

Name: MESSINGER, Paul R.
Work Phone: 780-492-3954
E-mail paul.messinger@ualberta.ca

ACADEMIC EMPLOYMENT:

- Associate Professor, Department of Marketing, Business Economics and Law, School of Business, University of Alberta, 1999-present.
- Adjunct Professor, School of Business, University of Northern British Columbia, 2017-2020.
- Founding Director, University of Alberta School of Retailing, 2006-2007. Director, Canadian Institute of Retailing and Services, University of Alberta, 2000-2006.
- Assistant Professor, Department of Marketing, Business Economics and Law, Faculty of Business, University of Alberta, 1996-1999.
- Assistant Professor, Marketing, Olin School of Business, Washington University, St. Louis MO (Courtesy Appointment in Department of Economics), 1989-95
- Instructor and Assistant Professor, Department of Economics, Washington University, St. Louis MO, 1987-89

EDUCATION:

- Ph.D. (Economics) University of California, Berkeley, 1988
- M.A. (Statistics) University of California, Berkeley, 1986
- M.B.A. (General Management) Harvard Business School, 1981
- B.A. (Economics), Honors in Economics, Carleton College, 1979

PROFESSIONAL SERVICE & BOARD MEMBERSHIPS:

- Chair, 2018-2019, INFORMS Service Science Section; Secretary/Treasurer, 2020; Vice-Chair and Cluster Chair, 2017-2018. This group of scholars and practitioners works to advance, promote, and disseminate research and applications among professionals interested in theory, methodologies, and applications in Service Science, which cuts across the fields of services business strategy and modeling, service operations research and management, information systems, marketing science and analytics, management science, e-commerce and e-business, industrial engineering, and social and cognitive science. This group grew to more than 450 scholars and practitioners in 2019 (from 230 in 2017), and is now at 367 due in part to the pandemic of Spring/Summer of 2020.
- Marketing Group Ph.D. Coordinator, University of Alberta, 2018 – Present, 1999-2003.
- Lead Conference Organizer, Retail Analytics: 2016 Empirical and Theoretical (ET) Symposium on Marketing Strategy for quantitative researchers, Canada, Lake Louise, May 2016 and Principal Investigator for a related Connections Grant (\$20,000 from the Social Science and Humanities Council of Canada plus \$20,000 matching cash and in-kind support from various sources) with deliverables that include a monograph and an overview paper on Retail Analytics.
- INFORMS Ad Hoc Ethics Guidelines Committee Member, 2016. Selected to a committee that wrote the first ethics guidelines for the Institute of Operations Research and the Management Sciences (INFORMS), which was approved by the INFORMS board and adopted for the Institute. The committee, consisting of Dave Hunt (chair), Susan Albin, Steve Graves, Paul Messinger, Matt Walls, also made recommendations to the INFORMS board for use of the guidelines by the organization. Helped shape content and served in a key editorial function (see <https://www.informs.org/About-INFORMS/Governance/INFORMS-Ethics-Guidelines>). INFORMS currently uses these ethics guidelines for the association of about 11,000 professionals.

- Chair, *INFORMS Service Science (Journal)* Review Committee, INFORMS, 2015-2016. Appointed Chair of the mandatory review committee for the INFORMS journal *Service Science* with the additional goal of continuing to build the journal. The review committee is building a new editorial board structure with four area editors in diverse disciplines that do service research, including
 - (a) service science research, including multi-disciplinary and practitioner-centered work,
 - (b) customer-centered service research,
 - (c) health applications of service, and
 - (d) service operations management and marketing science.
- Vice-President of INFORMS (Institute for Operations Research and the Management Sciences), Societies and Sections: Chair of Subdivision Council, 2013-2014. Member of INFORMS Marketing Strategy Committee, 2012.
- One of five Co-Chairs for First through Sixth Empirical and Theoretical (ET) Symposium on Marketing Strategy for quantitative researchers in Canada (2013 at McMaster University; 2014 at Ivey Business School, 2015 at University of Toronto, 2016 in Lake Louis, 2017 at University of Guelph).
- Appointed to INFORMS Analytics Certification Board, 2013-2014.
- Society for Marketing Science, Liaison Officer to INFORMS, 2006-2012 and representative on the INFORMS Subdivision Council. Appointed to Committee on Marketing-Operations Interface by INFORMS Society for Marketing Science.
- Lead Co-editor (with Dennis Galletta of the University of Pittsburgh) of two special issues of the *Canadian Journal of Administrative Sciences* on *e-Service*
- Adjudication Committee, Individual Research Grants Program, Social Science and Humanities Council of Canada, Committee 21 (Business, Administrative Sciences), 2004-2005, 2005-2006, and Selection Committee for the 2010 Knowledge Synthesis Grants on the Digital Economy.
- Editorial Boards: *Service Science*, 2016-present. *Marketing Science*, 1996-2015; *Information Technology and Management* (Guest Area Editor Role); *Canadian Journal of Administrative Sciences*, 2005-2008; *Review of Marketing Science*, 2003-2016.
- Lead co-organizer of the “Second Annual Alberta-McMaster Symposium on eService” in Edmonton on October 10-11, 2006. There were 30 speakers and attendance of about 65. <http://www.ciras.com/events/eRetailing%202006.htm>. Co-organizer of the “First Annual McMaster-Alberta Symposium on e-Retailing: Key Business Issues and Research Agenda” in October 2005. There were 23 Speakers and attendance of about 70. <http://merc.mcmaster.ca/symposium/eRetailing2005.html>
- Treasurer, INFORMS Society for Marketing Science, 2002-2004. Advisory Board, Society for Marketing Science, 2006 – 2012. Secretary-Treasurer, INFORMS College on Marketing, 2001. Advisory Board, INFORMS College on Marketing, 1995-2000. Newsletter Co-Editor, INFORMS College on Marketing, 1998-2000. Newsletter Editor 1996-1997.

Reviewer: *Marketing Science, Management Science, Journal of Retailing, Journal of Marketing, Journal of Marketing Research, International Journal of Research in Marketing, Journal of Interactive Marketing, MISQ, Decision Support Systems, Service Science, European Journal of Operations Research, Journal of Advertising, Information Systems Journal, International Journal of Information Technology and Decision Making, Virtual Reality, Journal of Virtual Worlds Research, Complexity, Canadian Journal of Administrative Sciences, Information Technology and Management, Canadian Journal of Agricultural Economics, Housing Studies, Springer Computer Science Book Series, textbooks in retailing and marketing, the SSHRC Insight Grants Program, NSERC- Discovery Grants Program (Civil, Industrial and Systems Engineering) and similar programs elsewhere (e.g. Belgium, Hong Kong).*

Reviewer: Tenure committees at University of Manitoba; Simon Frasier University, University of Western Ontario (Ivey), Monash University, and others.

