



## ***CURRICULUM VITAE***

**LEONARD L. BERRY**

*January 2026*

### **SOCIETAL IMPACT STATEMENT**

*In my teaching, to inspire students to reach higher in their careers and to always behave ethically, responsibly, and generously in serving others and society. In my research, to contribute to more effective, efficient, humane service that improves health, quality of life, and societal well-being. In my service, to be a role model for my students, colleagues, and in my professional disciplines.*

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### **EDUCATION**

- Ph.D.      Arizona State University, 1968  
Major: Marketing  
Minors: Statistics, Behavioral Sciences (Sociology and Social Anthropology)
- M.B.A.      University of Denver, 1965  
Major: Marketing
- B.A.      University of Denver, 1964  
Major: Social Science Area  
Areas of Concentration: Economics, Sociology and Psychology

## **PROFESSIONAL HISTORY**

### **Current Position**

University Distinguished Professor of Marketing, Regents Professor, M.B. Zale Chair in Retailing and Marketing Leadership, and Presidential Professor for Teaching Excellence, Texas A&M University; Senior Fellow, Institute for Healthcare Improvement and Senior Quality Advisor, Henry Ford Health, Detroit, Michigan

- Appointed Adjunct Professor, Center for Shared Decision Making, Lillebaelt Hospital, University of Southern Denmark, 2018
- Appointed Senior Fellow, Institute of Healthcare Improvement, Boston, MA, 2014
- Appointed Regents Professor in November 2012
- Appointed Presidential Professor for Teaching Excellence in May 2008
- Appointed Professor of Humanities in Medicine in June 2004
- Visiting Scientist, Mayo Clinic – Rochester, MN and Scottsdale, AZ, September 2001 - May 2002
- Appointed to Zale Chair in January 2001
- Completed term as Director, Center for Retailing Studies in July 2000
- Appointed University Distinguished Professor of Marketing in September 1999
- Appointed to JCPenney Chair of Retailing Studies in January 1991
- Appointed Foley's/Federated Professor of Retailing and Marketing Studies in September 1985

January 1982

Professor of Marketing and Director, Center for Retailing Studies, Texas A&M University

September 1978 - December 1981

Professor of Commerce, McIntire School of Commerce, University of Virginia.

July 1976 - June 1978

Professor of Marketing and Chairman of the Department of Marketing, School of Business Administration, Georgia State University.

July 1971 - June 1976

Associate Professor of Marketing and Chairman of the Department of Marketing, School of Business, Virginia Commonwealth University.

March 1968 – June 1971

Assistant Professor of Marketing, College of Business, Department of Administrative Operations, University of Denver.

## **SELECTED PROFESSIONAL ACTIVITIES**

### American Marketing Association:

National President, 1986-1987; Vice President, Marketing Education, 1980-1981; Vice President, Professional Development, 1982-1983; Special Services Marketing Task Force, 1981-1982; Chair, Services Marketing Planning Committee, 1982-1984; Board of Directors, 1980-1983; 1985-1988.

Board of Governors, Academy of Marketing Science, 2002-2008.

Founding Director, Center for Retailing Studies, Texas A&M University, 1982-2000.

Founding Editor, *Retailing Issues Letter*, 1988-2001.

Editor, *Journal of Retail Banking*, 1985-1988.

Special Issue or Section Editor: *AMS Review*, June 2019, Theme: "Innovation in Healthcare;" *Marketing Management* Fall 1997, Theme: "Services Marketing in the New Millennium;" *Journal of Retailing*, Spring 1993, Theme: "Services Marketing;" *Journal of Retailing*, Fall 1977, Theme: "Retailing: The Next Ten Years.

Editorial Review and Advisory Boards (Past and Present): *Journal of Service Research*; *AMS Review*. *Journal of Marketing*; *Journal of Retailing*; *Business Horizons*; *Health Environments Research & Design Journal*; *Marketing Management*.

### Conference Leadership Roles:

Co-chair, AMA/University College Dublin Services Marketing Conference, Dublin, Ireland, June 12-15, 1997; Track Chairman, AMS Annual Meeting, 1992 (Services Marketing); AMS/ACRA Retailing Conference, 1991 (Customer Service); Program Chair, International Research Seminar in Marketing, Aix en Provence, France, May 1988; Co-chair, AMA Faculty Consortium on Services Marketing, 1985; Co-chair, AMA Conference on Services Marketing, November 1982, West Palm Beach, Florida; Co-chairman, Financial Institution Marketing Strategies in the 1980s, University of Virginia, July 1979; Coordinator, National Workshop Series, American Marketing Association, 1978-1979; AMA Summer Educators' Conference, 1977 (Marketing Education).

Academic Director, Graduate School of Retail Bank Management, University of Virginia, 1978-1982

### Executive Education:

Academic Director, Graduate School of Retail Bank Management, University of Virginia, 1978-1982; Services Marketing Institute, Arizona State University; Governors' Executive Development Program, State of Texas; J.C. Penney Executive Marketing Strategy course, University of Florida and Santa Clara University, 1989-1990; Graduate School of Banking, University of Wisconsin, 1976-1983; Stonier Graduate School of Banking, Rutgers University, 1972-1983 and 1986; Pacific Coast Banking School, University of Washington, 1984-1990; Pepsi-Cola Management Institute, Purchase, New York, 1969-1975.

Board of Directors:

The Patient Revolution 2025-present (non-profit); Responsible Research in Business and Management (RRBM) 2019-2022 (non-profit); Genesco Inc., 1999-2018.

Nemours Foundation, 2006-2017 (non-profit pediatric health system); Catalysis, 2012-2017 (non-profit healthcare quality improvement organization); Lowe's Companies, Inc., 1998-2015; Darden Restaurants, 2001-2014; Center for Health Design, 2002-2009 (non-profit); Comp USA, 1993-1997.

