee
2013	Supervisor, design independent study, Anik Cepeda
2013	Supervisor, design independent study, Soheil Tayebi
2013	Reader, independent study,
2010 - 2011	Chair, Teaching Committee, Todd Mooradian
2008 - 2011	Member, W&M Equal Opportunity / Sexual Harassment Committee
2007 - 2011	Advisor to Student Marketing Association (formerly Synergy)
2011	Monroe Scholar Advisor for Emily Anthony
2011	Supervisor, design independent study, Hays Watkins
2011	Supervisor, design independent study, Daniel Barzach
2011	Supervisor, independent study, James Napolitano
2011	Reader, design independent study, Josh Shapiro
2011	Reader, design independent study, Joe Cotton
2011	Reader, design independent study, Kim Johnson
2011	Supervisor, design independent study, Rebecca Uttamsingh
2011	Supervisor, design independent study, Ashley Holofcener
2010	Supervisor, design independent study, Josh Frazier
2010	Supervisor, design independent study, Daniel Barzach
2009-2010	MBA Field Studies Advisor, Bon Secours, Infant Mortality in Peru
2009-2010	Supervisor, design independent study, Maria Zarate
2009	Member, Hiring Committee, Auxiliary Services Director
2009	Member, W&M Compensation Committee
2009	Member, Business School Research Committee
2009	Undergraduate Program Experience Committee
2009	New York City UG Immersion Program with Career Services
2009	Ad-hoc committee for Howard Busbee Student Research Fund
2009	Indep Study with Peace Frogs Project (4 students)
2009	Indep Study with Design group (9 students - with grant)
2008	Ad-hoc committee for Howard Busbee Student Research Fund

University Service continued

2008	Undergraduate Program Experience Committee
2008	Compensation Committee survey & study of tuition remission program
2008-2009	MBA Field Studies Advisor, VISA
2008	Moderator for Panel in UG Career Fair
2008	Participant in UG Board Meeting
2008	Supervisor, internship & independent study
2008	Supervisor, design independent study, Julian Oreska
2008	Coach, Case Competition, Success Institute, Alpha Kappa Psi, 1 st Place (students: Amelia Hagen, Kelley Kaplan, and Scott Zickefoose)
2008	New York City career visits with Synergy to businesses & alumni
2007- 2008	Entrepreneurship Ad-hoc Committee
2007	Ad-hoc committee for Howard Busbee Student Research Fund
2007 -2008	Internationalization of the Business School Ad-hoc Committee
2007	Chair, Marketing Area Search Committee
2007	Reader, Two Honors Committees for Theatre/Business majors
2007	Reader, MAcc student Bay Chalmers
2007	Reader,
2007	Supervisor, Neural Consumer Behavior Indep. Study
2007	Supervisor, Ethan Isleib
2006 - 2007	Chair, Business School Research Committee
2006	Committee for Busbee Awards for Student Research
2006	Member, Entrepreneurship Search Committee
2006	Teaching Committee Chair for Ron Hess, tenure
2006	Supervisor for Summer U/G Independent Study
2005 - 2006	Search Committee for Chair in Ethics
2004 - 2005	Chair, Business School Research Committee
2005	Supervisor for all U/G Independent Studies associated with Marketing
2004	Teaching Committee Chair for Lisa Szykman, tenure
2004	Supervisor for all U/G Independent Studies associated with Marketing
2004	Teaching Committee for Ron Hess, 3 rd year review
2003	Supervisor for Indep. Study, College of William & Mary
2002	Reader, Two Independent Studies, College of W & M
2001 – 2002	Coach, Int'l Case Cptn, Copenhagen Business School, Denmark
2001	Reader, Independent Study, College of W & M
2001 – 2002	BBA Business Partners Board - Communications & PR Council
2001 – 2002	Supervisor for Indep. Study, College of William & Mary
2001 – 2002	Asst. Coach, International Case Competition, Western Ontario, Canada
2001 – 2002	Coach, International Case Competition, Queen's University, Canada
2001	Co-chair, Batten Conference on Product Innovation & Supply Chain Mgmt.
2001	Supervisor for Summer Indep. Study, College of William & Mary
2001	Coach, McIntire International Case Competition, UVA, Charlottesville
2000 – 2001	Coach, International Case Competition, Western Ontario, Canada
2000 – 2001	Supervisor & Reader, Three Indep. Studies, College of William & Mary
2000	Lecture, Jackie Chan Film Festival class with Reves Center
2000	Lecture, Keio University Cross-Cultural Collaboration with Reves Center
2000	Coach, McIntire International Case Competition, UVA, Charlottesville
1999 – 2000	Supervisor & Reader, Three Indep. Studies, College of William & Mary
1999	Facilitator, Keio University Research Collaboration & W&M Profiles
1999	Assist with Undergraduate Simulation