TEACHING SUBJECTS:

Retailing Management
Marketing Management
Strategy and Industrial Organization
Dynamic Competitive Strategy

RESEARCH INTERESTS:

Virtual Worlds and Second Life
Internet and New Retail Formats
Power in Distribution Channels
Survey-Based Market Research

HONOURS:

- 2017 INFORMS Volunteer Service Award.
- Honourable Mention (2nd best paper) for Marketing Division of the Administrative Sciences Association of Canada, "Risk Preferences and Probabilistic Discounts," Sungchul Choi, Xin Ge, and Paul R. Messinger, June 2017, Montreal.
- Best Paper Award for Marketing Division of the Administrative Sciences Association of Canada, "Gleaning Inferences from Soldout Products," Xin Ge, Paul R. Messinger, and Yuanfang Lin, June 2016, Edmonton.
- Finalist of the 2015 IBM Service Science Best Student Paper Award to Moein Khanlari Larimi and Paul Messinger, "Brand Equity and Extended Service Contract Purchase Decisions".
- Best Paper Award Finalist for papers in 2013 in the journal *Service Science* (one of three finalists including the winning paper), "Dual Rules for Service Evaluation" (2013), *Service Science*, Erik Rolland, Ray Patterson, Paul R. Messinger, Keith Ward, and Adam Finn, 5,4 (December), 279-295, Lead Article. Awarded November 2014.
- Finalist for Best Student Paper Award, Service Science Section, INFORMS, "Brand Equity and Extended Service Contract Purchase Decisions," Working Paper by Moein Khanlari Larimi (Ph.D. student) and Paul R. Messinger (supervisor). (Final Round of Competition is November 3, 2015).
- Awarded INFORMS Certified Analytics Professional (CAP) designation, 2013.
- Best Track Paper, *Marketing Strategy & Management Track*, American Marketing Association 2010 Summer Marketing Educator's Conference, "Leaving the Tier: Asymmetric Pricing Patterns in Online High Tech Shops," Charles A. Wood, Sourav Ray, Paul Messinger
- Nominated for Best Paper, Wood, C. A., Ray, S., Messinger, P. "Analyzing Information Intermediaries in Electronic Brokerage," Hawaii International Conference on Systems Science (HICSS), Honolulu, HA, January 2010.
- Outstanding Research Paper Award, for best paper published in *International Journal of Business Strategy* in 2007. "Competitive Pricing Behavior Among Channel Members: An Experimental Approach," Sungchul Choi and Paul Messinger, *International Journal of Business Strategy*, 7, 2, 2007.
- Nominated for Best Conference Paper at American Association for Artificial Intelligence (AAAI) 2005. "Optimal Recommendation Sets: Covering Uncertainty over User Preferences," Bob Price and Paul Messinger. April 2005. "Proceedings of the Twentieth National Conference on Artificial Intelligence and the Seventeen Innovative Applications of Artificial Intelligence Conference (AAAI Press: Menlo Park, California) pp. 541- 548.
- Finalist for the John D.C. Little Award for Best Marketing Paper in 1997 in *Marketing Science* or *Management Science*. "A Model of Retail Formats based on Consumers' Economizing on Shopping Time," Paul R. Messinger and Chakravarthi Narasimhan, *Marketing Science*, 1997, Vol. 16, No. 1, 1-23.
- Nissan-HBCU Summer Institute at Northwestern University 1996.
- Referee Service Award, *Management Science*, 1994.
- Reid Teaching Award, 1993-1994.
- Distinguished Teaching Assistant, 1983-1984.
- Distinction in Economics, *cum laude*, Carleton College, 1979.

PUBLICATIONS:

1. Books

Citizen-Centered Cities, Volume I: Case Studies of Public Involvement, by Paul R. Messinger (with contributions from Marco Adria, Fiona Cavanagh, Michelle Chalifoux, Moein Khanlari, Edd LeSage, Heather Stewart, and Rosslynn Zulla), Business Expert Press: New York, 2017.

Citizen-Centered Cities, Volume II: City Studies of Public Involvement, by Paul R. Messinger (with contributions from Moein Khanlari, Heather Stewart, and Rosslynn Zulla), Business Expert Press: New York, 2017.

Transforming Retail through Analytics: INFORMS Editor's Cut (Volume 8), Paul Messinger and Qian (Claire) Deng, Volume Co-Editors, 2017. (pubsonline.informs.org/editorscut/retail). Digital collection of readings, together with digital materials (videos, podcasts, and industry reports). Also available in print form (released October 2017).

The Marketing Paradigm: A Guide for General Managers, by Paul R. Messinger, South-Western Publishing Co.: Cincinnati, OH, 1995 [3 printings]. 250 pages.

2. Book Chapters

“Navigating the Touchless Economy: A Typology of Virtual Communities: A Research Agenda for our increasingly Virtual World” (forthcoming 2020/21), Paul R. Messinger, Kristen Smirnov, Xin Ge, *Palgrave Encyclopedia of the Possible*, Palgrave Macmillan.

“Participedia as a Ground for Dialogue” (2020), Marco Adria, Paul R. Messinger, E. A. Andrews, C. Ehresman, in *Using New Media for Citizen Engagement and Participation* (2020), IGI Global, pp. 219-239.

“Nine Challenges for Public Involvement 2.0” (2017), Paul R. Messinger, Marco Adria, Edd LeSage, Fiona Cavanagh, Moein Khanlari, Heather Stewart, Rosslynn Zulla, Michelle Chalifoux, in *Citizen-Centered Cities, Volume I: Case Studies of Public Involvement*, by Paul R. Messinger (with contributions from Marco Adria, Fiona Cavanagh, Michelle Chalifoux, Moein Khanlari, Edd LeSage, Heather Stewart, and Rosslynn Zulla), Business Expert Press: New York, pp. 3-44.

“Software Evolution in the Presence of Externalities: A Game-Theoretic Approach” (2014), Marios Fokaefs, Eleni Stroulia, and Paul R. Messinger, in *Economics-driven Software Architecture*, edited by Ivan Mistrik, Rami Bahsoon, Rick Kazman, and Yuanyuan Zhang (Morgan Kaufmann/Elsevier: Waltham, MA), pp. 243- 258.

“Advertising in Virtual Worlds: Facilitating a Hierarchy of Engagement” (2010), Paul R. Messinger and Xin Ge, in *Handbook of Research on Digital Media and Advertising: User Generated Content Consumption*, edited by Matthew S. Eastin, Terry Daugherty, and Neal M. Burns (IGI Global, Hershey, PN), pp. 73 – 108.