Mays Business School Research Council 2002-2005; 2020-2023 and Mays Business School Promotion and Tenure Committee, 1989-1991; 1998-2001; 2002-2005; 2007; 2009; 2016-2019.

Texas A&M University Distinguished Professor Selection Committee, 2017-2018 and UDP School of Education Nomination Committee, 2024.

Texas A&M University Faculty Affairs Eminent Scholar Selection Committee, 2024.

Senior Quality Advisor, Henry Ford Health, Detroit, Michigan, June 2025--present.

## **AWARDS AND RECOGNITIONS**

- 2025, AMA-EBSCO-RRBM Award for Responsible Research in Marketing for “Social Profit Orientation: Lessons from Organizations Committed to Building a Better World,” *Journal of Marketing*, 2025.
- 2025, “Pioneers and Legends in Medicine” designation, *Mayo Clinic Proceedings*
- 2024, Texas A&M Foundation’s R.A. “Murray” Fasken ’38 Partner in Philanthropy Award
- 2024, Texas A&M’s Southeastern Conference Faculty Achievement Award
- 2023, ACR-Sheth Long Term Contribution in Consumer Research Award for "The Behavioral Consequences of Service Quality," *Journal of Marketing*, 1996
- 2023, Finalist for *Journal of Service Research* Best Article Award, “When the Aims and the Ends of Healthcare Misalign”
- 2023, Research.com 2023 Leading Business & Management Researcher Award
- 2022, AMS Parasuraman Award for a JAMS Article with Long-Term Impact for “Relationship Marketing of Services – Growing Interest, Emerging Perspectives,” *Journal of the Academy of Marketing Science*, 1995
- 2021, American Marketing Association (AMA) Distinguished Winner of AMA/EBSCO Responsible Research in Marketing Best Article Award, for “When Patients and Families Feel Like Hostages to Healthcare,” *Mayo Clinic Proceedings*, 2017 (with Tracey Danaher, Dan Beckham, Rana L.A. Awdish, and Kedar Mate)
- 2018, Sheth Gold Medal in Marketing Award
- 2018, American Marketing Association (AMA) William Wilkie “Marketing for a Better World” Award
- 2017, Fresno High School Athletic Wall of Champions Inductee
- 2015, Mays Business School Lifetime Achievement Award
- 2015, American Marketing Association Fellow
- 2014, W.P. Carey School of Business Outstanding Doctoral Alumni Award, Arizona State University
- 2013, Edgar C. Hayhow Award for the Best Paper in the *Journal of Healthcare Management* in 2011, “A Roadmap for Improving Healthcare Service Quality,” *Journal of Healthcare Management*, Nov./Dec. 2011 (with Denise Kennedy and Richard Caselli)
- 2012, Regents Professor, Texas A&M University
- 2008, IBM Best Paper Award for articles published in Volume 10 of the *Journal of Service Research*, “The Effect of the Servicescape on Service Workers,” *Journal of Service Research*, February 2008 (with Janet Parish and Shun Yin Lam)
- 2008, Presidential Professor for Teaching Excellence, Texas A&M University
- 2008, Association of Former Students Distinguished Achievement Award in Research, Texas A&M University
- 2008, Paul D. Converse Award, American Marketing Association, for outstanding contributions to marketing scholarship
- 2007, Best Paper Award for articles published in *Business Horizons* in 2007, “Building a Strong Services Brand: Lessons from Mayo Clinic,” *Business Horizons*, May-June 2007 (with Kent Seltman)
- 2007, American Marketing Association/McGraw-Hill/Irwin Distinguished Marketing Educator Award
- 2006, Academy of Marketing Science Outstanding Marketing Teacher Award
- 2006, Academy of Marketing Science Fellow
- 2003, Mays Distinguished Research Achievement Award, Texas A&M University
- 2003, American Marketing Association SERVSIG Best Services Marketing Article for 2002, “Understanding Service Convenience,” *Journal of Marketing*, July 2002 (with K. Seiders and D. Grewal)
- 2002, University Distinguished Lecturer, Texas A&M University
- 2000, Pinnacle Award for Marketing Educator of the Year, Sales and Marketing Executives International
- 2000, Outstanding Marketing Educator Award, The Academy of Marketing Science
- 1999, Appointed Distinguished Professor of Marketing, Texas A&M University

- 1997, American Marketing Association SERVSIG Best Services Marketing Article Award for 1996, "The Behavioral Consequences of Service Quality," *Journal of Marketing*, April 1996 (with Valarie Zeithaml and A. Parasuraman)
- 1996, Association of Former Students Distinguished Achievement Award in Research, Texas A&M University
- 1996, American Marketing Association SERVSIG Services Marketing Career Contributions Award
- 1995, Distinguished Alumnus Award, Department of Marketing, Arizona State University
- 1994, Jagdish N. Sheth Best Article Award appearing in Vol. 21 of *JAMS*, "The Nature and Determinants of Customer Expectations of Service," *Journal of the Academy of Marketing Sciences*, Winter 1993 (with Valarie Zeithaml and A. Parasuraman)
- 1994, Fellow of the Center for Services Marketing, Vanderbilt University
- 1990, Association of Former Students Distinguished Achievement Award in Teaching, Texas A&M University
- 1989, College of Business Administration Research Achievement Award, Texas A&M University
- 1988, Fellow of the First Interstate Center for Services Marketing, Arizona State University
- 1988, College of Business Administration Distinguished Service Award, Texas A&M University
- 1982, Graduate Faculty Research Fellow Award, College of Business Administration, Texas A&M University
- 1970, Cecil Puckett Award (Award for Outstanding Faculty Member, College of Business Admin., University of Denver)
- 1967, American Marketing Association Doctoral Consortium Fellow
- 1964, Scholar-Athlete of the Year Award, University of Denver

## **PUBLICATIONS**

### **Books**

*Management Lessons from Mayo Clinic*, New York: McGraw-Hill, June 2008, 276 pp. (with Kent Seltman). Translated and published in Chinese Long Form by McGraw Hill Taiwan, in Chinese Simplified by McGraw Hill Asia (awarded the prize, "Excellent Book of Social Science introduced to China in 2009"), in Portuguese by Artmed Editora, in Russian by EBK, in Japanese by McGraw Hill Singapore, in Arabic by Dar Al Kitab Al Arabi, in Korean by Sallim, in Thai by E.I. Square, and in Portuguese eBook by Grupo A Educacao.