University Service continued

1999 – 2000	Faculty Advisor, International Business Committee
1999 – 2007	Member, Business School Research Committee
1998 – 1999	Committee Member, Internationalization of the Business School Task Force
1998	Faculty Member in Ethics Discussion at SOBSI Meeting
1998	Aoyama Gakuin University Summer Program Proposal
1998 - 1999	Supervisor & Reader, Two Independent Studies, College of W & M
1998	Faculty Candidate Interviewing at AMA Summer Conference
1998 – present	Marketing Student Advisor
1997 - 1998	Supervisor, IMP Field Study Project, College of William & Mary
1997 - 1998	Supervisor & Reader, Three Independent Studies, College of W & M
1997	Moderator, Homecoming MBA Alumni Panel, College of William & Mary

Professional Societies & Related Activities

International Product Development Management

Continuing Education, Grants, Contracts, & Consulting Activities

2024	Virginia Chamber of Commerce and Virginia Economic Development Partnership
2021-2023	Virginia Port Authority – four economic impact studies
2023	Summer Research Grant, Mason School of Business
2022	Summer Research Grant, Mason School of Business
2021	Summer Research Grant, Mason School of Business
2020	Research Leave (Fall), Mason School of Business
2020	Summer Research Grant, Mason School of Business
2019	Virginia Port Authority – economic impact study
2019	Ph.D. Opponent, Stefano Magistretti, Politecnico Milano, Italy.
2019	Presentation, Politecnico Milano, Italy.
2019	Summer Research Grant, Mason School of Business
2018	Jefferson Labs– two economic impact studies
2018	University of Applied Science Upper Austria (4-day exec program)
2018	Summer Research Grant, Mason School of Business
2017	University of Applied Science Upper Austria (3-day exec program)
2015-17	Governor’s Housing Study – economic impact, futuring, scenarios
2016	University of Applied Science Upper Austria (3-day exec program)
2016	Union Mission Ministries – economic impact
2015-16	University of Vienna, Austria (two courses assoc. w/Fulbright, Ph.D & UG)
2015-16	University of Bratislava, Slovakia (course assoc. w/Fulbright)
2015-16	Virginia Maritime Association – economic impact study
2015 (2x)	University of Applied Science Upper Austria (3-day exec program)
2014 (2x)	University of Applied Science Upper Austria (3-day exec program)
2013	MCI Innsbruck, Austria (2-day exec program in Intl. Mktg.)
2013 (2x)	University of Applied Science Upper Austria (3-day exec program)
2013	Competitive Travel Grant, The Reves Center
2012	MCI Innsbruck, Austria (2-day exec program in Intl. Mktg.)
2012	University of Applied Science Upper Austria (3-day exec program)
2012	Corvinus University, Budapest, Hungary (summer program in Intl. Mktg.)
2011-13	Norfolk Redevelopment & Housing Authority – economic, QOL, futuring
2011	MCI Innsbruck, Austria (2-day exec program in Intl. Mktg.)

Continuing Education, Grants, Contracts, & Consulting Activities continued

2011	Competitive Travel Grant, The Reves Center
2010	Summer Research Grant, Mason School of Business
2010	MCI Innsbruck, Austria (2-day exec program in Intl. Mktg.)
2010	Competitive Travel Grant, The Reves Center
2009	Summer Research Grant, Mason School of Business
2009	MCI Innsbruck, Austria (2-day exec program in Intl. Mktg.)
2008	Summer Research Grant, Mason School of Business
2008	Summer Student Research Grant, Mason School of Business
2008	Competitive Travel Grant from the Reves Center
2007	Application for Fulbright Chair to Corvinus University, Hungary
2007	Andrew Mellon Foundation grant
2007	Virginia Port Authority –Lead Investigator - Economic Impact Study
2006	Competitive Travel Grant, The Reves Center
2005	Semester Research Grant, The College of William & Mary
2003	Grant from Kauffman Foundation grant for Entrepreneurial Education
2003	PriceBabson Symposium on Entrepreneurial Education
2002	Competitive Travel Grant, The Reves Center
2002	Summer Research Award, The College of William & Mary
2000	Summer Research Award, The College of William & Mary
1999-2000	Teaching Project Award, The College of William & Mary
1999	Summer Research Award, The College of William & Mary
1999	WU-Wien University, Vienna, Austria, Export Management
1998	Aoyama Gakuin University, Tokyo, Japan, Marketing Strategy (exec)
1996	Bonham Dissertation Research Grant
1994-95	Dean's Tuition Fellowship, University of Texas at Austin