“Facilitating a Hierarchy of Engagement: Corporate Education in Virtual Worlds” (2010), Paul R. Messinger, Xin Ge, Glenn E. Mayhew, Run Niu, Eleni Stroulia, in *Virtual Environments for Corporate Education: Employee Learning and Solutions*, edited by William Ritke-Jones (IGI Global: Hershey, PN), pp. 194 – 217.

“CB as I See It” (2010), Paul R. Messinger in *Consumer Behaviour: Buying Having, and Being; Fifth Canadian Edition*, by Michael R. Solomon, Judith L. Zaichkowsky, and Rosemary Polegato (Pearson Education Canada), p. 13. [ISBN-10: 0-13-701864-9 and ISBN-13: 978-0-13-701864-2] [This consists of a description of my research on virtual worlds for this undergraduate textbook on Consumer Behavior.]

“The Future of the Market Research Profession” (2009), Paul R. Messinger and Xin Ge, in *Working Through Synthetic Worlds*, edited by C.A.P. Smith, Kenneth W. Kisiel, and Jeffrey G. Morrison (Ashgate Publishing Company: Burlington, VT, USA), Chapter 2, pp. 15-44. First contributed chapter immediately following the lead editor’s introductory chapter. [In the forward to the book, book editor C.A.P. Smith comments about our chapter indicating that, “This first chapter . . . is somewhat longer than the others because we asked the authors to provide an especially detailed review of the literature. Scholars and academics may find this chapter useful as a general reference.”]

“Business Models in Emerging Online Services” (2009), Kelly Lyons, Corrie Playford, Paul R. Messinger, Run H. Niu, Eleni Stroulia, in *Value Creation in E-Business Management: 15th Americas Conference on Information Systems, AMCIS 2009, SIGeBIZ track, San Francisco, California, August 6-9 2009, Selected Papers*, Matthew L. Nelson, Michael J. Shaw, and Troy J. Strader (Eds.) Lecture Notes in Business Information Processing ISBN 978-3-642-03131-1. (Springer-Verlag: Berlin Heidelberg), pp. 44 - 55.

3. Journal Articles (Peer Reviewed)

“Product Return Episodes in Retailing,” (2019), Michele Samorani, Aydin Alptekinoglu, and Paul R. Messinger, *Service Science*, 11(4), 263-278.

“Reflections of the extended self: Visual Self-Representation in Avatar-Mediated Environments” (2019), Paul R. Messinger, Xin Ge, Kristen Smirnov, Eleni Stroulia, and Kelly Lyons, *Journal of Business Research*, 100, 531-546.

“Gleaning inferences from soldout products” (2019), Xin Ge, Paul R. Messinger, Yuanfang Lin, *Journal of Retailing and Consumer Services*, 49 (July), 173-185. An earlier version of this paper won Best Paper in the Marketing Track of the Administrative Sciences Association of Canada, 2016.

“Fit in cause related marketing: an integrative retrospective” (2019) *Journal of Global Scholars of Marketing Science*, John W. Pracejus, Qian (Claire) Deng, G. Douglas Olsen, Paul R. Messinger (June), DOI: [10.1080/21639159.2018.1509365](https://doi.org/10.1080/21639159.2018.1509365)

“Sharing Economy: Review of Current Research and Future Directions” (2018), *Customer Needs and Solutions*, Chakravarthi Narasimhan, Purushottam Papatla, Baojun Jiang, Praveen K. Kopalle, Paul R. Messinger, Sridhar Moorthy, Davide Proserpio, Upender Subramanian, Chunhua Wu, Ting Zhu, 5(1-2), 93-106, <https://doi.org/10.1007/s40547-017-0079-6>.

“The Role of Fairness in Competitive Supply Chain Relationships: An Experimental Study” (2016), *European Journal of Operation Research*, Sungchul Choi and Paul R. Messinger, 251 (3), June, pp. 798-813. DOI information: 10.1016/j.ejor.2015.12.001 33 Google citations.

“Pricing Decisions of Skill-based Products: The Role of Used-product Markets” (2014), *Journal of Revenue and Pricing Management*, Chun (Martin) Qiu and Paul R. Messinger (2014), 13,2, 133-148.

“Dual Rules for Service Evaluation” (2013), *Service Science*, Erik Rolland, Ray Patterson, Paul R. Messinger, Keith Ward, and Adam Finn, 5,4 (December), 279-295, *Lead Article and Best Paper Finalist*.

“Municipal Service Delivery: A Multi-Stakeholder Framework” (2013), *Human Factors and Ergonomics in Manufacturing and Service Industries*, Paul R. Messinger, 23, 1, 37-46.

“Multi-Component Systems Pricing: Rational Inattention and Downward Rigidities” (2012), *Journal of Marketing*, Sourav Ray, Charles A. Wood, and Paul R. Messinger, 76, 5 (September), 1 – 17, *Lead Article*.

“A Tale of Two Pricing Systems for Services” (2012), *Information Systems and e-Business Management*, Lyons, K., Messinger, P. R., Niu, R. H. & Stroulia, 10, 1 (March), 19-42, in a special issue on “Collaborative Value Creation in e-Business Management.”

“Negative Option Billing: Current Practice and Future Concerns” (2011), *Asian Pacific and Globalization Review*, Paul R. Messinger, Yuanfang Lin, Yujing (Sabrina) Yan, 1, 1 (invited contribution for inaugural issue). Coverage from CBC, CTV & several Canadian newspapers.

“Consumer Perceptions of Ambiguous Price Promotions: Scratch and Save Promotions versus Tensile Price Claims” (2010), *Journal of Product & Brand Management*, Sungchul Choi, Xin Ge, Paul R. Messinger, 19, 7, 477-486.

“A Systems Approach to Hybrid Service: Authors’ Response to Commentary” (2010), *Canadian Journal of Administrative Sciences*, Paul R. Messinger, Jin Li, Eleni Stroulia, Dennis Galletta, Xin Ge, and Sungchul Choi, 27, 1, pp. 85–89.

“The Impact of E-information on Residential Real Estate Services: Transactions Costs, Social Embeddedness, and Market Conditions” (2010), *Canadian Journal of Administrative Sciences*, Jane Lee Saber and Paul R. Messinger, 27, 1, pp. 53-67.

“Influence of Soldout Products on Consumers’ Choice” (2009), *Journal of Retailing*, Xin Ge, Paul R. Messinger, and Jin Li, 85, 3, pp. 274–287. [Upon publication, stories in the popular press discussing the findings of this paper have appeared on cnn.com, cbc.com, the Toronto Star, the Edmonton Journal, “The View from Harvard Business,” and about two dozen news sources in various counties, including newspapers, electronic newspapers, blogs, and radio.]