*Discovering the Soul of Service: The Nine Drivers of Sustainable Business Success*, New York: The Free Press, 1999, 269 pp. Featured in Covert and Sattersten's *100 Best Business Books of All Time* (2009). Translated and published in Spanish by Granica, in Dutch by Kluwer, in Chinese by Sitak Publishing, in German by Verlag, in Japanese by Diamond, Inc., in Portuguese by Qualitymark Editora Ltda., in Korean by KLM and KIM Books, and in Russian by Maximum Publishing House, in Vietnamese by Alpha Books.

*On Great Service: A Framework for Action*, New York: The Free Press, 1995, 292 pp. Translated and published in German by Schaffer Poeschel Verlag, in Spanish (for Latin America) by Editorial Norma, in Portuguese by Editora Campus Ltda. and in Spanish (for Spain) by Ediciones Duesto.

*Marketing Services: Competing Through Quality*, New York: The Free Press, 1991, 212 pp. (with A. Parasuraman). Translated and published in Italian by Sperling & Kupfer, in German by Campus Verlag, in Portuguese and Spanish by Grupo Editorial Norma, and in Chinese by Business Weekly.

*Delivering Quality Service: Balancing Customer Perceptions and Expectations*, New York: The Free Press, 1990, 256 pp. (with A. Parasuraman and Valarie A. Zeithaml). Selected by *Choice Magazine* as one of the top ten business books for 1990. Translated and published in Italian by McGraw-Hill, in German by Campus Verlag, and in Spanish by Ediciones Diaz De Santos.

*Service Quality: A Profit Strategy for Financial Institutions*, Homewood, Illinois: Dow Jones-Irwin, 1989, 209 pp. (with David Bennett and Carter H. Brown). Translated and published in Spanish by Ediciones Diaz de Santos, S.A., 1989.

*Bankers Who Sell: Improving Selling Effectiveness in Banking*, Chicago: Bank Marketing Association and Dow Jones-Irwin, 1985, 158 pp. (with Charles Futrell and Michael Bowers).

*Marketing Financial Services: A Strategic Vision*, Homewood, Illinois: Dow Jones-Irwin, 1985, 268 pp. (with James H. Donnelly, Jr. and Thomas W. Thompson). Translated and published in Spanish by Ediciones Diaz de Santos, S.A., 1989.

*Financial Institution Marketing: Strategies in the 1980s*, Washington, D.C.: Consumer Bankers Association, 1980, 217 pp. (edited with James H. Donnelly, Jr.).

*Banking Tomorrow: Managing Markets Through Planning*, New York: Van Nostrand Reinhold, 1978, 304 pp. (with Thomas W. Thompson and Philip H. Davidson). Republished by Robert F. Dame, Inc. (1981).

*Marketing for Bankers*, Washington, D.C.: American Institute of Banking and American Bankers Association, 1975, 333 pp. (with James H. Donnelly, Jr.).

*Marketing for the Bank Executive*, New York: Petrocelli Books, 1974, 412 pp. (edited with L.A. Capaldini). Published in Great Britain by Leviathan House, 1975. Translated and published in Spanish by Tecniban, 1976.

*Marketing and the Social Environment: A Readings Text*, New York: Petrocelli Books, 1974, 416 pp. (edited with James S. Hensel).

## Articles

“Purpose Ignited: the transformative power of epiphanies in driving social profit orientation,” *Journal of Service Management*, published online ahead of print, December 2025 (with Tracey Danaher, Timothy Keiningham, Lerzan Aksoy, Tor Andreassen).

“Redefining the primary role of healthcare boards: to advance careful and kind care,” *BMJ Leader*, published online ahead of print, December 2025 (with Dominique Allwood, Sheila Moroney, Maggie Breslin, Richard M. Levy, Donald M. Berwick, Victor M. Montori).

“What Adult Medical Care Can Learn from Pediatrics: Creating Comfort, Connection, and Joy in the Hospital,” *Mayo Clinic Proceedings: Innovations, Quality & Outcomes*, published online October 2025 (with Michael Hole, Sunjay Letchuman, Jennifer Gates).

“Shared Decision-Making Can—and Should—Actively Involve Family Caregivers,” *JCO Oncology Practice*, November 2025, pp.623-626 (with Karina Dahl Steffensen).

“The Value – and the Values – of Listening,” *Mayo Clinic Proceedings*, September 2025, pp.1482-1486 (with Rana L.A. Awdish, Maureen Bisognano, Nana A.Y. Twum-Danso).

“Applied Science Deserves a Bigger Role in Business Research”, *Organization Science*, September-October 2025, pp. 2052-2054.

“Social Profit Orientation: Lessons from Organizations Committed to Building a Better World”, *Journal of Marketing*, March 2025, pp.1-19, lead article, (with Tracey Danaher, Timothy Keiningham, Lerzan Aksoy, Tor Andreassen) (*AMA-EBSCO-RRBM Award for Responsible Research in Marketing*)

“Kindness- Influenced Trust and Healing in Healthcare”, Emily Couric Memorial Lecture, *ACG Magazine*, Winter, 2024, pp. 25-28, Cover Story.

“Never-Words: What Not to Say to Patients with Serious Illness”, *Mayo Clinic Proceedings*, October 2024, pp. 1553-1557, (with Rana Awdish, Gillian Grafton).

“Relative Value Units” Belie Real Value”, *CHEST*, September 2024, pp. 579-581, (with Rana Awdish and Gabe Bosslet).

