

March 2013

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I. EDUCATIONAL BACKGROUND

B.A.Sc., University of British Columbia, May 1959, in Mechanical Engineering

M.B.A., University of Western Ontario, May 1962

Ph.D., Columbia University, April 1968, in Business Administration

II. TEACHING POSITIONS

Co-Director of the Mack Institute for Innovation Management, (2013-present)

Geoffrey T. Boisi Professor; Professor of Marketing; co-Director of the William and Phyllis Mack Center on Managing Technological Innovation and of the Emerging Technologies Management Research Program, The Wharton School, University of Pennsylvania (1991-2013)

Director of the Huntsman Center for Global Competition and Innovation, The Wharton School (1991-2000)

Visiting Professor of Marketing, London Business School (1997-2002 and 2004 - 2007)

Douglas Myers, Distinguished Visiting Professor, The University of Auckland Business School (2008)

Visiting Faculty, Indian School of Business, Hyderabad and Mohali, India (2003,

2006, 2008, 2009, 2011 and 2013).

Visiting Senior Lecturer, Sloan School of Management, Massachusetts Institute of Technology (1989-1991)

Visiting Professor of Marketing, Graduate School of Business, Harvard University (1989-1991)

Cross-Appointment, Division of Studies in Medical Education, Faculty of Medicine, University of Toronto (1987-1991)

Magna International Professor of Business Strategy, Faculty of Management, University of Toronto (1984-1988)

Professor of Marketing, IMEDE International Management Development Institute, Lausanne, Switzerland (1975-1976)

Professor of Marketing, Faculty of Management Studies, University of Toronto (1974-1991)

Associate Professor of Marketing, Graduate School of Business, Stanford University (1971-1974)

Assistant Professor of Marketing, Graduate School of Business, Stanford University (1967-1971)

Instructor and Lecturer in Business Administration, University of Western Ontario (1962-1964)

III. HONORS AND AWARDS

Minnesota Mining and Manufacturing Merit Award, University of Western Ontario, 1960.

Ford Foundation Doctoral Study Awards, Columbia University, 1964 and 1965.

Ford Foundation Dissertation Research Award, Columbia University, 1966.

Beta Gamma Sigma Dissertation prize, 1969, with publication of *Buyer Attitudes and Brand Choice Behavior* in 1970 by Free Press.

Alpha Kappa Psi Foundation Award for most significant contribution to marketing practice, 1978, for article on "Diagnosing the Product Portfolio."

Runner-up for Alpha Kappa Psi Award in 1980 for ACustomer-Oriented

Approaches to Identifying Product Markets,” with Allan D. Shocker and Ray Srivastava.

Hewlett-Packard Award for outstanding contributions to the use of computers in the field of business education, 1987.

Recognition Award for 10 years of contributions to management education in the General Electric Company, 1988.

Alpha Kappa Psi Foundation Award for most significant contribution to marketing practice, 1988. Jointly with Robin Wensley for article on “Assessing Advantage: A Framework for Diagnosing Competitive Superiority.”

Harold H. Maynard Award for most significant contribution to marketing theory and thought in 1989. Jointly with Mary Lambkin for article on “Evolutionary Processes in Competitive Markets: Beyond the Life Cycle.”

Runner-up for Alpha Kappa Psi Award in 1980 and 1988.

Runner-up for Harold H. Maynard Award in 1980.

Connaught Faculty Fellowship, University of Toronto, 1988.

Fellow of the American Marketing Association Doctoral Consortium, every year from 1978 to 2010, except for 1983, 1984, and 1997.

Master of Arts (Honorary), University of Pennsylvania, granted 1992.

Finalist, Anvil Award for teaching excellence, The Wharton School, 1992, 1997, and 1998.

Marketing Science Institute Award for best working paper published in 1992, for “Continuous Learning About Markets.”

Charles Coolidge Parlin Award in recognition of outstanding contributions to marketing and marketing education, 1994.

Runner-up for Pacific Telesis Foundation Award for the best paper in the California Management Review, 1995.

Harold H. Maynard Award for most significant contribution to marketing theory and thought in 1994, for article on “The Capabilities of Market-Driven Organizations.”

This article was also the runner-up for the Alpha Kappa Psi Foundation Award.

Marketing Science Institute Award for best working paper, 1995, for “The Capabilities of Market-Driven Organizations.”

Paul D. Converse Award for outstanding contributions to the development of the science of marketing, awarded in 1996 by the American Marketing Association.

Frances Winspear Distinguished Scholar University of Victoria, Canada, 1996 to present.

Honored with the establishment of the George S. Day Doctoral Dissertation Award for research on interfunctional issues.

Excellence in Teaching Award for 1998 from the Wharton Graduate Association.

Outstanding Marketing Educator Award for 1999 for contributions to marketing scholarship, awarded by the Academy of Marketing Science.

Erskine Fellow, University of Canterbury, Christchurch, New Zealand, 2002.

Vijay Mahajan Award for career contributions to marketing strategy, awarded by the American Marketing Association, August 2001.

AMA/McGraw-Hill Irwin Distinguished Marketing Educator for 2003

JM/Sheth Foundation Award for the best article published in the *Journal of Marketing* that has made a long term contribution to the field of Marketing

INFORMS Society for Marketing Science picked my article “The Capabilities of Market-Driven Organizations” which appeared in the *Journal of Marketing* in 1994 as one of the Top 20 articles that have most influenced affected the practice of marketing science.

INFORMS picked a second article “Assessing Advantage: A Framework for Diagnosing Competitive Superiority” which appeared in April 1988 as one of the top 30 articles.

Winner of the IBM Award for Best Article published in the Journal of Service Research in 2007 for “The Path to Customer Centricity” with Denish Shah, Roland Rust, A. Parasuraman and Richard Staelin.

Winner of the 2007 Robert D. Buzzell Marketing Science Institute Best Paper Award for Aligning the Organization with the Market (MSI Report 05-110).

Winner (with Christine Moorman) of the AMA/Berry Prize for the Best Book on Marketing for 2012, for *Strategy from the Outside-In* (McGraw-Hill 2010).

Selected as one of eleven *Legends in Marketing*.

IV. PUBLICATIONS AND RESEARCH

A. Publications

1. Articles published in refereed journals/books

“Attitudes and Awareness as Predictors of Market Share” (with Henry Assael), *Journal of Advertising Research* (December 1968), 3-10.

“A Two-Dimensional Concept of Brand Loyalty,” *Journal of Advertising Research* (September 1969), 29-35.

“A Guide to Consumerism” (with David A. Aaker), *Journal of Marketing* (July 1970), 119-126. (Reprinted as a Marketing Classic in the Spring 1997 issue of *Marketing Management*).

“Using Attitude Change Measures to Evaluate New Product Introductions,” *Journal of Marketing Research* (November 1970).

“Using Cluster Analysis to Improve Marketing Experiments” (with Roger M. Heeler), *Journal of Marketing Research* (August 1971).

“Stability of Appliance Brand Awareness” (with Robert W. Pratt), *Journal of Marketing Research* (February 1972).

“Evaluating Models of Attitude Structure,” *Journal of Marketing Research* (August 1972).

“Management Responses to Consumerism” (with David A. Aaker), *Harvard Business Review* (November-December 1972).

“Attitude Change, Media and Word of Mouth,” *Journal of Advertising Research* (December 1972).

“Non-Response Bias and Callbacks in Sample Surveys” (with William C. Dunkelberg), *Journal of Marketing Research* (May 1973).

“Information Disclosure and Consumer Behavior: An Empirical Evaluation of Truth in Lending” (with William K. Brandt), *University of Michigan Journal of Law Reform* (April 1974).

“A Dynamic Recursive Model of the Relationship of Attitude Change and Behavior Change” (with David A. Aaker), *Journal of Applied Psychology* (June 1974).

“Consumer Research Contributions to the Evaluation of Public Policy: The Case of Truth in Lending” (with William K. Brandt), *Journal of Consumer Research* (June 1974).

“Traveler-Preference for Fare Level Alternatives as a Transportation Planning Input” (with James W. Schmidt), *Transportation Research Record*, National Academy of Science, 1975.

“A Supplementary Note on the Use of Cluster Analysis for Stratification” (with Roger Heeler), *Applied Statistics*, 1975.

“Full Disclosure of Comparative Performance Information to Consumers: Problems and Prospects,” *Journal of Contemporary Business* (Winter 1975).

“The Effect of Disclosure on Consumer Knowledge of Credit Terms” (with William K. Brandt and Terry Deutscher), *Journal of Consumer Affairs* (Summer 1975).

“A Strategic Perspective on Product Planning,” *Journal of Contemporary Business* (Summer 1975).

“The Threats to Marketing Research,” *Journal of Marketing Research* (November 1975).

“Data Quality, Level of Aggregation, and Nonmetric Multidimensional Scaling Solutions” (with Terry Deutscher and Adrian Ryans), *Journal of Marketing Research* (March 1976).

“Assessing the Effects of Information Disclosure Requirements,” *Journal of Marketing* (April 1976).

“Diagnosing the Product Portfolio,” *Journal of Marketing* (April 1977). Winner of the Alpha Kappa Psi Annual Award (1978) for contribution to marketing practice.

“The Mystery of the Dissatisfied Customer,” *Wharton Magazine* (October 1977).

“Comparative Urban Indicators: An Analytical Perspective” (with Barton Weitz), *Policy Science* (November 1977).

“When Do the Interests of Academics and Managers Converge?” *Business Horizons* (June 1979).

“Customer-Oriented Approaches to Identifying Product-Markets” (with Allan D. Shocker and Raj Srivastava), *Journal of Marketing* (Fall, 1979). Runner-up for Alpha Kappa Psi Annual Award (1980) and Harold H. Maynard Award for best paper in *Journal of Marketing* (1980).

“Marketing Planning and Strategy” (with Yoram Wind), *Journal of Marketing* (April 1980).

“On Increasing the Effectiveness of Marketing Research” (with David A. Aaker), *California Management Review* (Winter 1980).

“Strategic Market Identification and Analysis: An Integrated Approach,” *Strategic Management Journal* (Summer 1981); Japanese translation, Japan Management Association, 1983; Italian translation, 1984.

“Product Life Cycles: Analysis and Applications Issues,” *Journal of Marketing*, Special Section on Product Life Cycles (Fall 1981).

“Attitudinal Predictions of Choice of Major Appliance Brands” (with Terence Deutscher), *Journal of Marketing Research* (March 1982).

“Analytical Approaches to Strategic Market Planning,” in *Annual Review of Marketing*, Ben Enis and Ken Roering (eds.), Chicago: American Marketing Association, 1982.

“Diagnosing the Experience Curve” (with David B. Montgomery), *Journal of Marketing* (Spring 1983).

“Better Insights from Strategy Analysis Methods,” *Journal of Business Strategy* (Spring 1983).

“Marketing Theory with a Strategic Orientation” (with Robin Wensley), *Journal of Marketing* (Fall 1983).

“Evaluating Business Strategies,” *Strategic Planning Management* (Spring 1984). Also appeared in *Strategic Planning Management Reader*, Liam Fahey (ed.), Prentice-Hall, 1989.

“Orienting Marketing Research Toward Testing Strategic Assumptions,” *Journal of the Professional Marketing Research Society* (November 1984).

“Tough Questions for Developing Strategies,” *Journal of Business Strategy* (Fall 1985).

“The Perils of High Growth Markets” (with David A. Aaker), *Strategic Management Journal* (October 1986).

“Price Discounts as a Competitive Weapon” (with Adrian Ryans), *Industrial Marketing Management* (September 1987).

“Cooperative Behavior in Vertical Markets” (with Saul Klein), *Review of Marketing*, Michael J. Houston (ed.), American Marketing Association, 1987.

“Assessing Advantage: A Framework for Diagnosing Competitive Superiority” (with Robin Wensley), *Journal of Marketing* (April 1988). Winner of Alpha Kappa Psi Annual Award (1988) for significant contribution to marketing practice.

“Valuing Market Strategies” (with Liam Fahey), *Journal of Marketing* (July 1988). Runner-up for Alpha Kappa Psi Annual Award for significant contribution to marketing practice (1988).

“Managing the Risks of High Growth” (with David A. Aaker), *Journal of Consumer Marketing* (1989).

“Evolutionary Processes in Competitive Markets: Beyond the Product Life Cycle” (with Mary Lambkin), *Journal of Marketing* (Summer 1989). Winner of the 1989 Harold H. Maynard Award for the best article on marketing theory.

“Deciding How to Compete,” *Planning Review* (September/October 1989).

“Putting Strategy into Shareholder Value Analysis” (with Liam Fahey), *Harvard Business Review* (March-April 1990).

“Setting the Growth Direction,” *Engineering Management Review* (Summer 1991).

“Marketing's Contribution to the Strategy Dialogue,” *Journal of the Academy of Marketing Science* (Summer 1992). Invited keynote paper to celebrate the twentieth anniversary of the *Journal of the Academy of Marketing Science*.

“Domains of Ignorance: What Marketers Need to Know,” (with Kathy Jocz and Paul Root), *Marketing Management* (Winter 1992).

“Scelte di Successo,” *Rivista di Meccanica*, (May 1993).

“Charting New Directions: Conditions for Successful Renewal,” *European Management Journal* (June 1993).

“Managerial Representations of Competitive Position,” (with Prakash Nedungadi), *Journal of Marketing* (April, 1994)

“Enhancing the Ideation Capability,” *Journal of Product Innovation Management* (January 1994).

“Capabilities of Market-Driven Organizations,” *Journal of Marketing* (October 1994). Winner of the 1994 Harold H. Maynard Award for contributions to marketing theory.

“Continuous Learning About Markets,” *California Management Review* (Summer 1994). Runner-up Pacific Telesis Foundation Award for best paper 1995.

“Advantageous Alliances,” *Journal of the Academy of Marketing Sciences* (Fall 1995).

“Using the Past as a Guide to the Future: Reflections on the History of the Journal of Marketing,” *Journal of Marketing* (January 1996).

“Prevailing in the Electronic Marketplace,” *Harvard Business Review* (November-December 1996).

“Strategies for Surviving a Shakeout,” *Harvard Business Review* (March-April 1997).

“Strategic Channel Design” (with Erin Anderson and Kash Rangan), *Sloan Management Review*, (Summer 1997).

“What Does It Mean to be Market-Driven?” *Business Strategy Review*” (Spring 1998). Highest quality rating by ANBAR Electronic Intelligence

“Organizing for Interactivity,” *Journal of Interactive Marketing* 12 (Winter 1998), 47-54.

“Enhancing New Product Development Performance: A Market Learning Perspective,” (with Marjorie Adams and Deborah Dougherty), *Journal of Product Innovation Management* 15 (September 1998), 403-423.

“Charting New Directions for Marketing,” co-author with David Montgomery, *Journal of Marketing*, (Fall 1999 Special Issue).

“Managing the Market Relating Capability,” *Journal of the Academy of Marketing Sciences*, (Winter 2000).

“Aligning the Organization to the Market,” *Business Strategy Review* (Fall 1999).

“Misconceptions about Market Orientation,” *Journal of Market Focused Management* (June 1999).

“Avoiding the Pitfalls of Emerging Technologies” (with Paul Schoemaker), *California Management Review* (forthcoming 2000).

“Creating a Market Driven Organization,” *Sloan Management Review* (Fall 1999).

“Market-Driven Winners,” *European Business forum* (December 2000).

“Continuous Learning About Markets,” *Journal of Business and Industrial Marketing* (May 2001).

“Creating a Superior Customer Relating Capability” *Sloan Management Review* (Spring 2003)

“Shakeouts in Digital Markets” (with Adam Fein), *California Management Review* (Spring 2003).

“Customer Relationships Go Digital” (with Katrina Hubbard), *Business Strategy Review* (Spring 2003)

“Feeding the Growth Strategy” *Marketing Management* (November/December 2003).

“Achieving Advantage with a New Dominant Logic.” *Journal of Marketing*, (January 2004)

“Which Way Should You Grow?” *Harvard Business Review* (July – August 2004), 24-26.

“Scanning the Periphery,” (with Paul Schoemaker) *Harvard Business Review*, (November 2005).

“Capitalizing on the Internet Opportunity” with Katrina Hubbard *Journal of Business and Industrial Marketing* (2006)
Emerald Literati Award for Excellence

“Leading the Vigilant Organization” (with Paul Schoemaker), *Strategy & Leadership*, (2006), 4-10.

“Aligning the Organization with the Market”, *Sloan Management Review* (Fall 2006), 41-49.

“Is it Real? Can We Win? Is It Worth It? Balancing Risk and Reward in Portfolios of Innovation” *Harvard Business Review* (December 2007).

“Seeing Sooner: Scan for Weak Signals from the Periphery” with Paul Schoemaker, *Marketing Management* (November/December 2007), 20 – 28.

“A Tribute to Peter Drucker” with Jenny Darrock and Stan Slater, Editors introduction to the Special Issue on the contribution of Peter Drucker to Marketing, *Journal of the Academy of Marketing Sciences* (forthcoming 2009).

“The Path to Customer Centricity” with Denish-Shah, Roland Rust, A Parasuramar and Richard Staelin, *Journal of Services Marketing*, Vol. 9 (2007)

“Are You a Vigilant Leader?” with Paul Schoemaker, *Sloan Management Review* (March 2008).

“Making Sense of Weak Signals” with Paul Schoemaker, *Sloan Management Review* (March 2009).

“Is It Real? Can We Win? Is It Worth Doing? Managing Risk and Reward in an Innovation Portfolio,” *Harvard Business Review On Point* (forthcoming Spring 2009)

“Why We Miss the Signs” with Paul Schoemaker, Thought Piece, *Sloan Management Review*, January 2009.

“Is Marketing Academia Losing Its Way?” with David Reibstein and Jerry Wind, *Journal of Marketing* (Summer 2009).

“Looking Into Marketing’s Future” *Marketing Management*, September-October 2009 with Samantha Howland and Roch Parayre.

“Closing the Marketing Capabilities Gap” *Journal of Marketing*, (July 2011)

“Bringing an Outside-In Perspective to Strategy,” with Christine Moorman, *Marketing Management*, (September 2011)

“Innovating in Uncertain Markets: Ten Lessons for Green Technologies,” with Paul Schoemaker, *MIT Sloan Management Review*, (June 2011).

“The CMO and the Future of Marketing” with Rob Malcolm, *Marketing Management*, (July 2012).

“Integrating Organizational Networks, Weak Signals and Strategic Radars” *Technological Forecasting & Social Change*, 80 (2013).

“Regaining Relevance” with Christine Moorman, *Strategy & Leadership*, July 2013.

“The Evolution of the Resource-Based view of the Firm,” *Journal of the Academy of Marketing Science*, forthcoming Fall 2013.

2. Articles/Chapters in books/proceedings

“Sequential Applications of Multivariate Techniques,” in *Marketing and the New Science of Planning*, Robert L. King (ed.), Chicago: American Marketing Association, 1968, 244-249.

“Mathematical Models of Attitude Change for Evaluating New Product Introductions,” in *Proceedings: Business and Economic Statistics Sections*, Washington, D.C.: American Statistical Association, 1969, 78-87.

“Changes in Attitudes and Intentions as Predictors of New Product Acceptance,” in *Attitude Research Reaches New Heights*, Charles W. King and Douglas J. Tigert (eds.), Chicago: American Marketing Association, 1972.

“Appraising Communication Effects with a Recursive Model” (with David A. Aaker), in *Relevance in Marketing: Problems, Research and Action*, Neil H. Borden (ed.), Chicago: American Marketing Association, 1971.

“Decision Processes for Major Durables: An Empirical View” (with William K. Brandt), in *Relevance in Marketing: Problems, Research and Action*, Neil H. Borden (ed.), Chicago: American Marketing Association, 1971.

“A Recursive Model of Communication Processes” (with David A. Aaker), in *Multivariate Analysis in Marketing: Theory and Application*, David A. Aaker (ed.), Belmont, CA: Wadsworth, 1972.

“Theories of Attitude Structure and Change,” in *Consumer Behavior: Theoretical Sources*, Scott Ward and Tom Robertson (eds.), Englewood Cliffs, NJ: PrenticeHall, 1973. An abbreviated version appears in “Attitude and Attitude Change,” in *Perspectives in Consumer Behavior*, Second Edition, Harold H. Kassarjian and Thomas S. Robertson (eds.), Glenview, IL: Scott Foresman, 1973.

“Mechanisms for Industry Self-Regulation,” in *Public Policy and Marketing Practices*, Fred C. Allvine (ed.), Chicago: American Marketing Association, 1973.

“The Role of the Consumer in the Corporate Social Audit,” in *Corporate Social Accounting*, Raymond A. Bauer and Meinolf Dierkes (eds.), Praeger, 1974.

“On Confidence and Consumerism,” in *Advertising and the Public Interest*, Sal Divita (ed.), Chicago: American Marketing Association, 1974.

“Attitude Stability, Changeability and Predictive Ability,” in *Consumer Behavior: Theory and Application*, John U. Farley, John A. Howard, and L. Winston Ring (eds.), Allyn and Bacon, 1974.

“A Description and Evaluation of the Design of the Buyer Behavior Research Project,” in *Consumer Behavior: Theory and Application*, John U. Farley, John A. Howard, and L. Winston Ring (eds.), Allyn and Bacon, 1974.

“New Tools for Teaching Marketing: Computer and Model-Assisted Cases” (with David B. Montgomery and Charles B. Weinberg), *Proceedings: American Marketing Association 1975 Summer Conference*.

“The Changing Environment of Marketing Research in Canada,” in *Problems in Canadian Marketing*, Donald N. Thompson (ed.), Chicago: American Marketing Association, 1977.

“Identifying Environmental Influences on Brand Choice Decisions,” in *Behavioral and Management Sciences in Marketing*, H. Davis and A. Silk (eds.), New York: Ronald Press, 1978.

“The Public Policy Context of the Relevant Market Question” (with William F. Massey and Allan D. Shocker), in *Marketing and the Public Interest*, John F. Cady (ed.), Marketing Science Institute, 1978.

“Reinforcing the Academic-Business Partnership,” in *Stimulus 77 Conference Proceedings*, Toronto: York University, 1978.

“An Exploratory Study of the Influence of Usage Situation on Perceptions of Product Markets” (with Raj Srivastava and Allan D. Shocker), *Proceedings, ACR Meeting*, 1978.

“Incorporating the Customer Dimension into the Business Definition,” in *Analytical Approaches to Product and Market Planning*, Allan D. Shocker (ed.), Joint AMA/MSI Conference Proceedings, Cambridge: Marketing Science Institute, 1979.

“Marketing Aspects of Canadian Merger Policy” (with Douglas Tigert), in *Macromarketing: A Canadian Perspective*, Donald N. Thompson (ed.), Chicago: American Marketing Association, 1980.

“Developments in Strategic Management: What Do They Mean for Teaching and Research in Marketing?,” *Proceedings, American Marketing Association*, 1980.

“Business Activity Segmentation of Telecommunications Markets,” in *Analysis Forecasting and Planning for Public Utilities*, Proceedings, Third International Conference, Paris, France, 1981.

“Strategic Analysis of Markets for New Telecommunications Services,” Proceedings of Conference on *Telecommunications in Canada: Economic Analysis of the Industry*, Ottawa: Department of Communications, 1981.

“Hazards of Generalized Strategy Prescriptions,” in *Analytical Approaches to Product and Market Planning*, Allan D. Shocker (ed.), Marketing Science Institute, 1982.

“Consumerism” (with David A. Aaker), in *Marketing Managers Handbook*, Second Edition, Stuart Henderson Britt and Norman F. Guess (eds.), Dartnell, 1983.

“Market Segmentation and the Profitability Consequences of Quality Differentiation Strategies,” *Proceedings: Eleventh International Research Conference in Marketing*, Aix-en-Provence, 1984.

“Experience Curves: Evidence, Empirical Issues, and Applications” (with David B. Montgomery), in *Strategic Marketing*, David Gardiner and Howard Thomas (eds.), New York: John Wiley, 1985.

“The Evolving Role of Strategy Analysis Methods,” in *Strategic Planning and Management Handbook*, William R. King and David I. Cleland (eds.), Van Nostrand-Reinhold, 1986.

“Pioneers that Survive: Managing the Risks of Early Market Entry,” in *Proceeding of High Technology Management Conference*, Luis Gomez-Mejia and Michael W. Lawless (eds.), Boulder, CO, 1988. An adaptation of this article appears in *Technology Strategies* (Summer 1989).

“Burn Out or Fade Out: The Risks of Early Entry into High Technology Markets” (with Jonathan Freeman), in *High Technology Management*, Luis Gomez-Mejia and Michael Lawless (eds.), JAI Press, 1989.

“Finding Value in Strategies” (with Liam Fahey), in *International Review of Strategic Management*, David Hussey (ed.), John Wiley and Sons, 1990.

“Managing Market Information to Promote Learning in Organization,” (with Rashi Glazer), in Robert Blattberg, John Little, and Rashi Glazer (eds.), *The Marketing Information Revolution*, Harvard Business School Press, 1992.

“Strategic Market Planning Processes,” in Noel Capon (ed.), *AMA Management Handbook*, Third Edition, New York: AMACOM, 1992.

“Continuous Learning About Markets,” (Summary of Conference Presentation), *Planning Review* (September/October 1992).

“The Adaption of Firm Strategies and Capabilities in Evolving Markets,” (with John Kimberly), in Ned Bowman and Bruce Kogut, editors, *Designing the Firm*, Oxford University Press, (1994).

“Building Superior Capabilities for Serving Changing Markets,” in Hans Thorelli, editor, *Unitary Strategy*, JAI Press, 1995.

“Strategy Evaluation,” in Liam Fahey and Robert Randall editors, *Portable MBA on Strategy*, Wiley (1994). Revised edition forthcoming in 1999.

“Strategic Marketing,” *Dictionary of Marketing Terms*, NTC Publishing, 1994.

“Impact of Non-Price Competition on Market Stimulation,” in M. Ryan, W. T. Stanbury and T. A. Wilson, *The Case for Competition in the Long Distance Market in Canada*, North-Holland, 1994.

“Maintaining the Competitive Edge: Creating + Sustaining Advantage,” in George Day and Dave Reibstein, *Wharton on Dynamic Competitive Strategies*, John Wiley (1997).

“Competitive Signaling” with Oliver Heil and David Reibstein, *Wharton on Dynamic Competitive Strategies*, John Wiley (1997).

“Assessing Competitive Arenas: Who are Your Competitors?,” in George Day and David Reibstein, *Wharton on Dynamic Competitive Strategies*, John Wiley (1997).

“Een Frisse Blik Naar Binnen,” *Tijdschrift voor Marketing*, (April 1995).

“Building Marketing Capabilities in a Hypercompetitive World,” in Richard D. Aveni (editor), *Managing in a Hypercompetitive World*, Sage (forthcoming 1995).

“Commentary on Concurrent Marketing,” *Manageris* (1996), reprinted in *L’Expansion Management Review* (June 1996).

“Continuous Product/Service Development,” *Retail Co Proceedings and Papers*, New York: ExNet, 1996.

“The Role of Marketing in the Organization of the Future,” in Donald Lehman

and David Montgomery, *The Future of Marketing*, Cambridge MA: Marketing Science Institute 1997.

“The Evolution of Market Driven Strategies,” 14th Paul Converse Symposium, editors James D. Hess and Kent B. Monroe, American Marketing Association, 1998.

“Fundamental Issues and Directions for Marketing” co-editor with David Montgomery, *Journal of Marketing* (Fall 1999 Special Issue).

“Assessing Future Markets for Emerging Technologies” in George S. Day and Paul J. H. Schoemaker, *Wharton on Managing Emerging Technologies* (forthcoming 2000).

“Introduction” to reissued edition of *Market-Driven Strategy* (forthcoming 1999).

“Define Your Business: Break Away From an Internal Orientation,” *Excellence* (February 2001).

“Why Create a Market-Driven Organization?” *Management Berater Verlagsgeiselsaft* (May 2000).

“Getting an Edge,” *Across the Board* Conference Board (February 2000).

“Tying in a Asset: The Art of Building a Lasting relationship,” *Understanding CRM* (Financial Times - Spring 2000), 18-24.

“Evaluating Strategy Alternatives,” Liam Fahey and Robert Randal (editors), *Portable MBA in Strategy*, New York: John Wiley & Sons, 2001.

“Market Strategies and Theories of the Firm,” with Robin Wensley, in Robin Wensley and Barton Weitz (eds), *Handbook of Marketing*, London: Sage Publishing (2002).

“Evaluating Strategy Alternatives,” Liam Fahey and Robert Randal, *Portable MBA on Strategy*, New York; John Wiley. (2002).

“Putting PIMS Into Perspective: Enduring Contributions to Strategy Questions” in Paul W. Farris and Michael J. Moore, eds *PIMS in Retrospect and Prospect*; Batten Foundations and Marketing Science Institute, forthcoming 2004

“Managing Brands in Global Markets” (with David Reibstein), in Hubert Gatignon and John Kimberly eds. *The Alliance on Globalizing: Drivers, Consequences and Implications* Oxford Press (2004)

“The Market Driven Organization,” *Business: The Ultimate Resource*, Perseus,

2003.

“Capabilities for forging Customer Relationships,” in *Managing Customer Relationships for Competitive Advantage* by Don Peppers and Martha Rogers, Wiley 2003

“Peripheral Vision: Sensing and Acting on Weak Signals,” Introduction to the Special Issue (with Paul Schoemaker) *Long Range Planning* (April 2004).

“Driving Through the Fog: Managing at the Edge,” (with Paul Schoemaker) in George S. Day and Paul Schoemaker editors. Special Issue, *Peripheral Vision: Sensing and Acting on Weak Signals*, *Long Range Planning* (April 2004).

“Achieving Advantage with a New Dominant Logic” in Lusch and Vargo *The Service Dominant Logic of Marketing: Dialog, Debate and Directions* (July 2008)

“Are You a Vigilant Leader?” with Paul Schoemaker, Spring 2009, Rotman Magazine

“A Tribute to Peter Drucker” with Jenny Darrock and Stan Slater, Editors introduction to the Special Issue on the contribution of Peter Drucker to Marketing, Journal of the Academy of Marketing Sciences (forthcoming March 2009).

“Extended Intelligence Networks: Minding and Mining the Periphery” with Paul Schoemaker, and Scott A. Snyder in Jerry Wind and Paul Kleindorfer, Network-Based Strategies and Competencies, Wharton School Publishing, forthcoming 2009.

“Jerry Wind on the Future of Marketing: Tracing the Evolution of His Thinking,” Volume 8 of the Legends of Marketing series, honoring the contributions of Yoram (Jerry) Wind (Forthcoming 2013).

“Managing Customer Relationships” in Peppers & Rogers, *Customer Management* (2011)

“Peripheral Vision: How Does Business Connect the Dots?” ESOMAR Research World (September 2010)

“Global Brands, Local Presence: Striking a Balance,” Wharton Leadership (2012)

3. Books and Monographs

Buyer Attitudes and Brand Choice Behavior, New York: Free Press, 1970.

Consumerism: Search for the Consumer Interest (with David A. Aaker), New York: Free Press, 1971; Second edition published in 1974; Third edition, 1978; Fourth edition, 1982. Japanese version, Tokyo: Hakuto Shobu, 1979.

A Study of Consumer Credit Decisions: Implications for Present and Prospective Legislation (with William K. Brandt), Washington, D.C.: U. S. Government Printing Office, 1973.

Cases in Computer and Model-Assisted Marketing: Planning (with Gerald Eskin, David B. Montgomery, and Charles B. Weinberg), Palo Alto, CA: Scientific Press, 1975. Hewlett-Packard Award for Contributions to the Use of Computers in Business Education.

Marketing Research (with David A. Aaker), New York: Wiley, 1980 and Tokyo: Hakuto Shobu, 1981 and 1997; Wiley International edition, 1981; Spanish edition, Nueva Editorial Interamericana, 1982, 1987 and 1997; Second edition, 1983; Wiley International edition, 1984; Third edition, 1986; Fourth edition, 1990; Fifth edition (with V. Kumar), 1994; Russian Translation, 1995; Sixth Edition 1997; Chinese translation, Western Books, 1999; Seventh Edition, 2000; Portuguese translation editors Atlas, S. A. Brazil 2000, Spanish Translation, Limusa Wiley 2001; Russian Edition, Piter Publishing; Chinese edition, Western Books; Eighth Edition (2004); *Marketing Research*, 8th Edition (with V Kumar and David Aaker) Chinese edition, Western Books and Russian edition, Piter Publishing of the 7th Edition, and 9th and 10th Editions (with V. Kumar, David Aaker, and Robert Leone) 2008 and 2010

Marketing Public Transportation: A Strategic Approach (with Christopher Lovelock, Gordon Lewin, and John Bateson), New York: Praeger, 1987.

Strategic Market Planning: The Pursuit of Competitive Advantage, West Publishing, 1984; Spanish translation, 1986; Italian translation, 1987; Japanese translation by Doyukan, 1989.

Analysis for Strategic Market Decisions: Methods and Concepts to Support the Planning Process, West Publishing, 1986; Italian translation, 1987; Japanese translation by Doyukan, 1989.

The Interface of Marketing and Strategic Management (co-editor with Barton Weitz and Robin Wensley), JAI Press 1990.

Market-Driven Strategy: Processes for Creating Value, New York: Free Press, 1990; Italian translation, Etas Libri (1992); Dutch translation, Scriptum Books (1992); Portuguese translation, Editorial Record (1992); Japanese translation by Doyukan, (1993); German translation (1993); Korean translation (1994).

Reissued with a new introduction in 1999; excerpted in MeansBusiness.com and GetAbstract.com; Russian translation by Eksmo Publishers (2000); Turkish translation by Kapital Medya Hizmetari (2001).

Essentials of Marketing Research (with V. Kumar and David Aaker), New York: John Wiley & Sons (1997) and Second Edition (2002).

Wharton on Dynamic Competitive Strategies, (co-editor with David Reibstein), New York: John Wiley & Sons (1997). Italian translation, Libri Italia (1998); German translation, ECON Verlag GmbH (1998); Portuguese translation, Editora Campus Ltda (1998); Japanese translation Toyo Keizai (1998); Chinese Translation, Shanghai Jiao Tong University Press.

The Market-Driven Organization: Understanding, Attracting, and Keeping Valuable Customers, New York: Free Press, 1999. Japanese translation by Doyukan, Tokyo (2000), Chinese translation China Machine Press (2000), Spanish translation by Gestion 2000; Excerpted in MeansBusiness.com and GetAbstract.com; Dutch translation by Samson B.V. (2001); Korean translation by Wisdom House (2001); Portuguese translation by Bookman Editoria (2001); Russian translation by Eksmo; Publishers (2001); Turkish translation by Kapital Medya Hizmetari (2001), Dutch translation by Samson B.V. (2001); Japanese Edition, Doyukan, 2006.

Wharton on Managing Emerging Technologies (co-editor with Paul Schoemaker), New York: John Wiley (2000). Japanese translation by Toyo Keizai (2001); Spanish translation by Ediociones B. Argentina (2001); Chinese translation by Huaxia Publishing House (2001).

Peripheral Vision: Detecting the Weak Signals That Can Make or Break Your Company (with Paul Schoemaker), Harvard Business School Press, 2006. Translations: Korea (Sejong), Thailand (Eypernet), and forthcoming in Chinese, Portuguese, Spanish, French and German.

Strategy from the Outside-In: Profiting from Customer Value, New York: McGraw-Hill, 2010, forthcoming in Portuguese, Chinese and Korean translations

Innovation Prowess: Leadership Strategies for Accelerating Growth, Wharton Digital Press 2013

Editor, *Jerry Wind on the Future of Marketing*, Volume 8, Legend of Marketing series 2014

4. Other Publications (Technical Reports and Studies, Cases, Book Reviews, Published Lectures, and Editorials)

Section editor and contributor to section on ABrand Choice Decisions,” in

Behavioral and Management Science in Marketing, H. Davis and A. Silk (eds.), New York: Ronald press, 1978.

Contributor of various cases to books: *Canadian Problems in Marketing* by David S., R. Leighton and Donald H. Thain; *Marketing Management Casebook* by Harper W. Boyd and Robert T. Davis; *Marketing Management* by John A. Howard; and *Cases in Marketing Research* by Walter A. Wentz (ed.).

The Dimensions of Management Response to Consumerism,” *Distinguished Lectures in Marketing Series*, Toronto: York University, 1972.

Loan Plans for Professional Schools: An Appraisal of Student Responses, a report to the Ford Foundation, June 1971. Summary appears in D. Bruce Johnstone, AA Survey of Student Attitudes Toward Income Contingent Loans” (1972).

Teaching Notes on Computer and Model-Assisted Cases in Marketing (with Gerald Eskin, David B. Montgomery, and Charles B. Weinberg), Stanford University Technical Report Series, April 1974.

“Information Disclosure as a Consumer Protection Strategy,” 1974 Albert Wesley Frey Lecture, University of Pittsburgh, Graduate School of Business, May 1975.

The Broadening Scope of Marketing Research in the U.S., Long-Range Planning Service Report, Menlo Park, CA: Stanford Research Institute, July 1975.

Identifying Competitive Product-Market Boundaries: Strategic and Measurement Issues (with Allan D. Shocker), Marketing Science Institute, 1977.

An Assessment of the Potential for Improving Urban Transit Marketing in Canada (with Christopher Lovelock and John Bateson), Transport Canada, Urban Transportation Systems Branch, 1977.

Determining Whether Two Products or Services are Like or Unlike, 1977 (submitted by AT&T in response to FCC docket 21402).

Teaching Notes for Marketing Research (with David A. Aaker), New York: John Wiley, 1980, 1983, 1986, 1990, 1993, 1997.

“Analysis of Product Portfolios,” *Implementing Strategy*, Management Analysis Center, 1980.

Price Differentials and Volume Discount Practices in Competitive and Regulated Markets, 1979 (submitted by AT&T in response to FCC Notice of Inquiry and Proposed Rulemaking).

Strategic Market Analysis: Top-Down and Bottom-Up Approaches, Marketing Science Institute, 1980. (Also appeared in abbreviated form in the Management Analysis Center series on Implementing Strategy, 1981.)

Contributor to “Strategic Marketing” Course, Deakin University, 1983.

Priorities for Research in Strategic Marketing (with Robin Wensley), Marketing Science Institute, April 1983.

Experience Curves: Evidence, Empirical Issues, and Applications (with David Montgomery), Marketing Science Institute, March 1985.

Guidelines for Designing a Strategic Market Management Course, West Publishing, 1985.

“Review of Thomas Bonoma, *The Marketing Edge: Making Marketing Strategies Work*,” *Journal of Marketing* (Spring 1986).

Contributor to section on Marketing Strategy, *Report of American Marketing Association Task Force on Marketing Definitions*, Eugene Kelley (ed.), 1987.

Research Priorities (with Katherine Jocz), Marketing Science Institute, 1990-1992.

The Impact of Non-Price Competition on Marketing Stimulation: Evidence (Part 13), Unitel Corp. Application to Provide Public Long-Distance Service (August 1990).

Learning About Markets, Marketing Science Institute (June 1991).
Winner of Marketing Science Institute Best Working Paper Award, 1992.

Capabilities of Market-Driven Organizations, Marketing Science Institute, 1993.
Winner of Marketing Science Institute Best Working Paper Award, 1995.

“How to Learn About Markets,” *Financial Times* Special Guide to Management, January 1996.

“Dynamic Competitive Strategies” (with David Reibstein), *Financial Times* Special Guide to Management, March 1996.

“Fundamental Issues and Directions for Marketing” (with David Montgomery), *Journal of Marketing* and Marketing Science Institute (1997 call for papers).

“Competing for Customer Relationships,” *Financial Times*, Mastering Marketing, May 1997.

“Capabilities for Forging Customer Relationships,” Marketing Science Institute Working Paper, 2001.

“Shakeouts in the New Economy,” Marketing Science Institute Working Paper, 2001.

“Teaching Guide for Marketing Strategy”
(www-marketing.wharton.upenn.edu/marketingstrategy), The Wharton School.

“Superiority in Customer Relationship Management”:Consequences for Competitive Advantage and Performance (with Christophe van den Bulte) *MSI Working Paper*, 2002.

“Building a Superior Customer Relating Capability,” MSI Working Paper,, 2003 (also appeared in *Knowledge @Wharton* as “Why Some Companies Succeed at CRM- and Many Fail”)

“Don’t Hesitate to Innovate” with Paul Shoemaker, in James Pickford, *Mastering Management* London, Financial Times, 2002

“Closing the Growth Gap: Balancing Small i and BIG I Innovation” *Marketing Science Institute*, Working Paper 2006. Also appeared in *Knowledge@Wharton* as “Sustaining Corporate Growth Requires Big i and small I Innovation”

“Vigilance et Curiosité: Voir Loin Sans Oublier le Court Terme (with Paul Schoemaker), *Business Digest* (Novembre 2006) 4-13.

“Prelude to a Customer Kiss”, *CIO Magazine* (July 2006).

“What’s That You See” (with Paul Schoemaker) *Associations Now*, (October 2006).

“Improving Peripheral Vision”, *Executive Thought Leadership Quarterly*, (2006).

“Enabling a Customer-Focused Organization”, *Executive Thought Leadership Quarterly* (2006).

“Managing Brands in Global Markets” with Dave Reibstein , *Beijing Business Review* (Fall 2008) Adapted from an article with same title in Gatigners and Kimberly, editors Insead-Wharton *Alliance on Globalization*, Cambridge University Press, 2004.

“Diagnosing the Product Portfolio,” reprinted in Jeffrey Krug, *Corporate Strategy*, Sage Publishing, November 2008

B. Editorial activities

1. Editorships

Series Editor, West Publishing Company series on *Strategic Market Management*

Section Editor, Marketing Planning and Strategy, *Journal of Marketing*, 1978-1981, and editor of special section on Product Life Cycles, Fall 1981

Member, Editorial Advisory Board, *Planning Review*, 1987-1995, and *Strategy and Leadership* (1995-present)

Member, Editorial Policy Board, *Marketing Management*, 1991-present

Member, Board of Advisers, *Journal of Market-Focused Management*, 1994-present

Member, Advisory Board, *Handbook of Marketing*, co-edited by Bart Weitz and Robin Wensley, Sage Publishing.

Co-Editor (with David Montgomery), Special Issue of the *Journal of Marketing* on "Fundamental Issues and Directions for Marketing," 1999 (co-sponsored with the Marketing Science Institute).

Member, Editorial Policy Board, *Review of Marketing Research*

Member, Editorial Policy Board, *Inside 1 to 1 Strategy: Delivering Strategic Direction to the Boardroom*

Member, Editorial Policy Board, *Managerial Marketing Abstracts*

Co-editor, Special Issue on the Contribution of Peter Drucker to the field of marketing, *Journal of Academy of Marketing Science*

1.1 Editorial review boards

Journal of Consumer Research, 1973-1978

Journal of Consumer Affairs, 1974-1978

Current Issues and Research in Advertising, 1980-1984

Journal of Marketing, 1978-2000

Irish Marketing Review, 1985-present

Singapore Marketing Review, 1985-present

Canadian Journal of Administrative Sciences, 1986-1995

Strategic Management Journal, 1987-present

Journal of Product Innovation and Management, 1992 - present

Review of Marketing Research, 2002-present
Asian Marketing Review

1.2 Reviewing

Reviewer for *Sloan Management Review*, *Management Science*, *Journal of Business Management*, *Research in Marketing*, *Review of Marketing*, *International Journal of Research in Marketing*, *Journal of Marketing* and National Science Foundation.

C. Research Interests

Competitive strategies in global markets; Organic growth and innovation, Managing emerging technologies and disruptive innovations; Market structure analyses; Strategic planning processes and methods; Organization change; Marketing management.

IV. PROFESSIONAL ACTIVITIES

A. Academic activities

1. Committee memberships

Marketing Area Coordinator, Member of Executive Committee and Chairman of Strategic Planning Committee, Faculty of Management Studies, University of Toronto

Member of Social Sciences Review panel for Connaught Foundation, Toronto, 1983-1985

Member of President's Advisory Committee on Institutional Strategy, University of Toronto, 1983-1985

Member of Provostial Review Committee of Faculty of Medicine, University of Toronto, 1986

Member of Advisory Committee, National Center for Management Research and Development, University of Western Ontario, 1986-present

Chairman of the Wharton Committee to Assess the Status of the Wharton Real Estate Unit, 1994

Member of the Quinquennial Review Committee of the Wharton Marketing Department (1995).

Member of the Executive Education Executive Committee, The Wharton School 1995-1997.

Member of the Dean's Advisory Committee, The Wharton School, 1996-1998.

Member, Academic Strategic Planning Committee for the Life Sciences, University of Pennsylvania, 2001-2002.

Member, Wharton Faculty Committee for Campaign for Sustained Leadership, 2001 and 2002.

Member of Provosts' Advisory Committee for the University of Pennsylvania, Center for Technology Transfer (2005-present)

Chair, Identity & Branding Committee, The Wharton School (2009-present)

Member of the Wharton School Curriculum Committee (2012-13)

2. Administrative activities

Project Director, Research Project on Buyer Behavior, Columbia University, 1966
Board of Directors, Centre for Organizational Effectiveness, University of Toronto
Executive Director, Marketing Science Institute, Cambridge, MA, 1989-1991

Director, Huntsman Center for Global Competition and Innovation and of Emerging Technologies Management Research Program, The Wharton School, 1991-2001

Co-Director William and Phyllis Mack Center on Managing Technological Innovation, 2001 – 2013

Co-Director, William and Phyllis Mack Institute for Innovation Management (2013-present)

3. Other academic and professional activities

Chairman, William O'Dell Award Committee for *Journal of Marketing Research*, 1980-1982

Trustee, Marketing Science Institute, Cambridge, MA, 1982-1988

Member of Academic Advisory Council and Executive Research and Policy

Committee, Marketing Science Institute, Cambridge, MA

Member of the Executive Directors Council, Marketing Science Institute, Cambridge, MA, 1995-present

Member of Research Advisory Council, Strategic Planning Institute, Cambridge, MA (1990-1995)

Member of Marketing Education Policy Committee, American Marketing Association

Member of Advisory Board, SEI Center for Advanced Studies in Management, The Wharton School

Member of Academic Advisory Board, Gemini Consulting, Boston MA, and European Advisory Board, London England

Senior Fellow, Wharton Financial Institutions Center

Academic Resource, World Economic Forum, Davos, Switzerland

Member of Advisory Board, Center for Market Oriented Management, Koblenz Graduate School of Management

Member of the Council of Experts for the Leaders in Innovative Globalization Program (jointly sponsored by the World Economic Forum and Deloitte & Touche)

Member of Faculty Advisory Board, Sloan Foundation Retail Industry Study

Member of the Board of Directors of the Jagdish and Madhuri Sheth Foundation, Atlanta GA

Member of the Board of Directors of the Biosciences Research and Education Foundation (non-profit associated with the School of Medicine)

Member of the Board of Directors of the American Marketing Association Foundation

Member of the PDMA Global Innovation Panel

Co-Chair, (with Tom Kinnear) of the Research Competition on Nonprofit Marketing; co-sponsored by the Sheth Foundation, the AMA Foundation and Marketing Science Institute

Member of the Board of Directors of the American Marketing Association and Committee on Strategic Planning

Representing Wharton (jointly with Dave Reibstein) as a strategic partner with AMA and McKinsey to plan the 2006 and 2009 Mplanet Conference in Orlando

Chairman of the American Marketing Association, and Member of the Board of Directors (serving on the Strategic Planning committee) from 2009 to 2012