“Virtual Worlds -- Past, Present, and Future: New Directions in Social Computing,” (2009) *Decision Support Systems*, Paul R. Messinger, Eleni Stroulia, Kelly Lyons, Michael Bone, Annie Niu, and Kristen Smirnov, and Stephen Perelgut; 47, 3 (June), pp. 204-228. [463 Google Scholar citations].

“Seven challenges to combining human and automated service” (2009), *Canadian Journal of Administrative Sciences*, Paul R. Messinger, Jin Li, Eleni Stroulia, Dennis Galletta, Xin Ge, Sungchul Choi, 26, 4, pp. 267-285.

“On the Relationship between My Avatar and Myself” (2008), *Journal of Virtual Worlds Research*, Paul R. Messinger, Xin Ge, Eleni Stroulia, Kelly Lyons, Kristen Smirnov, and Michael Bone, 1, 2, pp. 1 - 17. [193 Google Citations].

“A Typology of Virtual Worlds: Historical Overview and Future Directions” (July 2008), *Journal of Virtual Worlds Research*, Paul R. Messinger; Eleni Stroulia; and Kelly Lyons, 1, 1, pp. 1-18. [145 Google Scholar citations].

“Competitive Pricing Behavior Among Channel Members: An Experimental Approach” (2007), Sungchul Choi and Paul Messinger, *International Journal of Business Strategy*, 7, 2, 2007. Outstanding Research Paper Award, for best paper published in the journal in 2007.

“Incorporating Behavioral Anomalies in Strategic Models” (2005), *Marketing Letters*, Chakravarthi Narasimhan, Chuan He, Eric Anderson, Lyle Brenner, Preyas Desai, Dmitri Kuksov,

Paul R. Messinger, Sridhar Moorthy, Joseph Nunes, Yuval Rottenstreich, Rick Staelin, George Wu, Zhong Zhang, 16, 3, pp. 361 – 373.

“Optimal Management of Fringe Entry Over Time” (2003), *Journal of Economic Dynamics and Control*, Gila Fruchter and Paul R. Messinger, 28, 3 (December), pp. 445-466.

“Information and Channel Profits” (1997), *Journal of Retailing*, Wujin Chu and Paul R. Messinger, 73, 4, pp. 487-499. [68 Google Scholar citations].

“A Model of Retail Formats based on Consumers’ Economizing on Shopping Time” (1997), *Marketing Science*, Paul R. Messinger and C. Narasimhan, 16, 1, pp. 1-23. *Lead Article*. Finalist, John D.C. Little Best Paper Award [410 Google Scholar citations].

“Has Power Shifted in the Grocery Channel?” (1995), *Marketing Science*, Paul R. Messinger and C. Narasimhan, 14, 2, pp. 189-223. [426 Google Scholar citations].

“Product Proliferation and the Determination of Slotting and Renewal Allowances” (1995), *Seoul Journal of Business*, Paul R. Messinger and Wujin Chu, 1, 1 (Fall), pp. 93-115.

“A Nonparametric Test of Attribute Interaction in Consumer Utility Using Graded Comparisons” (1991), *Journal of Business Research*, Paul R. Messinger, 23, pp. 239-252. Reprinted in the Special Issue on Experimental Choice Analysis, *Journal of Business Research*, 1992, 24, pp. 135-148.

“Unification of the Pereira and Van Camp Rules: The Economics Underlying the Division of a Business Between Separate and Community Property in California Divorce Proceedings” (1982), *Community Property Journal*, Paul R. Messinger, 9, 4, pp. 286-298.

4. Journal Special Issues Edited

Paul R. Messinger and Dennis Galletta, editors (December 2009), Special Issue 1 on "e-Service: Conceptual Frameworks," *Canadian Journal of Administrative Sciences*, 26, 4.

Paul R. Messinger and Dennis Galletta, editors, (April 2010), Special Issue 2 on "e-Service: Empirical Tools and Analyses," *Canadian Journal of Administrative Sciences*, 27, 1.

5. Journal Editorials

"Special Issue Editorial: Conceptual Frameworks for e-Service" (2009), *Canadian Journal of Administrative Sciences*, Paul R. Messinger and Dennis Galletta, 26, 4, pp. 265-266.

"Special Issue Editorial: Measurement Tools for e-Service and Industry Applications" (2010), *Canadian Journal of Administrative Sciences*, Paul R. Messinger and Dennis Galletta, 27, 1, pp. 3-4.

6. Proceedings

“Winnability Prediction for IT Services Bids,” Pei Guo, Aly Megahed, Shubhi Asthana and Paul Messinger, *Proceedings of the 2019 IEEE World Congress on Services (IEEE SERVICES 2019)*.

“Decision in the Presence of Soldout Products,” Xin Ge and Paul Messinger, Conference *Proceedings of Administrative Sciences Association of Canada (ASAC)*, June 2012.

“Leaving the Tier: Examining Asymmetry in Pricing Patterns in Online High Tech Shops,” Charles A. Wood, Sourav Ray, Paul Messinger, Hawaii International Conference on System Science (HICSS 42), 1-10; Best Paper in the “Electronic Marketing” minitrack and nominated for best conference paper. Also Best Track Paper, *Marketing Strategy & Management Track*, American Marketing Association 2010 Summer Marketing Educator's Conference. Also in ICEC (Selected Papers) 2913, 63-73.

“Business Models in Emerging Online Services,” (2009), Kelly Lyons, Corrie Playford, Paul R. Messinger, Run H. Niu, Eleni Stroulia, *Proceedings of the Fifteenth Americas Conference on Information Systems*, San Francisco, California August 6th-9th, 105. Also included in a book volume of selected papers from this conference:

“Virtual Worlds for Modeling Complex Processes between People and Systems,” Eleni Stroulia, Mihnea Galeteanu, Paul Pacholski, Kelly A. Lyons, and Paul R. Messinger, CASCON 2010, 394-396.

“Channel conduct, performance, and entrepreneurship: An Account of the Motion Picture Industry,” with Keri Kettle, Proceedings of ASAC (Administrative Sciences Conference of Canada), 2007.

“Optimal Recommendation Sets: Covering Uncertainty over User Preferences,” with Bob Price. April 2005. “Proceedings of the Twentieth National Conference on Artificial Intelligence and the Seventeen Innovative Applications of Artificial Intelligence Conference (AAAI Press: Menlo Park, California) pp. 541- 548 [42 Google Scholar citations, Acceptance rate: 18.4% (148 out of 803); Nominated for Best Conference Paper].