“Through Clinicians’ Eyes: Use of an In-consultation Patient Decision Aid in Radiotherapy Treatment for Early Breast Cancer. A Qualitative Study”, *Clinical Breast Cancer*, published online ahead of print February 21, 2024, (with Stine Rauff Sondergaard, Mette Stie, Troels Bechmann, Birgitte Vrou Offerson, Mette Holck Nielsen, Mette Moller, Robert Zachariae, Karina Dahl Steffensen, Lea Lund).

“Shared decision making with breast cancer patients – does it work? Results of the cluster-randomized, multicenter DBCG RT SDM trial.” *Radiotherapy & Oncology*, published online ahead of print, February 3, 2024, (with Stine Rauff Sondergaard, Troels Beckmann, Else Maae, Anders W. Molby Nielsen, Mette Holck Nielsen, Mette Moller, Signe Timm, Ebbe Laugaard Lorenzen, Robert Zachariae, Birgitte Vrou Offerson, Karina Dahl Steffensen.)

“Critical U.S. Health Systems Are in Jeopardy. Businesses and Governments Need to Help.” *Harvard Business Review*, published online January 31, 2024, (with Robert Riney and Bruce Siegel).

“Community Health Partners in Unexpected Places,” *Mayo Clinic Proceedings*, December 2023, pp.1833-1841 (with Michael K. Hole, Sunjay Letchuman, and Allister Chang).

“Reclaiming Healthcare’s Healing Mission for a Sustainable Future,” *Journal of Service Research*, February 2024, pp. 6-27 (with Manjit Yadav and Michael Hole). 2024 Finalist, Best Paper Award, Journal of Service Research.

“Improving How Clinicians Communicate with Patients: An Integrative Review and Framework,” *Journal of Service Research*, November 2023, pp.493-510 (with Tracey S. Danaher, Ray Charles “Chuck” Howard, Sarah Moore, and Deanna J. Attai).

“In Reply: Where Reshaping Communications in Healthcare Service Begins,” *Journal of Service Research*, November 2023, pp.517-520 (with Tracey S. Danaher, Ray Charles “Chuck” Howard, Sarah Moore, and Deanna J. Attai).

“How to Serve Vulnerable Older Adults Efficiently and with Dignity,” *Harvard Business Review*, published online June 2023 (with Mary Naber, Sunjay Letchuman, and Peter Fitzgerald).

“Learning from the Pioneering Founders of the Service Research Field” *Journal of Service Management*, June 2023, pp. 605-630 (with David Bowen, Ray Fisk, John E.G. Bateson, Mary Jo Bitner, Stephen W. Brown, Richard B. Chase, Bo Edvardsson, Christian Grönroos, A. Parasuraman, Benjamin Schneider, Valarie A. Zeithaml).

“How Hospitals Improve Health Equity Through Community-Centered Innovation,” *NEJM Catalyst*, published online March 2023 (with Sunjay Letchuman, Joneigh Khaldun, Michael Hole).

“Mitigating Moral Injury for Palliative Care Clinicians,” *Palliative Medicine Reports*, February 2023, pp.24-27 (with Anne Pereira, Mark Linzer).

“A Framework for Designing Excellent Virtual Health Care,” *Harvard Business Review*, published online April 2022 (with Anaeze C. Offodile II, Manjit S. Yadav, Rebecca L. Kaul).

“Revising the Internal Revenue Service’s Nonprofit Hospital Community Benefit Reporting Standard,” *Health Affairs Forefront*, published online April 2022 (with Sunjay Letchuman, Michael K. Hole, Ge Bai).

“Reinvention and Inspiration: How I Evolved as a Researcher,” in *Reflections of Eminent Marketing Scholars*, Dawn Iacobucci (ed), published online March 2022, pp. 32-36.

“5 Ways to Restore Depleted Health Care Workers,” *Harvard Business Review*, published online February 2022 (with Rana L.A. Awdish, Stephen J. Swensen).

“Advancing Human Health, Safety, and Well-Being with Healthy Buildings,” *Journal of Hospital Management and Health Policy*, published online January 2022 (with Sarah O. Marberry, Robin Guenther).

“When the Aims and Ends of Healthcare Misalign,” *Journal of Service Research*, January 2022 pp.160-184 (with Deanna Attai, Debra Scammon, and Rana Awdish). (*RRBM Honor Roll Recipient*) (*Finalist for 2023 Best Article Award for Journal of Service Research*). 

“The High Stakes of Outsourcing in Healthcare,” *Mayo Clinic Proceedings*, November 2021 pp.2879-2890 (with Sunjay Letchuman, Nandini Ramani, Paul Barach).

“Why Health Care Systems Should Invest in Medical Malls,” *Harvard Business Review*, published online November 2021 (with Kedar S. Mate, Sunjay Letchuman).

“Trust-Based Partnerships Are Essential – and Achievable – in Health Care Service,” *Mayo Clinic Proceedings*, July 2021 pp.1896-1906 (with Rana Awdish, Karina Dahl-Steffensen, Sunjay Letchuman), *Editor’s Choice Selection*.

“The Invisible Roles of Oncology Nurses in Shared Decision Making,” *Cancer Care Research Online*, published online April 2021 (with Karina Dahl Steffensen, Karina Olling, Dawn Stacey).

“Shared Decision Making with Breast Cancer Patients: Impact on Patient Engagement and Fear of Recurrence. Protocol for Danish Randomized Trial in Radiotherapy,” *Acta Oncologica*, May 19, 2021, pp. 1032-1037 (with Stine Rauff Sondergaard, Louise Baad Ellekjaer, Troels, Bechmann, Birgitte Vrou Offerson, Metter Holck Neilsen, Metter Moller, Robert Zacharie, Karina Dahl Steffensen).

“Encouraging Business Scholars to Address Issues Facing Society,” *AACSB Insights*, published online February 2021 (with David Reibstein, Frank Wijen, Luk Van Wassenhove, Chris Voss, Anders Gustafsson, Ann Vereecke, Ruth Bolton).