B. Continuing education programs

1. General management programs

Senior Management Seminar, Escuela de Administracion de Negocios para Graduado, Lima, Peru (1970); Graduate School of Credit and Financial Management (1968 and 1974); Japanese Productivity Center (1971, 1973, 1974); INSEAD, Institute European d'Administration des Affaires, Executive Program, Fontainebleau, France (1971); Stanford Executive Program (1972); Management in a Changing World, University of Toronto (1974, 1975); Program for Executive Development, IMEDE (1975, 1976); Seminar for Senior Executives, IMEGE (1976); Management Process, University of Toronto (1977-1986); Workshop on Strategic Business Planning, University of Toronto/Strategic Planning Institute (1980-1982); Senior Management Briefing, Institute of Marketing (1983); Developing Competitive Strategies, Australian Institute of Management (1985); Executive Development Course, General Electric (1985); Chief Executive Officers Forum, Quebec City (1985); General Management Program, USG Corp. (1986, 1987); The Executive Program, Queen's University (1987, 1988); Advanced Information Technology Management Program, General Electric (1987, 1988); Competing with New Products, Management Centre Europe-Brussels (1988-1998); Executive Management Program, Pennsylvania State University (1989); Program for Senior Executives, Sloan School, MIT (1989-1991); Advanced Management Program, The Wharton School, University of Pennsylvania (1991-2002); Managing Global New Product Development, Boston University (1991); Bring Innovations to Market: Processes and Strategies for Developing Successful New Products, AMA International (1991-1995); Building a Market-Driven Organization, Irish Marketing Institute (1993) and Management Centre Europe (1994); Managing New Product Development, Hellenic Management Institute (1993), Executive Development Program, Wharton (1994-1996); New Products and New Markets for Public Utilities Exnet (1996); South-African Tripartite Commission Development Program, Wharton (1996 and 1999). Aligning the Organization with the Market, London Business School (1998); Sloan Program, London Business School (1998); Winning in the Next Millennium, Wharton School (1997-1998); Organizing to Win in the Market, University of Witwatersrand, South Africa (1998); Organizing to Win in the Market, London Business School (1999-2002); Managing Change in the Next Millennium, Singapore Management University (2000); Senior Managers Program, Singapore Management University (2001); Advanced Management

Program, INSEAD, Fontainebleau, France (2002); CFO: Becoming a Strategic Partner, Wharton (2002-03)

2. Marketing management programs

New Developments in Marketing, Stanford (1969); Advanced Marketing Research, Stanford (1969); Japanese Productivity Center (1971-1974); Strategic Marketing Course, Institute of Marketing, Oxford, England (1971-1991, annually); Consumer Goods Marketing Program, The Banff Centre, Banff, Canada (1972, 1974, 1975); New Product Planning, Strategic Marketing, Frankfurt (1974); Marketing Management Seminar, IMEDE (1976); Advanced Seminar in Marketing: Planning Marketing Strategies, IMEDE (1977-1979); Industrial Marketing Program, Pennsylvania State University (1977-1978); Marketing Management Program, UCLA (1979, 1980); Strategic Market Planning Seminar, IMEDE (1980); Advanced Marketing Programme, International Marketing Institute of Australia (1982, 1985, 1987, 1988); Strategic Planning and Retail Management, University of Toronto (1983-1984); Strategic Marketing for Growth and Profit, IMI, Australia (1985); Strategic Marketing Course, Irish Institute of Marketing (1985, 1988, 1990); Strategic Marketing Management, University of Toronto (1986-1991); The Senior Management Program for Marketing Executives, Duke University (1987); Executive Marketing Seminar, American Electronic Association (1988-1991); Industrial Marketing Management, The Wharton School, University of Pennsylvania (1992); Strategic Marketing Courses, Japan Management Association (1992); Competing with New Products, HSM Brazil (1992); Competitive Marketing Strategies, Wharton School, University of Pennsylvania (1992-2000); Pharmaceutical Marketing Council, Pharmaceutical Marketing: New Thinking for New Customers (1994-1995); Advanced Industrial Marketing Strategy, INSEAD (1995), Strategic Marketing Management, University of Minnesota (1994-2003), Essentials of Marketing, Wharton School (2001-2003), Solving the CRM Challenge, Wharton School (2002-2003).

3. Special purpose programs

Seminar on Sales Forecasting, AMR-Advanced Management Research (1970); Consumer Credit Management Program, Columbia University (1970, 1971); Planning for Voluntary Agencies, University of Toronto (1975); Mergers and Acquisitions Seminar, IMEDE (1976); Consumer Affairs Forum (Co-director), J. C. Penney Company (1977, 1978); Workshop on Strategic Planning, Planning Executives Institute (1980); Portfolio Planning Workshop, Bell Canada (1980); Market Research Department Forum, General Foods (1983); Strategies for Meeting the Competitive Market Challenges of the 1980's, Executive Forum, Simon Fraser University (1985); Workshop on Competitive Strategies, Printing Industries of America (1985); Rike Symposium on Strategic Management, Planning Forum (1985); University of Toronto Marketing Conference (1988); Keynote speaker, ASAC/EMAC meeting (1987); Keynote speaker, Conference Board of Canada (1989); Annual Conference, Planning Forum (1989); Producing Value Through

Global Competitiveness, PIMS Conference (1989); Insights into the Learning Organization, Planning Forum Research and Education Foundation (1992); Planning Forum Annual Meeting (1992); Fast-Cycle Marketing, CSC/Index Alliance (1993); Whittmore Conference on Hyper Competition, Dartmouth (1994); Global Marketing Conference, Management Center Europe (1995); Marketing as Process, Studio Ambrosetti, Milan Italy (1996); Market-Driven Organization, Seminarium, Sao Paulo Brazil and Buenos Aires, Argentina (1996); Building Market-Driven Organizations, Fortune Magazine/Fleetcase Corp. (1997); Innovative Growth Strategies, Marketing Forum (1999); Innovation Exchange Master class, London Business School (2000); International Forum, The Wharton School (2000); MSI/Wharton CMO Summit (2002); Competing for Customer Relationships, Diamond Cluster Exchange (2001).

4. In-company management programs

Marketing Management Program, General Electric Corporate Marketing Consulting (30 programs in the U.S., Canada, and Europe, 1970-1982); MEC Teledyne, Santa Clara, CA (1973); Ryan/Geddes Research, San Francisco (1972-1974); IBM Advanced Systems Design and Development (1974); Sun Valley Company (1974); Northern Electric Telecommunications (1975); E.I. DuPont de Nemours (1976); Product Planning Course, General Electric Company (two or three times a year from 1978-1991); Esso Chemicals Canada Limited, Toronto (1978, 1979); Management Council Meeting, J. C. Penney Company (1978); Forecasting for New Product Planning, Bell Canada (1978); Marketing Management Development Course, Canadian General Electric (1980); Advanced Marketing Management Program at Wharton, AT&T (1980); Babson Management Seminar for DEC, Norton, Eli Lilly, and Bell Helicopters (1980); Advanced Marketing Management Course, General Electric (1980); Senior Management Seminar, E.I. DuPont de Nemours (1980); Strategic Business, Planning Seminar, Chubb Holdings - North America (1981); Business Marketing Planning Seminar, Eastman Kodak (1981); Southern Electric System Marketing Workshop (1982); 3M Corporate Strategic Planning Seminar (1981, 1982); Business Marketing Planning Workshop, Eastman Kodak, European Region (1982); Manulife Strategic Business Planning Workshop (1982, 1983); Corporate Marketing Seminars, Royal Trustco (1983, 1984); Strategic Business Planning Seminar, Libbey-Owens-Ford (1983-1986); Strategic Market Planning Program, Northern Telecom Electronics (1984); Competitive Analysis, ICI Australia; Marketing Strategy Development, Canada Systems Group (1985); Marriott Executive Development Program (1986); Competitive Analysis Workshop, General Motors Corp. (1986); Senior Management Briefing, Kodak Canada (1987); Strategic Business Planning Seminar, Trinova Corporation (1987-1990); Market Focus: Developing Market-Based Strategies, U S West, Inc. (1987, 1988); Strategic Marketing, Honeywell (1989-1990); Managing New Product Development, Shell Chemicals Europe (1991); Market Analysis and Planning Program, IBM (1990-1993); Market Leadership Forum, US West, Inc. (1991-1993); Business Strategy Development, IBM Corp. (1992-1993); Advanced Management Program, Samsung Corp. (1993); Brand Management Course, Whirlpool Corp. (1993-1995); Advanced

Marketing Programme, Unilever (1994); Market Leadership Program, Aircraft Engine Business Group, General Electric (1993 and 1996); Strategic Marketing, IMO Industries (1993-1994); SNI Change Agent Program, Siemens/Nixdorf (1995), Competitive Strategies, Bell Atlantic (1995); W. L. Gore and Associates, Competitive Business Strategies (1995 to 1998); Leadership Development Program, Scottish Power, Glasgow (1996); Competitive Marketing Strategies, Hewlett-Packard (1996); Business Side of Product Development (Northern Telecom, Montreal (1996, 1997, and 1998); Executive Leadership Program, Cigna Insurance (1996); Developing Effective Marketing Strategies, The Vanguard Group (1997); Competitive Strategy Workshop, British Airways (1997); Achieving Business Excellence, American Cellular Co. (1997 and 1998); Marketing Management Leadership Workshop, IBM (1999); Strategies for Achieving Advantage, GV Insurance (1999); Strategies for Avoiding Shakeouts, SafeguardScientifics (1999); Competitive Strategies, Hormel Co (2002), Achieving Market Leadership, Boeing Co. (2002); Marketing and the Corporate Growth Imperative, Janssen Pharmaceuticals (2003)

5. Academic workshops and consortia

Identifying Competitive Product-Market Boundaries, AMA Education Division Workshop; Faculty Research Methodology Workshop, SSHRC (1982); Co-director, Charting New Business Directions, Marketing Science Institute Seminar (1984); Marketing Science Conference (1988); Chair, Finding High-Yield Research Opportunities, AMA Doctoral Consortium, Harvard University (1989); TQM and Marketing, Institute for Study of Business Markets (1993); Distinguished Speaker, Administrative Studies Association of Canada (1993); Distinguished Visiting Lecturer, Texas A&M University (1991), University of Arizona (1991), Pennsylvania State University (1993), Indiana University (1994), University of Southern California (1992), Katholieke Universiteit Brabant, Tilburg Netherlands (1995), Hightower Lecture, Emory University (1995); UCLA Marketing Camp (1995); The Future of Interactivity, Harvard Business School (1996); First Prakash Nedingadi Memorial Lecture, University of Indiana, 1997; Conference on Competitive Decision-Making, Charleston, SC 1997; Nestlé Lecture, University of Lund, Sweden, 1998; Smith O'Brien Lecture, University of Notre Dame, 1998; Frances Winspear Lecture, University of Victoria, 1998; Keynote Speaker, Academy of Marketing Sciences Annual Meeting, 1999; Trustees Meeting, Marketing Science Institute 1999; Plenary Session, Infirms Annual Meeting 1999. Keynote Speaker, Product Development and Management Association, 2000; Plenary Session AMAC Annual Conference (2000); Chairman, Winners and Losers in the E-Commerce Shakeout, The Wharton School, 2000, Keynote address, ISBM Partners meeting (2002), Keynote address, OUIS B, Victoria, B.C., Hightower Lecture Emory University, (2002).

6. Course director or program director for the following continuing courses:

Managing New product Development course, General Electric; Strategic

Market Management, University of Toronto; Brand Management Course, Whirlpool Corporation; Competitive Business Strategies, W.L. Gore & Associates; Market Leadership course, Medtronic; Co-director Full Spectrum Innovation course, Wharton, Co-director, Executive Commercial Management Seminar, General Electric Co.

C. Non-academic activities

1. Business and industrial activities

Market development engineer and design engineer, Union Carbide Canada Ltd., Chemicals and Plastics Division, 1959-1961

Vice-President and Director of Community Housing Inc., Palo Alto, CA, 1969-1976

Director of Wilsey and Ham, San Francisco, 1971-1976, and Northern California Presbyterian Homes, San Francisco, 1973-1974

Member of Advisory Board, Golden Gate Development Corporation, 1971-1974

Senior Research Associate, Mortimer and Associates, 1972-1975

Chairman, General Electric Corporation Marketing Advisory Council, Fairfield, CT, 1986

President, George S. Day and Associates, Limited

Board of Directors, Footstar, Inc., (Mahwah, New Jersey) and Chairman of the Audit Committee

Consulting Advisory Board, Decision Sciences International (Villanova, PA)

Member of the Advisory Boards of TLContact.com (Chicago, IL), Ettache.com (San Jose, CA) and Luminari, Inc. (Wilmington, DE)

Fellow, Diamond Cluster, Chicago, IL and London, England (2000-present)

Advisory Boards, Institute for Mobile Market Research, Atlanta (2001-present)

Member of Board of Directors and Executive Committee, The Free Library of Philadelphia

Member of the Board of Directors and Executive Committee, Lower Merion Conservancy

2. Consulting

Consultant to business, government, and research organizations on marketing management, strategic planning, and marketing research: General Foods; General Electric Corporate Consulting Services, Fairfield, CT; Columbia Record Club; National Commission on Consumer Finance; United Medical Laboratories; Coca-Cola; Ford Foundation; Wells Fargo Bank; Communications Research Center; De Leeuw, Cather and Company; Pacific Plantronics; Dynapol Inc.; Wilsey and Ham; Technicon Medical Information Systems Corporation, Santa Clara, CA; Federal Trade Commission, Bureau of Competition; Hakuhodo Advertising, Tokyo; Long Range Planning Service, Stanford Research Institute; Health Systems Group, Batelle Columbus Laboratories; Consumer Affairs Department, J. C. Penney and Company; Industrial Products Division, Montedison S.P.A.; Charles River Associates, Cambridge, MA; Urban Transportation Systems Branch, Transport Canada, Montreal; Esso Chemicals Canada, Toronto; AT&T Long Lines, Bedminster, NJ; Business Development, Bell Canada, Toronto; AT&T Corporate Rates and Tariffs, New York; York Division, Borg-Warner, Toronto; Royal Bank of Canada, Toronto; Corporate Plans Department, E. I. DuPont de Nemours, Wilmington, DE; Chubb Holdings, North America; Royal Trustco, Toronto; Northern Telephone, Ontario; Strategic Planning Institute, Cambridge, MA; American Cyanamid Company, Morristown, NJ; Manufacturers Life Insurance Company, Toronto; Trinova Corporation (Aeroquip Corp., LOF Plastics Co., and LOF Glass Co.), Toledo; A. J. Diamond & Associates, Toronto; Telecom Canada, Ottawa; Maritime Telegraph and Telephone, Halifax; Pioneer Plastics Co., Auburn, MA; Curry, Coopers and Lybrand, Toronto; Australian Meat and Livestock Corporation, Sydney, Australia; General Motors Corporation, Warren, MI; Astra Pharmaceuticals, Toronto; Ontario Research Foundation, Mississauga, Ontario; Telemedia Inc. (including Procom and Telemedia Enterprises); Mt. Sinai Hospital, Toronto; U S West Inc., Denver, CO; Lantic Sugar, Montreal; Coopers and Lybrand, London, England; Kuwait Petroleum, London, England; Vickers Commercial Fluid Power, Troy, MI; Ortech International, Toronto; Mars B. V. Europe; Eastman Kodak Canada, Toronto; IBM Corporation, Thornwood N.Y.; Unitel, Toronto; CSC/Index, Boston; Bell Atlantic Corp.; Philadelphia, PA; IMO Industries, Princeton, NJ; Metropolitan Life Insurance, NY; IBM Latin America, Buenos Aires, Argentina; Alexander Proudfoot, Sao Paulo, Brazil; Whirlpool Europe, Comerio, Italy. Henkel North America; Molson Breweries, Toronto Canada; MDS Health Services Toronto, Canada; Cable and Wireless p.l.c; Washington, D.C.; DuPont International, Geneva, Switzerland; Osler, Hoskin and Harcourt, Toronto; W. L. Gore and Associates, DE; Steinway & Sons, New York City; Northern Telecom, Ottawa, Canada; Bell South, Atlanta Georgia; Knight-Ridder Newspapers; American Cellular, Dallas, TX; General Electric Capital Corporation, Stamford, CT, Canadian Pacific Shipping, London England; Selmer Industries, South Bend IN; GTE/Bell Atlantic Directories, Dallas; Eimskip, Rykjanik, Iceland; Verizon Information Services, Dallas; American Skandia,

Stamford, CT; Bayer Pharmaceuticals, New York, NY; Towers Perrin, New York and London; Diamond Cluster Consulting, Chicago and London; Kalas Manufacturing, Harrisburg; Boeing Co., Seattle; NikeAsia Pacific, Portland Oregon; Kirkland and Ellis, Chicago IL, Best Buy, Minneapolis; Coca Cola, Atlanta; VSL, Menlo Park, CA; Medtronic, Minneapolis; CISCO, San Jose CA; Dun & Bradstreet, New York; Tyco Electronics, Radnor PA; Merck Inc., Whitehouse Station, NJ; Corporate Research Forum, London UK, Janssen Pharmaceuticals, (Johnson & Johnson), Brodrige Financial Solutions, Inc. (New York, NY)

D. Professional affiliations and memberships

American Marketing Association

Product Development and Management Association

The Strategic Leadership Forum

Strategic Management Society