7. Case Studies

In *Citizen-Centered Cities, Volume I: Case Studies of Public Involvement*, by Paul R. Messinger (with contributions from Marco Adria, Fiona Cavanagh, Michelle Chalifoux, Moein Khanlari, Edd LeSage, Heather Stewart, and Roslynn Zulla), Business Expert Press: New York, 2017:

“Twin Brooks and Burnewood Area Projects: Canceled after Public Consultations,” Paul R. Messinger (pp. 47-52).

“Edmonton’s Waltherdale Bridge: Fait Accompli,” Heather Stewart and Paul R. Messinger (pp. 53-64).

“Valley Line Expansion, Public Involvement, and Sad Don,” Heather Stewart and Paul R. Messinger (pp. 65-78).

“Converting to a Freeway: The Interchange at 149th and Yellowhead Trail,” Heather Stewart and Paul R. Messinger (pp. 79- 82).

“Too Late to Streetscape 99th,” Heather Stewart and Paul R. Messinger (pp. 83-86).

“Public Pushback on Bicycle Routes, Moein Khanlari and Paul R. Messinger (pp. 87-97).

“Complete Streets: Learning from Past Pushback,” Moein Khanlari and Paul R. Messinger (pp. 99-102).

“The Goods Movement Strategy,” Moein Khanlari and Paul R. Messinger (pp. 103- 10).

“The Way We Move’ Transportation Master Plan: Early Engagement Effort,” Heather Stewart and Paul R. Messinger (pp. 111-115).

In *Citizen-Centered Cities, Volume II: City Studies of Public Involvement*, by Paul R. Messinger (with contributions from Moein Khanlari, Heather Stewart, and Roslynn Zulla), forthcoming, Business Expert Press, 2017.

“Portland: Going Deep through Citizen Empowerment,” Moein Khanlari and Paul R. Messinger (pp. 15-22).

- “San Francisco: Consistent Feedback through Community Advisory Groups,” Moein Khanlari and Paul R. Messinger (pp. 23- 35).
- “Minneapolis: Engaging Neighborhoods,” Rosslynn Zulla and Paul R. Messinger (pp. 37-46).
- “St. Louis: Planning Comprehensive Citizen Participation,” Rosslynn Zulla and Paul R. Messinger (pp. 47-55).
- “Chicago: Wide-Ranging Public Involvement and Participatory Budgeting,” Rosslynn Zulla and Paul R. Messinger (pp. 57-69).
- “New York City: Large-Scale and Top-Down Public Involvement,” Heather Stewart and Paul R. Messinger (pp. 71-78).
- “Edmonton: Aligning Expectations for Public Involvement,” Moein Khanlari and Paul R. Messinger (pp. 81-89).
- “Calgary: Streamlined and Modern Public Involvement,” Heather Stewart and Paul R. Messinger (pp. 91-98).
- “Vancouver: Enhanced Engagement,” Moein Khanlari and Paul R. Messinger (pp. 99-108).
- “Toronto: Public Involvement since Amalgamation,” Rosslynn Zulla and Paul R. Messinger (pp. 109-120).
- “Ottawa: Regaining Public-Involvement Momentum,” Heather Stewart and Paul R. Messinger (pp. 121-129).
- “Montréal: A Multilevel Participatory Approach to Public Involvement,” Heather Stewart and Paul R. Messinger (pp. 131-139).

8. Book Reviews, Opinion Editorials, and Reports to Professional Societies

“Cambridge Analytica, influencing elections and the INFORMS Ethics Guidelines” (2018), David Hunt and Paul R. Messinger, *ORMS Today*, (October 7, Published by INFORMS).

<https://doi.org/10.1287/orms.2018.05.10>

“Twitter is the Message: The #saddonivenson Episode,” Paul R. Messinger, Bianca Barry, Victor Chiu, Allison Leonard, David Manuntag, Shuai Ouyang, Danial Roth, and Lowell Tutchin, *Curb Magazine*, 6(1) 2015, pp. 24-25.

“City of Edmonton Department of Transportation Services: Review of Public Engagement 2015.” Lead Author, and Principal Investigator of a team of 8, including two other professors, a manager, a director of the Centre of Public Involvement, two doctoral students and one master’s student. The report was presented to City Council June 2015. This research report includes 9 challenges, 9 case studies, 12 comparative city summaries, and more than 60 recommendations concerning public engagement for the Department of Transportation and the City of Edmonton.

“Leveraging Online Engagement in Rural Municipalities,” Krista Kagume and Paul Messinger, research report prepared for the Town of Devon, Alberta. Written in 2014-2015. Presented to the Town Council in September 2015.

“Riding the web to the White House,” *Edmonton Journal*, January 22, 2009, with Kristen Smirnov.

“Strategy 2007: Residential Real Estate in Alberta” (with Jane Saber). Report presented to the Alberta Real Estate Foundation.

“Hollywood warms to Internet movie distribution.” *Edmonton Journal*, April 10, 2006. With Keri Kettle.

“Review of Store Wars: The Battle for Mindspace and Shelfspace.” *Journal of Retailing and Consumer Services*, 1996, Vol. 3, No. 2, 119-122.

WORK IN PROGRESS:

“Dimensions of brand-extension fit: A consumer-based measurement scale,” Qian (Claire) Deng and Paul R. Messinger, resubmitted after second review round from *International Journal of Research in Marketing*.

“Will they Sign? Predicting the B2B Contract Pipeline with Structured and Unstructured Data,” Paul R. Messinger, Aly Megahed, and Hamid R. Motahari Nezhad, being prepared for *Management Science*.

“What Makes Products Weird? Antecedent to and Underlying Mechanism of Weirdness,” Qian (Claire) Deng and Paul Messinger, for *Journal of Consumer Psychology*.

“Is Congruity Desirable for Brand Extensions? A Conceptual and Meta-analytic Review,” Qian (Claire) Deng and Paul Messinger, for *Journal of Marketing Research*.

“Strategic Role of Self-service Co-production,” Paul R. Messinger, Kursad Asdemir, and Bora Kolfal, in preparing for *Journal of Retailing*.

OTHER WORKING PAPERS:

“Cycles of Channel Evolution: An Account of Structural and Institutional Change in the Motion Picture Industry,” being prepared for submission to *Journal of Business Ventures*. Paul R. Messinger and Keri Kettle.

“An Experimental Study of Pricing Behavior in a Duopoly Loyal/Switcher Market: On the Prevalence of Edgeworth and Other Cyclical Behavior,” working paper, University of Alberta, Sungchul Choi and Paul R. Messinger.

“Probabilistic Promotions and Risk Attitudes” Sungchul Choi, Sang-June Park, Paul R. Messinger, and Xin Ge.

“A New Model of Asymmetric Competitive Structure Using Store-level Scanner Data,” Terry Elrod, Paul R. Messinger, and Fang Wu.