“Healthcare Organizations Should Be as Generous As Their Workers,” *Annals of Internal Medicine*, October 2020; in print, January 2021 pp. 103-105 (with Rana Awdish).

“An ‘Essential Services’ Workforce on Crisis Response,” *Journal of Public Policy & Marketing*, May 2020; in print, January 2021 pp.92-93 (with Brad Stuart).

“Designing ‘Connection’ Into Healthcare Services,” *Journal of Service Management*, October 2020 pp. 861-868.

“Creating Value through Quality Service,” *Organizational Dynamics*, November 2020 pp. 26-31 (with Janet Parish and Altay Dikec).

“Service Safety in the Pandemic Age,” *Journal of Service Research*, November 2020 pp. 391-395, (with Tracey S. Danaher, Lerzan Aksoy, Timothy L. Keiningham).

“Customer Support Services’ Next Horizon: A Commentary,” *European Journal of Marketing*, July 2020 pp. 1805-1806.

“When Cancer Centers Mislead Prospective Patients,” *JCO Oncology Practice*, May 2020 pp. 219-222 (with Timothy Keiningham, Lerzan Aksoy, Katie Deming).

“Proposing a Bill of Rights for Patients with Cancer,” *JCO Oncology Practice*, March 2020 pp. 121-123 (with Joe Jacobson, Karina Dahl Steffensen, Deanna Attai).

“Using Evidence to Design Cancer Care Facilities,” *American Journal of Medical Quality*, September/October 2020 pp. 397-404 (with Jonathan Crane, Katie A. Deming, and Paul Barach).

“Is it Time to Reconsider the Term Cancer Survivor?” *Journal of Psychosocial Oncology*, Number 4, 2019 pp. 413-426 (with Scott W. Davis, Andrea Godfrey Flynn, Jeffrey Landercasper and Katie A. Deming).

“Service Innovation is Urgent in Healthcare,” *AMS Review*, June 2019 pp. 78-92.

“Putting Healing Back at the Center of Health Care,” *Harvard Business Review (Online)*, May 2019 (with Rana Awdish).

“Finding Hope and Healing When Cure is Not Possible,” *Mayo Clinic Proceedings*, April 2019, pp. 677-685 (with Brad Stuart, Tracey Danaher, and Rana Awdish).

“Service Guarantees Have a Place in Healthcare,” *Annals of Internal Medicine*, January 15, 2019, pp. 116-117.

“Improving Nonclinical and Clinical-Support Services: Lessons from Oncology,” *Mayo Clinic Proceedings: Innovations, Quality, & Outcomes*, September 2018, pp. 207-217 (with Katie Deming and Tracey Danaher).

“Pricing Hybrid Bundles by Understanding the Drivers of Willingness-To-Pay,” *Journal of the Academy of Marketing Science*, May 2018, pp. 497-515 (with Venky Shankar and Jeffrey Meyer).

“Lessons in Integrating Shared Decision Making into Cancer Care,” *Journal of Oncology Practice*, April 2018, pp.229-235 (with Karina Steffensen, Mette Vinter, Dorthe Cruger, Kathrina Dankl, Angela Coulter, Brad Stuart).

“Making Time to Really Listen to Your Patients,” *Harvard Business Review (Online)*, October 9, 2017 (with Rana Awdish).

“Role of Kindness in Cancer Care,” *Journal of Oncology Practice*, November 2017, pp. 744-750 (with Tracey S. Danaher, Robert A. Chapman, and Rana Awdish).

“When Patients and Their Families Feel Like Hostages to Health Care,” *Mayo Clinic Proceedings*, September 2017, pp. 1373-1381 (with Tracy S. Danaher, Dan Beckham, Rana Awdish, and Kedar S. Mate). Winner of the American Marketing Association Distinguished Winner of the AMA/EBSCO Responsible Research in Marketing Best Article Award, 2021

“How a Child with Cancer Moved from Vulnerability to Resilience,” *Journal of Clinical Oncology*, September 2017, pp. 3169-3171 (with Tracey S. Danaher, Sarah R. Brand, Lucy S.S. Pickard, and Jennifer W. Mack).

“Giving Seriously Ill Patients More Choices About Their Care,” *Harvard Business Review* (Online), May 23, 2017 (with Brad Stuart).

“How Service Companies Can Earn Customer Trust and Keep It,” *Harvard Business Review* (Online), April 19, 2017.

“The Dual Nature of Hope at the End of Life,” *British Medical Journal Opinion* (Online), April 13, 2017 (with Brad Stuart and Avis Begoun).

“Practical Ideas for Improving the Quality of Hospice Care,” *Journal of Palliative Medicine*, May 2017, pp. 449-452 (with Brad Stuart and Stephen Connor).

“Supporting the Supporters: What Family Caregivers Need to Care for a Loved One with Cancer,” *Journal of Oncology Practice*, January 2017, pp. 35-41 (with Shraddha Dalwadi and Joe Jacobson).

“Essentials for Improving Service Quality in Cancer Care,” *Healthcare*, December 20, 2016, pp. 312-316 (with Kedar Mate).

“What Adult Cancer Care Can Learn from Pediatrics,” *Journal of Oncology Practice*, September 2016, pp. 765-767 (with Sarah R. Brand, Lucy Pickard, and Jennifer W. Mack).

“The New Diagnosis Bundle: Improving Care Delivery for Patients with Newly Diagnosed Cancer,” *Journal of Oncology Practice*, May 2016, pp. 404-406 (with Joseph Jacobson and Lisa Rotenstein).

“Managing the Clues in Cancer Care,” *Journal of Oncology Practice*, May 2016, pp. 407-410 (with Joseph Jacobson and Brad Stuart).

“The Branding of Palliative Care,” *Journal of Oncology Practice*, January 2016, pp. 48-50 (with Robyn Castellani and Brad Stuart).

