

NEIL A. MORGAN
Curriculum Vitae

ADDRESS: Kelley School of Business 4691 E. Inverness Woods Rd.
(office) Indiana University (home) Bloomington
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EDUCATION:

1990-1996 University of Wales, Cardiff, Ph.D. in Business Administration.
1986-1987 University of Wales, Cardiff, MBA.
1983-1986 London School of Economics, University of London, BA (Hons).

ACADEMIC APPOINTMENTS:

2012-date Professor of Marketing, Kelley School of Business, Indiana University.
2009-date PetSmart, inc. Distinguished Professor in Marketing Chair, Indiana University.
2007-2009 Nestlé-Hustad Professor of Marketing, Indiana University.
2005-2012 Associate Professor of Marketing, Kelley School of Business,
Indiana University.
2000-2005 Assistant Professor of Marketing, Kenan-Flagler Business School,
University of North Carolina at Chapel Hill.
1995-2000 University Lecturer in Marketing and Strategic Management, Judge Business School,
University of Cambridge.
1987-1995 Lecturer in Marketing and Strategy, Cardiff Business School, University of Wales.

VISITING POSITIONS:

1998 Associate Professor of Marketing, University of Michigan Business School.
1991 Professor of Marketing, Machine Building Institute, Lugansk, USSR.

OTHER EMPLOYMENT:

1987 Management Consultant, Peat Marwick McLintock.

SELECTED PUBLICATIONS

REFEREED JOURNAL ARTICLES

Morgan, Neil A., Satish Jayachandran, John Hulland, Binay Kumar, Costas Katsikeas, & Agnes Somosi (2022), “Marketing Performance Assessment and Accountability: Process and Outcomes,” *International Journal of Research in Marketing*, forthcoming.

Bhattacharya, Abhi, Neil A. Morgan, & Lopo L. Rego (2022), “Examining Why and When Market Share Drives Firm Profit,” *Journal of Marketing*, forthcoming.

Bhattacharya, Abhi, Neil A. Morgan, & Lopo L. Rego (2021), “Customer Satisfaction and Firm Profits in Monopolies: A Study of Utilities,” *Journal of Marketing Research*, 58(1), 202-222.

Whitler, Kimberly A., Byeongwan Lee, Ryan Krause & Neil A. Morgan (2021), “Upper Echelons Research in Marketing,” *Journal of the Academy of Marketing Science*, 49(1), 198-219.

Morgan, Neil A. & Robert S. Lurie (2021), “Commentary: A Strategic Perspective on Capturing Marketing Information to Fuel Growth: Challenges and Future Research,” *Journal of Marketing*, 85(1), 184-9.

Feng, Hui, Neil A. Morgan, & Lopo L. Rego (2020), “The Impact of Strategies for Managing Unprofitable Customers on Shareholder Value,” *Journal of Academy of Marketing Science*, 48(2), 246-269.²

Morgan, Neil A., Kimberly A. Whitler, Hui Feng, & Simos Chari (2019), “Research in Marketing Strategy,” *Journal of the Academy of Marketing Science*, 47(1), 1-26.¹

Spyropoulou, Stavroula, Costas Katsikeas, Dionisios Skarmeeas, & Neil A. Morgan (2018), “Strategic Goal Accomplishment in Export Ventures: The Role of Capabilities, Knowledge, and Environment,” *Journal of the Academy of Marketing Science*, 46(1), 109-129.

Feng, Hui, Neil A. Morgan, & Lopo L. Rego (2017), “Firm Capabilities and Growth: The Moderating Role of Market Conditions,” *Journal of the Academy of Marketing Science*, 45(1), 76-92.²

Hult, G. Tomas M., Forrest Morgeson, Neil A. Morgan, Sunil Mithas, & Claes Fornell (2017), “Do Managers Know *What* their Customers Think of their Firm’s Products and Services and *Why*?” *Journal of the Academy of Marketing Science*, 45(1), 37-54.

Katsikeas, Constantine S., Neil A. Morgan, Leonidas C. Leonidou, & G. Tomas M. Hult (2016), “Assessing Performance Outcomes in Marketing,” *Journal of Marketing*, 80(2), 1-20.³

Feng, Hui, Neil A. Morgan, & Lopo L. Rego (2015), “Marketing Department Power and Firm Performance,” *Journal of Marketing*, 79(5), 1-20.^{3†}

Rego, Lopo L., Neil A. Morgan, & Claes Fornell (2013), “Re-examining the Market Share-Customer Satisfaction Relationship,” *Journal of Marketing*, 77(5), 1-20.³

Leonidou, Constantinos N., Constantine S. Katsikeas, & Neil A. Morgan (2013), “‘Greening’ the Marketing Mix—Does it Payoff?” *Journal of the Academy of Marketing Science*, 41(2), 151-170.

Morgan, Neil A., Constantine S. Katsikeas, & Douglas W. Vorhies (2012), “Export Marketing Strategy Implementation, Export Marketing Capabilities, and Export Venture Performance,” *Journal of the Academy of Marketing Science*, 40(2), 271-289.

¹ Sheth Award Winner ² Sheth Award Finalist ³ Hunt/Maynard Award Finalist † MSI/H. Paul Root Award Finalist

- Wiles, Michael, Neil A. Morgan, & Lopo L. Rego (2012), "The Effect of Brand Acquisition and Disposal on Stock Returns," *Journal of Marketing*, 76(1), 38-58.
- Morgan, Neil A. (2012), "Marketing and Business Performance," *Journal of the Academy of Marketing Science*, 40(1), 102-119.
- Gooner, Richard, A., Neil A. Morgan, & William D. Perreault (2011), "Is Retail Category Management Worth the Effort (and Does a Category Captain Help or Hinder)?" *Journal of Marketing*, 75(6), 18-33.
- Yarbrough, Larry, Neil A. Morgan, & Douglas W. Vorhies (2011), "The Impact of Product Market Strategy-Organizational Culture Fit on Business Performance," *Journal of the Academy of Marketing Science*, 39(5), 555-573.
- Rego, Lopo L., Matthew T. Billett, & Neil A. Morgan (2009), "Consumer-Based Brand Equity and Firm Risk," *Journal of Marketing*, 73(6), 47-60.
- Morgan, Neil A., Rebecca J. Slotegraaf, & Douglas W. Vorhies (2009), "Linking Marketing Capabilities with Profit Growth," *International Journal of Research in Marketing*, 26(4), 284-293.⁴
- Morgan, Neil A., Douglas W. Vorhies, & Charlotte H. Mason (2009), "Market Orientation, Marketing Capabilities, and Firm Performance," *Strategic Management Journal*, 30(8), 909-920.
- Morgan, Neil A. & Lopo L. Rego (2009), "Brand Portfolio Strategy and Firm Performance," *Journal of Marketing*, 73(1), 59-74.
- Morgan, Neil A. & Lopo L. Rego (2008), "Rejoinder: Can Behavioral WOM Measures Provide Insight into the Net Promoter Concept of Customer Loyalty?" *Marketing Science*, 27(3), 533-4.
- Morgan, Neil A., Anna Kaleka, & Richard A. Gooner (2007), "Focal Supplier Opportunism in Supermarket Retailer Category Management," *Journal of Operations Management*, 25, 512-527.
- Morgan, Neil A. & Lopo L. Rego (2006), "The Value of Different Customer Satisfaction and Loyalty Metrics in Predicting Business Performance," *Marketing Science*, 25(5), 426-439.
- Morgan, Neil A., Eugene W. Anderson, & Vikas Mittal (2005), "Understanding Firms' Customer Satisfaction Information Usage," *Journal of Marketing*, 69(3), 131-151.
- Vorhies, Douglas W. & Neil A. Morgan (2005), "Benchmarking Marketing Capabilities for Sustained Competitive Advantage," *Journal of Marketing*, 69(1), 80-94.
- Morgan, Neil A., Anna Kaleka, & Constantine S. Katsikeas (2004), "Antecedents of Export Venture Performance: A Theoretical Model and Empirical Assessment," *Journal of Marketing*, 68(1), 90-108.
- Morgan, Neil A., Shaoming Zou, Douglas W. Vorhies, & Constantine S. Katsikeas (2003), "Experiential and Informational Knowledge, Architectural Marketing Capabilities, and the Adaptive Performance of Export Ventures," *Decision Sciences*, 34(2), 287-321.
- Vorhies, Douglas W. & Neil A. Morgan (2003), "A Configuration Theory Assessment of Marketing Organization Fit with Business Strategy and Its Relationship with Marketing Performance," *Journal of Marketing*, 67(1), 100-115.
- Katsikeas, Constantine S., Leonidas C. Leonidou, & Neil A. Morgan (2000), "Assessing Firm-level Export Performance: A Framework, Evaluation, and Research Directions," *Journal of the Academy of Marketing Science*, 28(4), 493-511.

⁴ Steenkamp Long-term Impact Award Finalist

Morgan, Neil A. & Nigel F. Piercy (1998), "Relationships between Marketing and Quality at the SBU level: Influences and Outcomes," *Journal of the Academy of Marketing Science*, 26(3), 190-208.

WORKING PAPERS

Bhattacharya, Abhi, Kelly Hewett, Neil A. Morgan, & Lopo L. Rego, "A New Approach to Assessing Customer-Level Switching Costs."

Filho, Luciano, Byeongwan Lee, Lopo L. Rego, & Neil A. Morgan, "Firm Financial Risk and Marketing."

Misra, Shekhar, Lopo L. Rego, & Neil A. Morgan, "Marketing's Role in Value Creation and Value Capture."

Mah, Suyun & Neil A. Morgan, "Re-thinking Imitation Strategy."

Bhattacharya, Abhi, Neil A. Morgan, & Lopo L. Rego, "Is Market Share More Valuable for Some Firms than Others in the Same Industry?"

Lee, Byeongwan, Neil A. Morgan, & Lopo L. Rego, "The Role of Marketing in Reducing Future Product-Market Rivalry."

Lee, Byeongwan, Kimberley A. Whitler, Neil A. Morgan, & Lopo L. Rego, "The Mechanisms by which Marketing-Experienced Board Members Influence Firm Performance."

BOOKS AND SELECTED BOOK CHAPTERS

Stewart, David W. & Neil A. Morgan (2020), "Accounting for Intangible Assets: The Strategic Performance of Marketing," in B. Schlegelmilch and R. Winer (Eds.) *Routledge Companion to Strategic Marketing*, 393-406.

Morgan, Neil A., Bruce Clark, & Douglas W. Vorhies (2019), "Market Oriented Culture and Customer Feedback Processes," in R. Palmatier, C. Moorman, and J-Y Lee (Eds.) *Handbook on Customer-Centricity*, 43-78.

Morgan, Neil A. & Rebecca J. Slotegraaf (2012), "Marketing Capabilities for B2B Firms," in G. Lilien and R. Grewal (Eds.) *Business to Business Marketing Handbook*, Elgar: Northampton, MA, 90-108.

Morgan, Neil A. (1991), *Professional Services Marketing*, London: Butterworth-Heinemann Publishing, ISBN 0-304-31816-7.

SELECTED MANAGERIAL PUBLICATIONS

Rodriguez-Vila, Omar, Sundar Bharadwaj, Neil Morgan, and Shubu Mitra (2020), "Is Your Marketing Organization Ready for What's Next? A Framework for Aligning Growth Strategies and Capabilities," *Harvard Business Review*, Nov/Dec, 104-113.

Whitler, Kimberly A. & Neil A. Morgan (2017), "Why CMOs Never Last," *Harvard Business Review*, July-August, 45-54.

Whitler, Kimberly A., Eric Boyd, & Neil A. Morgan (2017), "The Power Partnership: CMO and CIO," *Harvard Business Review*, July-August, 55-56.

- Whitler, Kimberly A., Eric Boyd, & Neil A. Morgan (2017), "The Criticality of CMO-CIO Alignment," *Business Horizons*, 60(3), 313-324.
- Burke, Raymond R. & Neil A. Morgan (2017), "Benchmarking Retail Shoppability," *Journal of Shopper Marketing*, 1(1), 50-59.
- Jaworski, Bernard J., Rob Malcolm, & Neil A. Morgan (2016), "The Seven Big Problems in Marketing," *Marketing News*, 50(4), 29-37.
- Morgan, Neil A. & Lopo L. Rego (2004), "A Comment on 'The One Number You Need to Grow'," *Harvard Business Review*, April, 134-136.
- Koufopoulos, Dimitrios & Neil A. Morgan (1994), "Competitive Pressures Force Greek Entrepreneurs to Plan," *Long Range Planning*, 27(Aug), 112-124.
- Piercy, Nigel F. & Neil A. Morgan (1991), "Internal Marketing: The Missing Half of the Marketing Program," *Long Range Planning*, 24(2), 82-93.

INVITED RESEARCH SEMINARS

Alabama, Arizona State, Brock, Cardiff, Case Western, Florida State, George Mason, Georgia, Georgia State, Georgia Tech, Houston, Iowa, Iowa State, Kadir Has (Istanbul), Leeds, Lehigh, London Business School, Miami, McGill, Melbourne, Michigan State, North Carolina, Nottingham, Open University, Penn State, SMU (Singapore), South Carolina, Texas, Texas A&M, Texas Christian, Virginia, VU Amsterdam, Warwick, Western Ontario, Wisconsin.

RESEARCH AWARDS

- Finalist for the *Journal of Marketing* Shelby D. Hunt/Harold H. Maynard Award (2013, 2015, and 2016) and Marketing Science Institute/H. Paul Root Award (2015).
- Winner of JAMS Sheth Foundation Best Paper Award (2019), Finalist (2017, 2020).
- Winner (one paper) and Finalist (second paper) *Journal of International Marketing* S. Tamer Cavusgil Award (2018).
- Finalist for the *IJRM* Steenkamp Long-Term Impact Award (2019).
- AMA Global Marketing SIG "Excellence in Global Marketing Research Award" (2013).
- Emerald "Citation of Excellence" Award (2013).
- Conference paper awards: Best paper in track (with Anna Kaleka and Rich Gooner) *AMA Summer* (2005); Best paper in conference (with Hui Feng and Lopo Rego) *AMA Winter* (2016).

RESEARCH FUNDING

- 2017/18 “Marketing Capabilities and Organization for a M.A.R.S. (Mobile, Analytics, Real-time, Social) World,” (with Omar Rodriguez Vila and Sundar Bharadwaj), \$40,000 from *Mobile Marketing Association*.
- 2014/15 “A New Approach to Switching Costs,” (with Kelly Hewett, Lopo Rego, and Abhi Bhattacharya), \$6,400 from *Marketing Science Institute*.
- 2009/10 “Consumer Shoppability Perceptions, Store Characteristics, and Store Performance in the ‘Traditional’ Channel,” (with Ray Burke), \$100,000 from *Coca-Cola*.
- 2008/09 “The Performance Impact of Co-Branding Strategies,” (with Yuna Kim and Rebecca Slotegraaf), \$15,000 from *IU Center for Brand Leadership*.
- 2008/09 “Linking Consumer Shoppability Perceptions, Visual Store Characteristics, and Store Performance,” (with Ray Burke), \$137,000 from *Sears Holdings*.
- 2007/08 “Brand Management Capabilities and Shareholder Value,” (with Lopo Rego and Douglas Vorhies), \$10,000 from *Marketing Science Institute* (“Marketing Meets Wall Street” Award Winner).
- 2007/08 “From Demand to Purchase: Measuring, Modeling, and Managing Shoppability,” (with Ray Burke), \$100,000 from *Tracy Locke*.
- 2007/08 “The Effect of Brand Acquisitions and Disposals on Abnormal Stock Returns,” (with Mike Wiles and Lopo Rego), \$5,500 from *IU Center for Brand Leadership*.
- 2004/05 “The Marketing and Financial Performance Consequences of Firms’ Brand Portfolio Strategy Decisions,” (with Lopo Rego), \$3,000 from *Marketing Science Institute*.
- 2002/03 “Marketing Resources, Capabilities, and Effort as Drivers of Financial Performance,” (with Douglas Vorhies and Rebecca Slotegraaf), \$10,000 from *Marketing Science Institute*.
- 2000/01 “Marketing Capabilities and Market Knowledge,” \$3,000 from UNC, Chapel Hill’s *University Research Council*.
- 1998/99 “Customer Satisfaction Information Utilization and Performance,” (with Eugene Anderson and Vikas Mittal), \$10,400 from *Marketing Science Institute*.
- 1997/99 “Understanding Strategy Implementation,” £15,000 from *Ernst & Young Management Consulting*.
- 1997/99 “Corporate Venturing Strategy Implementation,” £25,000 from 3i’s and £19,500 from Cambridge University’s *Sir Isaac Newton Trust*.

TEACHING

UNDERGRADUATE

Senior Marketing Management, International Marketing, and Marketing Theory courses and Junior Competitive Strategy and Corporate Strategy Courses.

POSTGRADUATE

MBA Competitive Strategy; Strategic Management; Marketing Strategy; International Marketing; Brand Strategy; and Marketing Management courses. Executive MBA Strategic Management, Marketing Management (Core), and Marketing Strategy courses.

Doctoral seminars in Marketing Strategy; Branding.

EXECUTIVE EDUCATION

Custom programs for organizations including: *Altria; ConAgra; Microsoft; ExxonMobil; Eli Lilly; Dade Behring; IBM; Ingersoll Rand; 3M; Cummins; Kaiser-Permanente; Deutsche Bank; Performance Food Group; WellPoint; U.S. Navy; Asia-Pacific Brewing; W.C. Bradley; Bass; and, Lucas Industries* in the areas of Marketing Strategy, Marketing Management, Brand Strategy, International Marketing, Services Marketing, and Competitive Intelligence.

Open-enrollment public programs for organizations including: *AT&T; Asia inc.; Chartered Institute of Marketing; and, the Chartered Institute of Management Accounting*, in the areas of Marketing Strategy, Marketing Management, Brand Strategy, and Competitive Intelligence.

RECENT COURSE EVALUATIONS

| Course Title | Course Evaluation ^a | |
|------------------------------------|--------------------------------|--------------------------|
| Indiana University | “Course Benefit” | “Instructor Outstanding” |
| MBA Brand Asset Management (M595) | 6.71/6.71 | 6.66/6.86 |
| PhD. Special Topics Seminar (M798) | 6.6 | 7.0 |
| MBA Marketing Strategy (M512) | 6.65/6.67/6.78 | 6.73/6.81/6.71 |
| PhD. Strategy Seminar (M653) | 6.67 | 6.83 |
| MBA Marketing Strategy (M512) | 6.56/6.60/6.64 | 6.42/6.63/6.66 |
| MBA Brand Asset Management (M595) | 6.66/6.32 | 6.61/6.27 |
| PhD. Special Topics Seminar (M798) | 7.0 | 7.0 |
| MBA Marketing Strategy (M512) | 6.76/6.67/6.71 | 6.76/6.50/6.63 |
| MBA Brand Asset Management (M595) | 6.54/6.42 | 6.39/6.24 |

^a Seven-point scales running Lo-Hi

TEACHING AWARDS

UNC MBA Teaching “All-Star”: 2003-2005; IU MBA Teaching Excellence Award: 2006-2019.

Eli Lilly MBA Teaching Excellence Award: 2008-2012.

IU Doctoral Student Association “Outstanding Inspiration and Mentorship” Award 2013.

Listed in the “Ten Most Popular Professors” at top MBA programs in 2011 by *BusinessWeek*.

Listed as a “Top Professor” at Kenan-Flagler in 2005 *BusinessWeek*’s “Best MBA Programs” guide.

SERVICE

REVIEWING/EDITORIAL

Co-Editor: *Journal of Marketing* (2017-18); Associate Editor: *Journal of Marketing* (2016-17; 2018-date); *Journal of the Academy of Marketing Science* (2015-date).

ERB Member: *International Journal of Research in Marketing* (2016-date), *Journal of International Marketing* (2008-date), and *Journal of International Business Studies* (2002-2006; 2016-date).

Ad Hoc AE/Reviewer: *Journal of Marketing Research*, *Marketing Science*, *Management Science*, *Decision Sciences*, *Journal of Operations Management*, *Journal of Product Innovation Management*, *Journal of Consumer Psychology*, *Sloan Management Review*, *Journal of Services Research*, and *Journal of Retailing*.

MEDIA

Quoted in: *Wall Street Journal*; *BusinessWeek*; *New York Times*; *Harvard Business Review*; *Forbes*; *Fortune*; *Strategy+Business*; *Chicago Tribune*; *Charlotte Observer*; *Winston-Salem Journal*; *Orlando Sun-Sentinel*; *Raleigh News & Observer*; *WUNC*; *CFO Magazine*; *London Times & Sunday Times*; *London Independent*; *London Daily Telegraph*; *Johannesburg Sunday Times*; *CMO.com*.

SCHOOL & DEPARTMENT SERVICE

Member of Kelley School Faculty Review Committee (TT and NTT) and Executive DBA and MBA Design Committees. UNC re-design committees for MBA core program and Marketing area Ph.D. Program.

Co-chair IU Marketing Department Recruiting Committee (2008-2010).

Member IU Marketing Department MBA committee and PhD committee.

Chair for Ph.D. dissertation committee of Linda Tay (1998), Mike Wiles (2008), Hui Feng (2013), Kim Whitler (2014), and Abhi Bhattacharya (2017), co-chair for Richard Gooner (2001) and Yinghong (Susan) Wei (2005), and committee member for Lewis Lim (2007), Kyle Anderson (2009), Katie Kelting (2011), Shekhar Misra (2018), and Jingcun Cao (2020).

CONSULTING

A variety of consulting projects and longer-term marketing and strategy advisory work have been undertaken for: *Intuit*; *ExxonMobil*; *Circle K*; *Popsocket*; *Altria*; *ConAgra*; *Fifth-Third Bank*; *Ingersoll-Rand*; *Medallia*; *Publix*; *National City*; *W.C. Bradley*; *Johnson & Johnson*; *Deutsche Bank*; *Sun Microsystems*; *Hitachi Data Systems*; *AT&T*; *Asia, inc.*; *IBM*; *Asia-Pacific Breweries*; *Saudi Cable Co.*; *American Marketing Association*; *Raychem*; and *Bass*.

Board member at *Menguin* and *Blake's Seed-Based Snacks*

ACADEMIC CONFERENCES & COMPETITIONS

Co-Chair: Summer AMA Educators Conference 2016; AMS 1998 Marketing Management & Strategy Track; AMA Winter Educators Conference Marketing Strategy Track (2000 & 2012).

Reviewer/Judge: MSI/JMR research competition 2004; MSI Alden Clayton dissertation proposal award 2004-21; SMA dissertation proposal award 2004-5; ISBM doctoral award 2004-18; AMA Howard dissertation award 2005-18; Lehmann Award 2019 & 2020; Varadarajan Award 2021.