RESEARCH GRANTS:

“Revision of Socio-Spatial Conceptions for Designing Public Spaces and Built Environments in Post Pandemic Alberta” Mitacs Elevate \$60,000
Postdoctoral Fellow: Kishwar Habib; **Academic Supervisor:** Paul R. Messinger; Partner
Organization: Manasc Isaac Architects. Awarded November 2020 (begins Jan 2021) for one year.
Renewable for a second year for an additional \$60,000 if satisfactory progress is made, as determined by the Academic Supervisor and the Partner Organization.

“Channel Power in the Cannabis Industry” SSHRC \$45,775
Principal Investigator. Awarded July 2020 for two years. Insight Development Grant: #430-2020-01223.

“Slanguage: The Uses and Effects of Slang Terms in Consumer-to-Consumer and Firm-to-Consumer Communication,” SSHRC \$161,107
Co-investigator. Awarded May 2019 for 5 years. Sarah Moore, P.I. Insight Grant # 435-2019-0774.

“What Makes Products Weird? Conceptual Antecedents and Consumer Behavioral Consequences,” SSHRC \$43,874
Co-investigator, Awarded June 2019 for 2 years, Qian (Claire) Deng, P.I., Insight Development Grant.

“Brain-to-society decision and behavior research for convergent innovation that supports individual and collective wealth and wellbeing”, SSHRC \$17,892
Co-Investigator. Connections Grant. Laurette Dube, Principal Investigator; other co-investigators include four other Canadian Scholars at various universities. Awarded April 2018.

“Retail Analytics: Transforming the Science of Selling” Alberta School of Business \$7,000

Co-Principal Investigator with Qian (Claire) Deng. EFF-SAS grant. Awarded June 2017.

“Empirical & Theoretical Canadian Marketing Strategy Symposium” SSHRC \$20,000
Principal Investigator. Connection Grant (plus \$20,000 in matching funds from various sources). With Neil Bendle, Sridhar Moorthy, Sourav Ray, David Soberman, Mark Vandenbosch, Co-Investigators. 2016

“Leveraging Online Engagement in Rural Municipalities”, Town of Devon \$10,000
Principal Investigator. With Krista Kagume, Co-Investigator. Awarded 2015.

“Risk attitudes and price promotions” SSHRC Insight Grant
Co-Investigator. Sungchul Choi (P.I.) and Paul Messinger. Awarded March 2014 \$103,660

SSHRC Partnership Grant Letter of Intent support fund \$10,000
Principal Investigator. Awarded July 2014

“Public Involvement Review – [Edmonton] Transportation Services”
Co-P.I. and Lead Researcher (40% share). Awarded August 2013. \$74,375

“Managing City Services: A Citizen-Centered Approach”
 KIAS - Interdisciplinary Seminar Grant Award
Principal Investigator. Awarded March 2013. \$9,000

“New Models of Asymmetric Competitive Structure” Walmart Seed Grant
Principal Investigator. Awarded October 2011. \$8,000

IBM Smart Cities Program
Principal Investigator. Awarded November 2010. \$10,000

“Pricing Systems for Services” Walmart Seed Grant
Principal Investigator. Awarded October 2010. \$8,000

Nova Faculty Fellowship
Principal Investigator. Awarded December 2009. \$12,000

“Dual Process Theory for Service Evaluation” Walmart Seed Grant
Principal Investigator. Awarded October 2009. \$8,000

“Market Research in Virtual Environments” School of Retailing Seed Grant
Principal Investigator. Awarded October 2008. \$10,000

“Towards a systematic process model for service delivery on cyberinfrastructure” \$99,000
 Alberta Innovation and Science, Industry Sponsored Collaborative Projects
 Eleni Stroulia, Ioanis Nikolaidis, Paul Messinger. **Co-Investigator.** 2007-2009

“Practitioner exchanges on e-retailing and the web-interaction cycle” Social Sciences and Humanities Research Council of Canada INE Public Outreach Grants Program.
Principal Investigator. Awarded April 2006 \$48,250

“Strategic Planning Considerations in a Changing Alberta Real Estate Market,” Alberta Real Estate Foundation Research Grants Program.
Co-Principal Investigator (with Jane Saber). Awarded April 2003 \$29,750

“Harnessing the Web Interaction Process for Canadian Competitiveness,” SSHRC Initiative in the New Economy Research Alliance Program (Ranked 3rd of 14 proposals). Coordinated 13 scholars in 5 Provinces and two other countries and 14 retail businesses
Principal Investigator. Awarded December 2002. \$865,750

“Assessing Models of Retail Channel Interactions, Power Relations, and Promotions Using Experimental and Market Data,” SSHRC Individual Grant (ranked 13th out of 120 applications).
Principal Investigator. Awarded April 2000. \$99,615

SERVICE – INSTITUTE ADMINISTRATION:

Founding Director, University of Alberta School of Retailing, 2006-2007.

Director, Canadian Institute of Retailing and Services, 2000-2006.

Selected activities:

- Principal Investigator of the SSHRC INE Research Alliance “*Harnessing the Web Interaction Process for Canadian Competitiveness.*” Coordinated the activities of fifteen professors in five Canadian provinces (and two other countries) and fourteen retail businesses. This project is interdisciplinary with methods applied from marketing, economics, psychology, and computing science. My work on this alliance involves coordinating the planning for 18 subprojects consisting of several team members each, serving as team leader for four projects, setting up a grant accounting and incentive system, preparing mid-term and other reports, representing the research alliance at annual SSHRC meetings in Ottawa and at meetings of the Alberta Supernet Research Alliance in Calgary, serving as co-convenor of two interdisciplinary conferences with content from academics and commentary from business practitioners, eRetailing 2005, in McMaster University, and eService 2006 (to be held in October 2006) at the University of Alberta, and organizing a Marketing Cluster at the 2004 INFORMS Annual Meeting in Denver (including 7 sessions with 23 papers, most of which was from the alliance). Other work from the alliance was presented at the 2003 INFORMS International Meeting in Banff (a co-investigator in this project organized 7 sessions with a similar number of papers from the alliance). This alliance has generated more than four dozen academic papers, with at least five, thus far, published in top-ranked journals such as those in the Financial Times List for business publications (and a similar list for computing science), and more than a dozen others at various points in the submission and review process in top-ranked journals, and many others being reviewed at other journals. The alliance also provided partial support for seven doctoral students, funded research assistance experience for more than two dozen undergraduate and MBA students, and helped fund a postdoctoral fellow jointly with and the University of Alberta Computing Science Department. Awarded 2003; currently ongoing.
- Helped found the University of Alberta Certificate in Real Estate (UACRE) program in 2002-2003. Approved in 2002-2003.
- Wrote plan and helped coordinate the development of the School of Retailing (housed within the University of Alberta School of Business). This fund-raising drive has a goal set by the advisory board of \$25 million. The advisory board was formed in 2005 and is chaired by David Cosco (former president and cofounder of Tirecraft, a chain with over 185 locations in Canada). Approval for the school was obtained in June 2006 from the University of Alberta. The plan for a new school was endorsed and announced at the Retail Council of Canada in June 2006 at the annual conference in Toronto.