“Revisiting ‘Big Ideas in Services Marketing’ 30 Years Later,” *Journal of Services Marketing*, January 2016, pp. 3-6.

“When the Customer is Stressed,” *Harvard Business Review*, October 2015, pp. 86-94 (with Scott W. Davis and Jody Wilmet).

“You Say You Want a Revolution? Drawing on Social Movement Theory to Motivate Transformative Change,” *Journal of Service Research*, August 2015, pp. 336-350 (with Ann Mirabito).

“Strategic Teamwork in Healthcare: The Essential Role of Physicians,” *Physician Executive Journal*, March/April 2015, pp. 34-38 (with Dan Beckham, John Feussner, and Victor Trastek).

“Motivating Customers to Adhere to Expert Advice in Professional Services: A Medical Service Context,” *Journal of Service Research*, February 2015, pp. 39-58 (with Kathleen Seiders, Andrea G. Flynn, and Kelly L. Haws).

“Improving Service Quality in Primary Care,” *American Journal of Medical Quality*, Jan./Feb. 2015, pp. 45-51 (with Denise Kennedy, Jon Nordrum, Frederick Edwards, and Richard Caselli).

“Toward a Strategy of Patient-Centered Access to Primary Care,” *Mayo Clinic Proceedings*, October 2014, pp. 1406-1415 (with Dan Beckham, Amy Dettman, and Robert Mead).

“Physician Counseling of Overweight Patients About Preventive Health Behaviors,” *American Journal of Preventive Medicine*, March 2014, pp. 297-302 (with Andrea G. Flynn, Kathleen Seiders, Kelly Haws, and Steve Quach).

“The Enduring Culture of Mayo Clinic,” *Mayo Clinic Proceedings*, February 2014, pp. 144-147 (with Kent Seltman).

“Team-Based Care at Mayo Clinic: A Model for ACOs,” *Journal of Healthcare Management*, Jan./Feb. 2014, pp. 9-13 (with Dan Beckham).

“The Mayo Clinic Way: A Story of Cultural Strength and Sustainability,” chapter in *The Oxford Handbook of Organizational Climate and Culture*, Schneider and Barbera, eds., New York, NY: Oxford University Press, 2014, pp. 603-619 (with Kent Seltman).

“Leadership Lessons from Lean,” *Trustee*, November-December 2013, pp. 21-24 (with John Toussaint).

“Redefining the Patient Experience with Collaborative Care,” *Harvard Business Review and New England Journal of Medicine* online series on healthcare innovation, September 20, 2013 (with Jamie Dunham).

“Seven Qualities to Seek,” *Trustee*, July-August, 2013, pp. 28-29.

“Service Innovativeness and Firm Value,” *Journal of Marketing Research*, April 2013, pp. 259-276 (with Thomas Dotzel and Venkatesh Shankar). Winner of the AMA Best Services Article Award for articles published in the services literature in 2013.

“Mayo Clinic: Making Complex Healthcare Simpler,” chapter in *Handbook of Systems and Complexity in Health*, Sturmberg and Martin, eds., New York, NY: Springer, 2013, pp. 685-696 (with Kent Seltman).

“Care Coordination for Patients with Complex Health Profiles in Inpatient and Outpatient Settings,” *Mayo Clinic Proceedings*, February 2013, pp. 184-194 (with Beth Rock, Beth Smith Houskamp, Joan Brueggeman, and Lois Tucker).

“The Promise of Lean in Health Care,” *Mayo Clinic Proceedings*, January 2013, pp. 74-82 (with John Toussaint).

“Healthy Returns,” *Quality Progress*, October 2012, pp. 33-39 (with Denise Kennedy and Richard Caselli).

“Do-It-Yourself Employee Health Care,” *Sloan Management Review*, Winter 2012, pp. 15-16 (with Gale Adcock and Ann Mirabito).

“A Roadmap for Improving Healthcare Service Quality,” *Journal of Healthcare Management*, Nov./Dec. 2011, pp. 385-402 (with Denise Kennedy and Richard Caselli). Also appears in “Best IHF member contributions 2012,” special issue of IHF’s *World Hospitals and Health Services*, July-August 2013,

pp. 7-9. Winner of the 2013 Edgar C. Hayhow Award for the best paper in the *Journal of Healthcare Management* in 2011.

“The Effect of the Work and Physical Environments on Hospital Nurses’ Perceptions and Attitudes: Service Quality and Commitment,” *Quality Management Journal* – Special Issue on Health Care, December 2011, pp. 36-49 (with Ramkumar Janakiraman and Janet Parish).

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"Consumption Without Ownership: Marketing Opportunity for Today and Tomorrow," *MSU Business Topics*, Spring 1973, pp. 33-41 (with Kenneth E. Maricle). Also appears in *Management Review*, September, 1973 (condensed version); *Idort-Revista Brasileira De Produtividade*, San Paulo, Brazil, January-February, 1974; *Rental Age*, March, 1974; J. Taylor and J. Robb, *Fundamentals of Marketing: Additional Dimensions: Selections from the Literature*, Second Edition, McGraw-Hill, 1975; H. Westing and G. Albaum, *Modern Marketing Thought*, Third Edition, Macmillan, 1975; E. Spitz, *Product Planning*, Second Edition, Petrocelli Books, 1976; R. Robicheaux, W. Pride and O.C. Ferrell, *Marketing: Contemporary Dimensions*, Houghton Mifflin, 1977; L. Boone, *Management Perspectives in Marketing*, Dickenson, 1977.

"Franchising: Some Words of Caution for the Small Businessman," *Journal of Small Business Management*, Spring 1973, pp. 1-7.

"The Low-Income Marketing System: An Overview," *Journal of Retailing*, Summer 1972, pp. 44-63, 90. Also appears in D. Aaker and G. Day, *Consumerism -- Search for the Consumer Interest*, Second Edition, The Free Press, 1974; also translated into Italian and published in Italy under the title "Marketing and Poverty in America," *Mercurio*, October 1973, pp. 36-41.

"Systems Selling of Retail Services," *Bankers Monthly*, July 15, 1972, pp. 23-27 (with Robert W. Haas). Also appears in J. Taylor and J. Robb, *Fundamentals of Marketing: Additional Dimensions: Selections from the Literature*, Second Edition, McGraw-Hill, 1975; L. Preysz, *How to Introduce a New Service*, Bank Marketing Association, 1976.

"Consumerism, Marketing and the Small Businessman," *Journal of Small Business Management*, July 1972, pp. 14-19.

"Marketing Challenges in the Age of the People," *MSU Business Topics*, Winter 1972, pp. 7-13. Also appears in *Administracion de Empresas*, Buenos Aires, Argentina, May 1973; R. Woodruff, G. Hills and D. Cravens, *Marketing Management: Perspectives and Applications*, Irwin, 1976.

"Generalizing about Low-Income Food Shoppers: A Word of Caution," *Journal of Retailing*, Summer 1971, p. 41-51 (with Paul J. Solomon).

"In Pursuit of Consumer Theory," *Decision Sciences*, January-April 1970, pp. 25-39 (with John H. Kunkel).

"Department Store Image: A Theoretical and Empirical Analysis," *Journal of Retailing*, Spring 1969, pp. 3-20.

"A Behavioral Conception of Retail Image," *Journal of Marketing*, October 1968, pp. 21-27 (with John H. Kunkel). Also appears in R. Markin, *Retailing-Concepts, Institutions and Management*, Macmillan, 1971.

## Proceedings Papers

"Lessons from a Ten Year Study of Service Quality in America," *Proceeding of the QUIS 3 Conference* (Quality in Services), April 1994, pp. 153-162 (with A. Parasuraman).

"Improving Customer Service," *Maintaining the Total Quality Advantage*, Report 979, Proceedings of the Conference Board Quality Conference, 1991, pp. 35-37.

"Service Excellence for Fun and Profit," *Total Quality Management*, Proceedings of The Conference Board Quality Conference, Report No. 963, 1991, pp. 39-41.

"The Service Quality Agenda for the 1990s," *Service Quality in the 1990s*, Distinguished Papers of the Sixth General Assembly, World Future Society, 1989, pp. 25-27.

"Fund Raising for the Marketing Department," *1987 AMA Summer Educators' Conference Proceedings*, American Marketing Association, 1987 (with Charles S. Madden, et al.).

"University Center/Institutes of Retailing," *1986 AMA Winter Educators' Conference Proceedings*, American Marketing Association, Joseph Guiltinan and Dale Achabal (eds.), 1986, pp. 226-228 (with Charles Ingene, Dale Achabal and Ron Stampf).

"Assessing Retailing Strategy -- An Update," *1986 AMA Winter Educators' Conference Proceedings*, American Marketing Association, Joseph Guiltinan and Dale Achabal (eds.), 1986, pp. 208-209.

"Building Professionalism in Marketing: The Role of Marketing Educators," *1986 AMA Winter Educators' Conference Proceedings*, American Marketing Association, Joseph Guiltinan and Dale Achabal (eds.), 1986, pp. 5-7 (with et al.).

"Success Factors in Bank Sales Programs," *Proceedings of 12th International Research Seminar in Marketing*, Institut d'Administration des Entreprises, France, 1985, pp. 1-16 (with Michael Bowers and Charles Futrell).

"Responding to Demand Fluctuations: Key Challenge for Service Businesses," *1984 AMA Educators' Proceedings*, American Marketing Association, Belk, et al. (eds.), 1984, pp. 231-234 (with A. Parasuraman and Valarie Zeithaml).

"Emerging Themes and Directions for Services Marketing," *Emerging Perspectives on Services Marketing*, Proceedings of Services Marketing Conference, American Marketing Association, Berry, et al. (eds.), 1983, pp. 139-141 (with Gregory Upah and Lynn Shostack).

"Relationship Marketing," *Emerging Perspectives on Services Marketing*, Proceedings of Services Marketing Conference, American Marketing Association, Berry, et al. (eds.), 1983, pp. 25-28. Also appears in Payne, Christopher, Clark, and Peck, *Relationship Marketing for Competitive Advantage*, Butterworth-Heinemann, 1995.

"The New Marketing," *Vital Speeches of the Day*, December 15, 1982, pp. 150-154.

"Critical Skills Methodology: Development and Implementation," *Proceedings of the Fall Educators'*

*Conference*, American Marketing Association, Walker, et al. (eds.), August 1982, pp. 148-151 (with John Lindgren and William Kehoe).

"Bank Marketing -- Past, Present, Future," *Proceedings of Services Marketing Conference*, American Marketing Association, February 1981, pp. 66-70 (with James H. Donnelly).

"Skills and Knowledge Needs of Financial Services Marketers," *Proceedings of Services Marketing Conference*, American Marketing Association, February 1981, pp. 30-32 (with William Kehoe and John H. Lindgren).

"Problems and Guidelines in University Marketing," *Proceedings of the Fall Educators' Conference*, American Marketing Association, Bagozzi, et al. (eds.), August 1980, pp. 6-9 (with William Kehoe). Also appears in Bateson, *Managing Services Marketing: Text and Readings*, The Dryden Press, 1989.

"Bank Card Acceptance at Retail Stores: Estimating Incremental Volume," *Proceedings of the Fall Educators' Conference*, American Marketing Association, Neil Beckwith, et al. (eds.), August 1979, pp. 343-347 (with Elizabeth C. Hirschman and Jac L. Goldstucker).

"Trust Marketing: Are We Really Doing the Job?" *Revolutionize Your Trust Marketing*, Proceedings of the Bank Marketing Association Trust Workshop, September 1978, pp. 1-9.

"Forces for Change and the New Consumer," *Vital Speeches of the Day*, June 1, 1978, pp. 489-494.

"Managing the Academic Department," *Proceedings of the Fall Educators' Conference*, American Marketing Association, Barnett Greenberg and Danny Bellenger (eds.), August 1977, pp. 208-212 (with Thomas V. Greer, Gerald E. Hills and William B. Locander).

"Consumerism in Banking -- How Banks Can Respond," *Change and the Public Relations Response*, Proceedings of the 1976 Public Relations Conference of the Bank Marketing Association, September 1976, pp. 61-79.

"Marketing Education for Today and Tomorrow: Developing a Marketing Curriculum from Scratch," *Proceedings: Southern Marketing Association*, Henry W. Nash and Donald P. Robin (eds.) 1975 Conference, pp. 67-69.

"Future Shock in Banking: Implications and Opportunities for Community Banks," *Management/Marketing -- Meeting Tomorrow's Challenges Today -- Selected Speeches from the 1975 American Bankers Association National Marketing Conference*, March 23-25, 1975, Speech Number 26. Also appears in *Mid-Continent Banker*, May 1, 1975; and *Illinois Banker*, July 1975.

"How to Implement an Effective Public Relations Program," *Competition: Action or Reaction -- Selected Speeches from the 1974 American Bankers Association National Marketing Conference*, March 17-20, 1974, Speech Number 7.

"Practical Do It Yourself Research," *Competition: Action or Reaction -- Selected Speeches from the 1974 American Bankers Association National Marketing Conference*, March 17-20, 1974, Speech Number 6.

"Community Banks Marketing," *Banking On the Go -- Proceedings of the 1972 American Bankers Association*

*National Marketing Conference*, March 21-24, 1972, pp. 346-367 (with Thomas D. Rogers).

## **SELECTED PRESENTATIONS**

“Service Excellence Powers Service Branding,” IHI Marketing & Communications Group, Austin, TX, Feb. 5. 2025.

“Kindness-Influenced Trust and Healing,” Managerial and Leadership for Physicians course, Mexico City, January 2025. (via Zoom).

“Kindness-Influenced Trust and Healing,” Emily Couric Memorial Lecture, American College of Gastroenterology Annual Meeting, Philadelphia, October 2024.

“Unconventional Lessons for Unconventional Times” Ft. Worth Healthcare Summit, September 2024

“Kindness-Influenced Trust and Healing,” Managerial and Leadership for Physicians course, Mexico City, January 2024. (via Zoom).

“Kindness-Influenced Trust and Healing,” Henry Ford Health Grand Rounds, September 2023

“New Paradigms for A New World,” AMA Winter Academic Conference, February 2023.

“Kindness-Influenced Trust and Healing, “Managerial and Leadership for Physicians course, Mexico City, January 2023. (via Zoom).

“From Covid and Financial Stress: An Opportunity for Henry Ford Health to Re-establish and Reimagine,” Henry Ford Health, December 2022.

“Kindness-Influenced Trust and Healing,” Institute for Healthcare Improvement, National Forum, December 2022. (via Zoom).

“Kindness-Influenced Trust and Healing,” What Matters to You World Network, July, 2022. ( via Zoom).

“Service Lessons from Healthcare,” Higher Secondary Certificate Business Immersion Course, June, 2022.

“Healthcare Worker Burnout, Collective Effervescence, and the Power of Generosity, Institute for Healthcare Improvement, March 2022.( via Zoom).

“When Patients and Their Families Feel Like Hostages to Healthcare,” AMA Summer Educators, February 2022

“Service Lessons from Healthcare,” JAGSoM Talk Series, January 2022.( via Zoom).

“Kindness-Influenced Trust & Healing,” Physicians Executive MBA Program, Auburn University, January 2022.( via Zoom).

“Kindness-Influenced Trust & Healing,” IHI Physician-Executive Presentation, December 2021.

“Kindness-Influenced Trust & Healing,” Management and Leadership for Physicians” course, Mexico City, December 2021.( via Zoom).

“Enduring Lessons from Mayo Clinic,” Arizona State University, Center for Service Leadership Board Meeting at Mayo Clinic, October 2021.( via Zoom).

“The Enduring Culture at Mayo Clinic,” Hoop Lecture, Massachusetts General Hospital, November 2021.( via Zoom).

“Kindness-Influenced Trust & Healing,” Mays Healthcare Alliance, September 2021.

“Covid, Services Marketing, and Implications for What We Teach,” AMA, June 2021.( via Zoom).

“Kindness-Influenced Trust,” Conversations in Healthcare Sharing Group, June 2021.( via Zoom).

“Kindness-Influenced Trust and Healing,” Institute for Healthcare Improvement, via Zoom, June 21, 2021.

“Kindness-Influenced Trust and Healing,” Conversation for Kindness in Healthcare Sharing Group, via Zoom, June 17, 2021.

“Service Lessons from Healthcare,” Center for Executive Development, June 2021.

“Improving the Experience of Cancer Patients – The Central Role of Kindness,” Community Cancer Care Fund, via Zoom, April 22, 2021.

“Service Lessons for Healthcare,” Universidad Panamerica, via Zoom, April 15, 2021.

“The Power of Proximity in Health Services Research,” Patient Engaged Research Center (PERC) Patient Advisor Retreat, Henry Ford Health System, via Zoom, October 28, 2020.

“Responsible Research,” First Global Responsible Research Summit, Rotterdam, The Netherlands, July 1, 2019.

“Studying Service Quality from the Ground Up: Opportunities, Challenges, and Lessons Learned,” (with A Parasuraman and Valarie Zeithaml), Quis 16, Karlstad, Sweden, June 11, 2019

“The Role of Proximity in Health Services Research,” Keynote Address, Cornell University Workshop on Healthcare, Design and Innovation, May 8, 2019.

“The Power of Proximity in Health Services Research,” Sheth Foundation Medal Forum, AMA Summer Educators Conference, Boston, MA, August 10, 2018.

“Service Lessons From Healthcare,” Frontiers in Service Conference, