

PAUL W. FARRIS

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EDUCATION

Doctor of Business Administration, 1976, Harvard University

Master of Business Administration, 1971, University of Washington at Seattle

Bachelor of Science in Business Economics, cum laude, 1970, University of Missouri at Columbia

University Honors: AMA Doctoral Dissertation Competition Award, Harvard Business School Nominee to AMA Doctoral Consortium, Advanced Management Program Doctoral Fellow, University of Missouri Curator Scholar, Wachovia Award for Excellence in Research, Elected to Raven Society.

EMPLOYMENT RECORD

July 1980 - Present:

Landmark Communications Professor of Business Administration, University of Virginia, Darden School

Administrative:

Assignments as Marketing Area Coordinator, First-Year Marketing Course Head, Chair PhD Committee and Chair Research and Course Development Committee

Courses taught: Integrated Marketing Communications, Marketing Management, Managing Consumer Brands, Marketing Metrics, Marketing Strategy, e-Business, and Interactive Marketing.

<u>July 1976 - July 1980:</u>	Assistant Professor of Business Administration, Harvard Business School, taught Marketing Management and Advertising.
<u>Sept. 1974 - Jan. 1975:</u>	Instructor, Simmons College, Boston, taught Introductory Marketing
<u>May 1974 - July 1976:</u>	Research Assistant, Marketing Science Institute, Boston
Assignments:	Projects included studies of comparative advertising, consumer- information-processing research, and determinants of marketing costs and budgets.
<u>June 1971 - Aug. 1973:</u>	Product Management and Advertising, Unilever, Germany
Assignments:	Product-management assignments for venture team engaged in launch of low-calorie foods and as assistant PM for three margarine brands. Also worked as assistant account executive for LINTAS advertising agency (owned 50% by Unilever) and spent three months as a sales trainee. All work was conducted in the German language.
<u>June 1966 - Aug. 1969:</u>	First Lieutenant (discharge rank), U.S. Army, Engineer Corps
Assignments:	Platoon Leader, Company Executive Officer, Battalion Operations Officer

PUBLICATIONS: BOOKS AND MONOGRAPHS

Cutting Edge Marketing Analytics (with R. Venkatesan and R. Wilcox), Pearson FT Press, 2014.

*Marketing Metrics: 50+ Metrics Every Executive Should Master (with Bendle, N., Pfeifer, P.E., and Reibstein, D.), Wharton School Publishing, 309 pages, April, 2006. Selected by *Strategy + Business* as best marketing book of 2006. Translated into German, Russian, Korean, Portuguese, and other languages. U.K./European edition, June 2009. 2nd Edition, published as *Marketing Metrics: The Definitive Guide to Measuring Marketing Performance*, February, 2010. 3rd Edition published as *Marketing Metrics: The Manager's Guide to Measure Marketing Performance*, September 2015.*

PIMS in Retrospect and Prospect, (with M. Moore, ed), Cambridge University Press, Cambridge, December, 2004.

Advertising Budgeting: A Report from the Field (with E. Shames and D. Reibstein), American Association of Advertising Agencies, 1998.

Cases in Advertising and Promotion Management (with J. Quelch), 4th ed., Irwin, 1993.
Instructor's Manual for Cases in Advertising and Promotion Management (with J. Quelch), 4th ed., Irwin, 1993.

Decisions in Marketing: Cases and Text (with L. Ring, D. Newton, and N. Borden, Jr.), 2nd ed., Business Press Incorporated/Irwin, 1989.

Advertising and Promotion Management (with J. Quelch), Chilton Press, 1983.

The Advertising Controversy: Evidence on the Economic Effects of Advertising (with M. Albion), Auburn House, 1980.

Appraising Research on Advertising's Economic Impacts (with M. Albion), Marketing Science Institute, 1979.

Determinants of Advertising Intensity: A Review of the Marketing Literature, Marketing Science Institute, 1977.

Consumer Information Processing: Perspectives and Implications for Advertisers (with W. Wilkie), Marketing Science Institute, 1976.

PUBLICATIONS: ARTICLES AND PAPERS

"Consumer Brand Marketing through Full- and Self-Service Channels in an Emerging Economy," (with R. Venkatesan, L. Guissoni, and M. Neves), *Journal of Retailing*, December, 2015.

"Executive Compensation: Do Economic Profits Matter?" (with M. Haskins, L. Lynch, and P. Pfeifer, *Compensation and Benefits Review*, January, 2015.

"Marketing Return on Investment: Seeking Clarity for Concept and Measure," (with D. Hanssens, J. Lenskold, and D. Reibstein, *Applied Marketing Analytics* (Summer 2015), also published as Marketing Science Institute Working Paper Series, 2014, 14-108.

"Mobile Shopper Marketing: Assessing the Impact of Mobile Technology on Consumer Path to Purchase," (with R. Venkatesan and A. Baik), *Review of Marketing Research special issue on In-Store Marketing*, (2014). Selected as "Outstanding Author Contribution in the 2015 Emerald Literati Network Awards for Excellence."

“How Corporate Culture Drive Advertising and Promotion Budgets: Best Practices Combine Heuristics and Algorithmic Tools” (with J. Ford and D. West) *Journal of Advertising Research*, 54(2), 149-162. Selected as “Best Academic Paper in 2014.”

“Market Share and Distribution,” (with K. Wilbur), *Journal of Retailing*, June, 2014.

“Marketing Metrics,” (with P. Pfeifer), entry in *The Blackwell Encyclopedia of Management, Volume 9, Marketing, 3rd Edition* by Dale Littler (Editor). Wiley-Blackwell, Oxford. (2014).

“How Companies Can Get Smart About Raising Prices,” (with K. Ailawadi), *Wall Street Journal*, July 23, 2013.

“Retail free-riding: the case of the wallpaper industry,” (with M. Doane, S. Kucuk, and R. Maddux), *Antitrust Bulletin*, Volume 58, No. 1, 2013.

“Unused Coupons Still Pay Off,” (with R. Venkatesan), *Harvard Business Review*, Research Watch, May, 2012, p. 32.

“Measuring and Managing Returns from Retailer-Customized Coupon Campaigns,” (with R. Venkatesan), *Journal of Marketing*, January, 2012

“Vendor Incentives: Out of the Shadows and into the Sunlight,” (with B. R. Allen, D.E. Mills, and R. J. Sack), *The CPA Journal*, (June, 2011).

“The Value of Customized Coupons,” (with R. Venkatesan), *Washington Post*, July 23, 2011.

“Pay for Performance: Keep it (Sophisticatedly) Simple and Value Focused,” *Compensation and Benefits Review*, with William Branch and Mark Haskins, February, 2011.

“Crafting Multichannel Retailing Strategies,” with (J. Zhang, J. Irwin, T. Kushwaha, T. Steenburgh, and B. Weitz), *Journal of Interactive Marketing*, (May, 2010).

“Metrics that Matter – to Marketing Managers,” with N. Bendle, P. Pfeifer, and D. Reibstein, *Marketing - Journal of Research and Management*, (January, 2010).

“Distribution and Market Share” (with D. Reibstein and K. Wilbur) and “Marketing/Sales Ratios.” (with G. Lilien), in *Empirical Generalizations about Marketing Impact*, edited by Mike Hanssens, MSI’s Working knowledge Series, 2009.

“A Fresh View of the Advertising Budgeting Process,” (with D. West), in *Handbook of Advertising*, Tellis, G. and Ambler, T (eds.), Sage Publications, London, 2007.

“Defending the Traditional Approach,” (with P. Pfeifer), *Marketing Research: A Magazine of Management and Applications*, 18 (3), Back Talk column, 2006, p. 52

“The Role of Key Account Programs, Trust, and Brand Strength on Resource Allocation in the Channel of Distribution,” with Willem Verbeke and Richard P. Bagozzi, *European Journal of Marketing*, April, 2006.

“Marketing Scholars' Roles in the Policy Arena: An Opportunity for Discourse on Direct-to-Consumer Advertising,” (with W. L. Wilkie), *Journal of Public Policy & Marketing*, Spring, 2005, 1-2.

“When Five is a Crowd in the Market Share Attraction Model: The Dynamic Stability of Competition,” (with Pfeifer, P.E., Nierop, E., Reibstein, D.), *Marketing – Journal of Research and Management*, Issue 1, Quarter 1 2005, 29-45.

“Using Steiner’s Dual-Stage Model to Develop Better Measures of Retail Distribution,” *The Antitrust Bulletin*, Winter, 2004.

“The Elasticity of Customer Value to Retention: The Duration of a Customer Relationship,” with Philip E. Pfeifer, *Journal of Interactive Marketing*, Volume 18, No. 2 - Spring 2004

Getting the Biggest Bang for Your Marketing Buck,” *Measuring and Allocating Marcom Budgets: Seven Expert Points of View*, Marketing Science Institute Monograph, 2003

“Executive Education Programs Go Back to School,” with Mark Haskins, *Journal of Management Development*, November, 2003.

“Dynamic Strategic Thinking,” (with P. Dickson and W. Verbeke), *Journal of the Academy of Marketing Science*, Winter, 2001. Paper selected for winner of the Sheth Foundation Best Paper Award for Volume 29 (Year: 2001).

“Advertising and Competition,” (with A. Abela), in *Handbook of Marketing and Society*, P. Bloom and G. Gundlach. Eds., Sage Publications, 2000

“Trade Promotion: An Essential Part of Selling Through Resellers,” (Fall, 1999, *Sloan Management Review*, (with K. Ailawadi and E. Shames).

“Market Share and ROI: Observing the Effect of Unobserved Variables” (with K. Ailawadi and M. Parry), *International Journal of Research in Marketing*, February 1999.

"The In-store Brand-commitment Scale," *International Review of Retail, Distribution and Consumer Research* (with S. Borghgraef, S. Ginkel and W. Verbeke), (1998)

“Path Dependencies and the Long-term Effects of Routinized Marketing Decisions,” (with W. Verbeke, P. Dickson and E. van Nierop), *Marketing Letters*, Summer 1998.

"Consumer Response to the Preferred Brand Out-of-stock Situation," *European Journal of Marketing* (with Willem Verbeke and Roy Thurik), Fall,1998.

"The Acid Test of Brand Loyalty: Consumer Response to Out-of-Stocks for their Favorite Brands," (with W. Verbeke and R. Thurik), *Journal of Brand Management*, vol. 5, no. 1, September 1997.

"Explaining Variations in the Advertising & Promotional Costs/Sales Ratio: A Rejoinder," (with K. Ailawadi and M. Parry), *Journal of Marketing*, vol. 61, no. 1, January 1997.

"Market Power and Performance: A Cross-Industry Analysis of Manufactures and Retailers," (with N. Borin and K. Ailawadi), *Journal of Retailing*, Fall 1995. (Winner of William Davidson Award for best paper in 1995.)

"Market Share and Distribution: A Generalization, a Speculation, and Some Implications," (with D. Reibstein), *Marketing Science*, vol. 14, no. 3 (part 2 of 2), 1995.

"Sensitivity of Category Management Models to Parameter Error," (with N. Borin), *Journal of Retailing - Special Issue on Mathematical Models* (A. Coughlan, ed.), Summer 1995.

"Do Marketing Expenditures to Gain Distribution Cost the Customer?" (with D. Reibstein), *European Management Journal*, vol. 13, no. 1, March 1995: 31-37

"A Model for Determining Retail Product Category Assortment and Space," (with N. Borin and J. Freeland), *Decision Sciences*, vol. 25, no. 3, May/June 1994.

"Product Availability and Market Share in an Oligopolistic Market: The Dutch Detergent Market," (with W. Verbeke), *International Review of Retail Distribution and Consumer Research*, vol. 4, no. 3, July 1994.

"Market Share and Growth Are Not Determinants of the A/S Ratio," (with K. Ailawadi and M. Parry), *Journal of Marketing*, Summer 1994.

"How Writing Cases Can Lead to New Research Streams for Publication," in P.R. Varadarjan and A. Menon (eds.) *Enhancing Knowledge Development in Marketing: Perspectives and Viewpoints*, American Marketing Association, 1993.

"Retail Power: Monster or Mouse?" (with K. Ailawadi), *Journal of Retailing*, 1992.

"Structural Analysis of Models with Composite Dependent Variables," (with M. Parry and K. Ailawadi), *Marketing Science*, Summer 1992.

"Clarifying Some Ambiguities Regarding GRP and Average Frequency," (with M. Parry), *Journal of Advertising Research*, December 1991.

“The Advertising Budgeting Practices of Nonprofit Hospitals” (with M. Parry and A. Parry), *Healthcare Marketing*, Fall 1991.

“A Pilot Test of Discrimination in Japanese Distribution Channels” (with N. Borin), *Journal of Retailing*, Spring 1991.

“An Empirical Comparison of Direct Product Profit and Existing Measures of SKU Productivity,” (with N. Borin), *Journal of Retailing*, Fall 1990.

“Accounting for the Relationship between Market Share and ROI” (with M. Parry and F. Webster), Marketing Science Institute Working Paper, 1989.

“Push and Pull Marketing: A One-Two Punch for Packaged Products” (with J. Olver), *Sloan Management Review*, Fall 1989.

“O Tempo De Gerentes De Prouto E Marketing - Pesquisa revela Sua Melhor Alocao” (with J. Quelch and J. Olver), *Tendencias do Trabalho* (published in Brazil), July 1989.

“The Relationship between Distribution and Market Share” (with C. deKluyver and J. Olver), *Marketing Science*, Spring 1989. (A version of this paper has also been published by the Marketing Science Institute, Cambridge, MA.)

“The Product Management Audit: A Management Tool” (with J. Olver and J. Quelch), *Harvard Business Review*, March-April 1987.

“In Defense of Price Promotion” (with J. Quelch), *Sloan Management Review*, Fall 1987. (Versions of this article, supplemented by interviews, reprinted in *Adweek*, February 15, 1988, and as an editorial for *Marketing and Media News*, September 1987.)

“Product Management in the New Environment of Packaged Goods” (with J. Quelch and J. Olver), *Journal of Consumer Marketing*, 1987.

“Manufacturer Advertising and Retail Margins” (with M. Albion), in P. Bloom, ed., *Advances in Marketing and Public Policy*, 1987.

“Over Control in Advertising Experiments” (with D. Reibstein), *Journal of Advertising Research*, June 1984. Reprinted as a *Journal of Advertising Research Classic*, Vo. 50, No. 6, November-December, 2000. One of 18 articles selected from the four decades: 1960-2000.

“Effect of Manufacturer Advertising on Retail Margins” (with M. Albion), Marketing Science Institute Working Paper, 1983.

“A Reply to ‘Comments on the Impact of Advertising on Consumer Prices’” (with M. Albion), *Journal of Marketing*, Spring 1982.

"Advertising's Link with Retail Price Competition," *Harvard Business Review*, January-February 1981.

"Determinants of the Advertising-to-Sales Ratio" (with M. Albion), *Journal of Advertising Research*, February 1981.

"A Comment on Modeling the Marketing Mix Decision for Industrial Products" (with R. Buzzell), *Management Science*, January 1980.

"The Impact of Advertising on the Price of Consumer Products" (with M. Albion), *Journal of Marketing*, Summer 1980.

"Industrial Advertising Budgeting," *Advertising and Publishing News*, 1980.

"Advertising and Price Competition," *Advertising Age's 50th Anniversary Edition*, November 13, 1980.

"How Price, Ad Expenditures, and Profits Are Linked" (with D. Reibstein), *Harvard Business Review*, November-December 1979.

"Consistency in Advertising and Pricing Strategies" (with D. Reibstein), in D. Montgomery and D. Witinck, eds., *Market Measurement and Analysis*, proceedings of ORSA/TIMS Conference, March 1979.

"Why Advertising and Promotion Costs Vary" (with R. Buzzell), *Journal of Marketing*, Fall 1979.

"Marketing Costs in Consumer Goods Industries" (with R. Buzzell), in H. Thorelli, ed., *Strategy + Structure = Performance*, Indiana University Press, 1978.

"Advertising Intensity in Consumer Goods Businesses: An Empirical Analysis," Marketing Science Institute Working Paper, 1978.

"Using Non-linear Response Functions to Estimate Advertising's Carryover Effect" (with D. Reibstein), Marketing Science Institute Working Paper, 1977.

"Relationships between Changes in Industrial Advertising and Promotion Expenditures and Changes in Market Share" (with R. Buzzell), Marketing Science Institute Working Paper, 1976.

"Advertising Intensity in Consumer Marketing" unpublished doctoral dissertation, Harvard University, 1976.

"Industrial Marketing Costs" (with R. Buzzell), Marketing Science Institute Working Paper, 1976.

“Comparison Advertising: Problems and Potential” (with W. Wilkie), *Journal of Marketing*, October 1975.

“Comparison Advertising: Issues and Prospects” (with W. Wilkie), Marketing Science Institute Working Paper, 1974. (Modified version of this paper reprinted in *La Publicite Comparative*, IREP, 1977.)

UNPUBLISHED WORKING PAPERS

“Marketing Models: Multiple Effects and Multiplicative Effects,” 1982.

“All I Needed to Know about the New Economy, I Learned Playing Monopoly,” (with Phillip Pfeifer), Darden School Working Paper Series, 2001 (lighthearted look at network effects and positive feedback).

“Marketing’s Role in Value Appropriation of R&D Investments,” (with H. Kreis and L. Hildebrandt), December, 2011.

CASES, TEACHING NOTES, AND COURSE EXERCISES

I have authored and co-authored over 90 case studies. A list of my cases and teaching notes is available on request.

PRESENTATIONS AND SPEECHES

I have made presentations and speeches reflecting the content of my articles and papers to several groups, including the following:

Association of American Advertising Agencies, American Marketing Associations, Association of National Advertisers, ORSA/TIMS Annual Meetings, American Marketing Association Annual Meetings, Management Science in Marketing Conferences, Marketing Accountability Standards Board, American Enterprise Institute, Marketing Science Institute Conferences, Institut de Recherches et d'Etudes Publicitaires, University of Chicago, University of Florida, Wharton School, Harvard Business School, University of California at Los Angeles, University of Utah, Case Western University, Notre Dame, Georgia State University, Dartmouth, Harvard Business School, Humboldt University, Florida Atlantic University, University of Southern California, Georgia State University, Promotion Management Association, Product Marketing Association conferences, Columbus College Distinguished Speaker Series, Stockholm School of Economics, Strategic Planning Institute, U.S. Department of Commerce, Second European Media Conference, National Science Foundation, Promotion Management Association, and various companies and trade organizations.

PROFESSIONAL ORGANIZATIONS AND SERVICE ACTIVITIES

Editorial Boards for:

*International Journal of Advertising (former),
Journal of Advertising Research (former)
Journal of Retailing (former),
Journal of Marketing (former), and
Marketing – Journal of Research and Management (current).*
Selected as “Best Reviewer” *Journal of Retailing* 2007,2010.

Academic Trustee/Advisory Board:

Marketing Science Institute (former)
Marketing Accounting Standard Board (current)

CONSULTING AND CORPORATE BOARDS

Consulting and executive-education experience includes projects and programs for many international companies. I have served on the board of directors for Sto Corporation, The GSI Group, Inc., Masland Industries, (acquired by Lear, Inc.), The Ohio Art Company, and advisory boards for Newlund Laboratories, Knowledge Link, and East Coast Oil. I have also served as an expert witness in several lawsuits involving marketing practices.

EXPERT WITNESS TESTIMONY SINCE 2001

CONNECTICUT STATE COURT, COMPLEX LITIGATION DOCKET, HARTFORD

Thomas Jermyn, et al. v. Best Buy Stores, L.P. Docket No. 08-cv-00214

Evaluated multichannel pricing practices with respect to the reasonableness of maintaining different prices in brick and mortar stores versus online retailing operation and the implications for price-match policies. Submitted written opinion and deposition testimony.

UNITED STATES DISTRICT COURT EASTERN DISTRICT OF MISSOURI

Glaxosmithkline Consumer Helathcare, L.P. and Smithkline Beecham Corporation v. ICL Performance Products, LP, and SIRATSA LLC and Bay Valley Foods, LLC., No. 4:07-CV-02039-HEA

Computed damages resulting from the consequences of a product recall claimed to have been caused by faulty product ingredients. Analysis included the effects of the recall on sales and profits from losses of in product supply as well as secondary and ongoing effects on distribution, and promotional opportunities.

MICHIGAN STATE COURT, WAYNE COUNTY

Valassis Communications, Inc. versus News American Marketing Group, No. 07-706645-CZ

Testified on the differences, from the perspective of marketers in consumer packaged goods companies, in the markets for coupons distributed via Free-Standing-Inserts in newspapers versus coupons distributed in-store and other forms of in-store advertising.

U.S. DISTRICT COURT FOR THE EASTERN DISTRICT OF VIRGINIA

Smithfield Foods, Inc. and Smithfield Packaging Company v. United Food and Commercial Workers International Union, et al., No. 3:07CV641

Computed damages resulting from alleged action of leading grocery stores discontinuing Smithfield products, reducing promotional support, and interfering with advertising and public relation opportunities arising from corporate sponsorship of Paula Deen.

U.S. DISTRICT COURT FOR THE DISTRICT OF NEW JERSEY

Floorgraphics, Inc. v. News America Marketing In-Store Services, Inc. and News America Marketing In-Store, Inc., No. 04-CV-3500 (AET) (2007-2008)

Assessed damages due to alleged unfair competition for plaintiff. Submitted report and deposition testimony addressing issues of competition and decision-making processes of grocery stores and consumer products companies in the context of in-store advertising campaigns.

U.S. DISTRICT COURT FOR THE SOUTHERN DISTRICT OF TEXAS

Funeral Consumers Alliance, Inc., et al. v. Service Corporation International, et al., No. H-05-3394 (2007)

Evaluated the distribution strategy of Batesville Casket, one of five defendants in this and a related action.

U.S. DISTRICT COURT FOR THE EASTERN DISTRICT OF MICHIGAN

Kmart Corporation v. Capital One Bank et al. (2007)

Evaluated the potential damage to brand equity resulting from an alleged breach of contract relating to a co-marketed credit card. Submitted written opinion and deposition testimony.

U.S. DISTRICT COURT FOR THE NORTHERN DISTRICT OF TEXAS, DALLAS DIV.

7-Eleven, Inc. v. Philip Morris USA Inc., No. 3-05-CV-0099B (2006)

Evaluated breach of contract, fraud, and price discrimination claims arising out of a dispute over a manufacturer-initiated change in a retail price promotion program. Submitted written opinion and deposition testimony.

U.S. DISTRICT COURT FOR THE SOUTHERN DISTRICT OF CALIFORNIA

Einstein Computer Company v. Gateway, Inc. and Gateway Company, Civil Action No. 01-1232R (2005)

Evaluated the potential viability of employee payroll deduction plans as a distribution channel for personal computer sales. Submitted written opinion and deposition testimony.

U.S. DISTRICT COURT FOR THE EASTERN DISTRICT OF TENNESSEE

Smith Wholesale Co., Inc., et al. v. Philip Morris USA Inc., No. 03-CV-221 (2004)

Evaluated "Wholesale Leaders" programs against marketing and distribution theory and practice in light of price discrimination and antitrust claims brought by plaintiff wholesalers. Submitted written opinion and deposition testimony.

U.S. DISTRICT COURT FOR MARYLAND

United States v. Gina Miranda, Case No. DKC-02-150 (2002)

Analyzed company records of promotional allowances and witness testimony to prepare for testimony in federal court case involving diversion to other retailers and distribution channels.

ARBITRATION

Homestore.com, Inc v. America Online, Inc. (2002)

Reviewed company documents and generated an analysis upon which to base an opinion concerning performance of the terms of an Internet affiliate relationship. Submitted a written opinion, written response to opposing witnesses' opinion, and testimony in an arbitration session.

U.S. DISTRICT COURT FOR THE EASTERN DISTRICT OF VIRGINIA

PBM Products, Inc. v. Mead Johnson & Company, No. 3:01-CV-199 (2001)

Generated an analysis supporting an opinion concerning the estimated effects of a (misleading) advertising campaign on the sales and profits of the private label competitor. Submitted written opinion, written response to opposing experts, and deposition testimony.