PH.D. ADVISING:

Ozan Ozdemir, (Co-supervisor), University of Alberta, 2024.

Feyzan Karabulut, (Co-supervisor), University of Alberta, 2024.

Shaheer Rizvi (Co-supervisor), University of Alberta, 2022 (expected)

Qian (Claire) Deng (Supervisor), University of Alberta, 2018; has served as Assistant Professor at University of Prince Edward Island, currently Assistant Professor at MacEwan University.

Moein Khanlari Larimi (Supervisor), University of Alberta, 2016. Currently Assistant Professor at University of New Hampshire.

Marios-Eleftherios Fokaefs (on Examining Committee), Computing Science, University of Alberta, 2015.

Richard Gibson (on Examining Committee), Computing Science, University of Alberta, 2015.

Alice Labban (External Examiner), McGill University, 2014.

John Hawken (on Examining Committee), Computing Science, University of Alberta, 2014.

Kristen Smirnov (on Examining Committee), University of Alberta, 2013. Currently Assistant Professor at Whittier College.

Fang Wu (Co-Supervisor), University of Alberta, 2011. Currently Assistant Professor at Shanghai University of Finance and Economics

Shenyu Li (Chair of Supervisory Committee), University of Alberta, 2010.

Yungfu He (on Examining Committee), University of Alberta, 2008.

Martin (Chun) Qiu (Co-Supervisor), University of Alberta, 2007. Currently Assistant Professor, McGill University.

Jin Li (Supervisor), University of Alberta, 2007. Currently Assistant Professor at North Dakota State University.

Ling Peng (on Examining Committee), University of Alberta, 2006.

Tao Wang (on Examining Committee), Computing Science, University of Alberta, 2006.

Micheal Shen (on Examining Committee), University of Alberta, 2006.

Mary Oxner (on Examining Committee), University of Alberta, 2006.

Sungchul Choi (Supervisor), University of Alberta, 2003. Currently Associate Professor, University of Northern British Columbia.

Amit Bhatnagar, SUNY Buffalo (Outside Reader); currently Department Chair, University of Wisconsin, Milwaukee

Ujwal Kayande, University of Alberta (on Examining Committee), currently Professor, Australian National University.

Jack Kulchitsky, University of Alberta (on Supervisory Committee); 1997, currently Senior Instructor, University of Calgary.

Sam Chun, Washington University (on Examining Committee).

Tim Renken, Washington University (co-chair of Supervisory Committee).

M.A. ADVISING:

Krista Kagume, University of Alberta (Extension), 2015. Currently working for Financial Consumer Agency of Canada.

Yujing (Sabrina) Yan (Advisor), University of Alberta, 2013. Currently working for City of Edmonton.

Bret Hoehn (Examining Committee), Computing Science, University of Alberta, 2006.

OTHER SERVICE AT UNIVERSITY OF ALBERTA:

Member, Alberta School of Business Centennial Campaign.

Marketing PhD Teaching Program Coordinator 2013-present

Secretary, School of Business Social Committee

Elected Member of MBEL Chair Selection Committee 2012/13

Elected Member of Tenure & Promotion Committee (Yu Ma) 2012/13

Appointed to Banister Chair Selection Committee 2012/13

Search Committees for Assistant Professor of Marketing, Department of Marketing, Business Economics, and Law, University of Alberta School of Business, 2012, including interviewing candidates at the American Marketing Association Meetings (August) in Chicago for three days (*hiring in progress*) Also on Search Committee for Assistant Professor of Marketing in 1998, 2001, 2004 and 2005 (*hired three positions*) and interviewed candidates at the 2008 meetings of the American Marketing Association in San Diego (*hired one position*).

Search Committee for Assistant Professor of Management Science, 2010-2011 (*hired one position*).

Search Committees for Assistant Professors of Strategic Management and Organization, University of Alberta, 2006-2007; 2007-2008 (*hired one position*) and also in 1999 (*hired one position*).

Search Committee for Assistant Professors in Microeconomics and Macroeconomics, University of Alberta, Economics Department (outside member), University of Alberta, 2006 (*hired two positions*).

Marketing Group Ph.D. Coordinator, University of Alberta, 1999-2003.

University Library Committee member, 2003-2004.

Technology Transfer Committee member, 1996-1997.

Faculty Advisor to Undergraduate Marketing Club, 1996-1997.

EXECUTIVE AND OTHER TEACHING:

Fast-Track MBA, Marketing Management Session, University of Alberta, 2012.

Marketing Management, University of Northern British Columbia, 2008 – 2012.

Marketing for Real Estate Professionals, customized for the University of Alberta Certificate in Real Estate, 2001-2003.

Marketing Certificate Program, customized for Telus Corp. (six days), Edmonton, Spring 1998 and Spring 2000.

Executive program marketing lectures (four lectures), Maritz Corp., St. Louis, Spring 1995.

Summer Minority Youth Entrepreneurship Program (four Lectures each summer), 1992-1995.

MAJOR PROJECTS ADVISED:

Coached undergraduate team of Andrew Purschke, Lacey Suen, Sid Tetz, Alecia Langlois, and Steffen Janzen for the Manitoba International Marketing Competition held Jan. 6-10 in Winnipeg against 15 schools from nine countries. Our team won the Spirit Award.

Buffy Lammie (M.B.A.), Sheryl Wolowyk (Winter 2000; plan for University of Alberta Executive Training Programs; she later implemented the plan as the Assistant Dean of Executive Programs), Lee Ann Keple, Nicole Weins, Jeff Boddez, Rachelle Firth, Keith Rubuliak

COMMUNITY ACTIVITIES:

Treasurer, Visual Arts Association of Alberta, 2004 - 2009.

President, Beth Tzedek Congregation 2009-2011.

Judge for *Alberta Venture* Magazine's Business-to-Business Marketing Awards and various student competitions at the University of Alberta.

SELECTED INVITED PRESENTATIONS:

Invited talk, "Challenges for Retailing Analytics" to 2016 Thought Leadership Conference on Retailing, School of Retailing, University of Alberta, March 4, 2016.

Invited talk, "Introduction to INFORMS CAP Program, to Start-up Edmonton (local professional association), Edmonton, AB, September 16, 2015

Presented "Self-service Co-creation: Cooperation or Competition?" University of Utah conference on the Marketing-Operations Interface, January 2012. Also at the Manufacturing and Service Operations Management Conference in New York in 2012.

Presented "Harnessing Virtualization Technologies for Market Research and Measuring New Media Impact" to ARTS (Advanced Research Techniques Forum) forum in June 2009.

Presented "Behavioral Game Theory in Marketing: A Tutorial" to the Third Workshop on Game Theory in Marketing (May 14-15, 2009)

Special Interest Conference on New Directions in Distribution Channels at Wharton, 2006. University of Pennsylvania, Wharton, Winter 2005

Erasmus University, The Netherlands, Fall 2001.

Northwestern University, summer 1996, Nissan-HBCU Summer Institute. (Teaching seminar to minority professors of marketing).

Cornell University Marketing Workshop, Spring 1995.

University of Rochester Marketing Workshop, Fall 1994.

Cornell University Marketing Workshop, October 1993.

M.I.T. Marketing Workshop, October 1993.

University of Chicago Marketing Workshop, January 1993.

University of Maryland, Economics Workshop, May 1990.

University of Missouri, Economics Workshop, December 1989.

University of Alberta, Marketing Workshop, May 1989.

CONFERENCE PRESENTATIONS:

Two or three conferences per year (in which my research is presented by me or a coauthor) including the 2012 Association of Consumer Research Conference in Vancouver and the 2013 Marketing Science Conference in Istanbul.

OTHER BUSINESS EMPLOYMENT:

1981-1986 Financial Analyst, Financial and Statistical Economists, Oakland CA.

(part-time) Consulted in antitrust, merger, and business law cases involving Solar Energy, Book Publishing, Truck Retail, Oil Drilling, Life Insurance and other industry.

Consulting Clark Oil Co., St. Louis; Harris Semiconductor, Florida.

PERSONAL INTERESTS:

Speak French. Enjoy folk and ballroom dancing, piano, singing, skiing, and camping.

PAUL R. MESSINGER: SUMMARY OF TEACHING SINCE 2001

Course number and section	Students Enrolled	Student Evaluation (Summary questions)				
		Instructor*	Subject Knowledge**	Preparation ***	No. of observations	Year
MARK 468, LEC A1	40	4.5	4.6	4.6	30	2001-2
MARK 468, LEC A2	43	4.2	4.4	4.5	23	2001-2
MARK 705****	8	5.0	NR	4.7	7	2001-2
MARK 704	1	NR	NR	NR	NR	2001-2
MARK 468, LEC A1	54	4.5	4.2	4.3	40	2002-3
MARK 706	5	NR	NR	NR	NR	2002-3
MARK 705****	7	4.3	4.4	4.4	7	2003-4
MARK 705, LEC B3****	5	4.4	4.6	4.2	5	2004-5
MARK 468, LEC B1	52	4.6	4.2	4.5	39	2005-6
MARK 468, LEC B1****	54	4.2	4.3	4.3	44	2006-7
MARK 468, LEC B2	25	4.5	4.4	4.4	21	2006-7
MARK 740, LEC B1****	5	4.6	4.6	4.6	5	2006-7
MARK 468, LEC B1	52	4.5	4.4	4.3	38	2007-8
MARK 468, LEC B2	23	4.8	4.8	4.8	20	2007-8
Comm 640-3 (Exec MBA)	28	4.6	4.4	4.5	26	2007-8
Comm 640-3 (Exec MBA)	32	4.4	4.4	4.5	28	2008-9
MARK 468, LEC A1	53	4.6	4.5	4.6	33	2008-9
MARK 468, LEC A2	28	5.0	4.9	5.0	21	2008-9
MARK 740****	6	4.8	4.6	5.0	5	2008-9
MARK 468, LEC A1	50	4.7	4.7	4.7	32	2009-10
MARK 468, LEC A2	46	4.7	4.4	4.7	29	2009-10
MARK490&491 (B1&B2)#	5	NR#	NR#	NR#	NR#	2009-10
Comm 640-3 (Exec MBA)	20	4.9	4.8	4.9	17	2009-10
MARK 468 LEC A1	29	3.9	4.3	3.8	26	2010-11
MARK 468 LEC A2	51	4.3	3.2	4.4	27	2010-11
MARK 740****	5	4.2	4.2	4.2	5	2010-11
Comm 640 (Exec MBA)	19	4.4	4.8	4.5	17	2010-11
MARK 468 LEC A1	47	4.7	4.7	4.8	36	2011-12
MARK 468 B1	44	4.6	4.4	4.3	32	2012-13
MARK 468 B2	15	4.9	4.9	4.9	14	2012-13
MARK 740****	5	4.6	4.6	4.4	5	2012-13
MARK 301 D4	60	4.8	4.7	4.7	47	2013-14
MARK 468 B2	40	4.9	4.8	4.9	24	2013-14
MARK 480	7	4.4	4.4	4.3	7	2013-14
MARK 740****	4	4.0	4.0	4.0	3	2014-15
MARK 468 LEC A1	33	4.4	4.6	4.2	19	2014-15
MARK 468 LEC A1	29	4.4	4.8	4.5	16	2015/16
MARK 468 LEC A2	17	4.8	4.8	4.8	8	2015/16
MARK 468 LEC A1	17	4.4	4.4	4.4	11	2016/17
MARK 468 LEC A2	24	4.4	4.6	4.1	17	2016/17
MARK 740	5	NR	NR	NR	NR	2016/17
MARK 301 LEC D3	67	4.8	4.8	4.8	30	2017/18
MARK 468 LEC A1	15	4.2	4.4	4.6	9	2017/18
MARK 468 LEC A2	25	4.9	4.9	4.9	17	2017/18
MARK 468 LEC A1	29	4.4	4.4	4.6	15	2018/19
MARK 468 LEC A2	36	4.6	4.7	4.6	19	2018/19
MARK 710	3^	NR	NR	NR	NR	2018/19

MARK 740	3^	NR	NR	NR	NR	2018/19
MARK 301 LEC D1	67	4.4	4.6	4.3	35	2019/20
MARK 468 LEC A1	33	4.4	4.6	4.3	20	2019/20
MARK 468 LEC A2	34	4.3	4.2	4.3	16	2019/20

* "Overall, the instructor was excellent" (5 = strongly agree and 1 = strongly disagree)"; **" I increased my knowledge of the subject areas in this course" (same scale); ***"The instructor was well prepared." (same scale) **** The faculty does not conduct teaching evaluations for doctoral courses. This survey was arranged for feedback purposes by the instructor and returned after grades were submitted. #The team, coached by me, won the "Spirit Award" of the Manitoba International Marketing Competition. ^ Plus two auditors for MARK 701 and one auditor for MARK 740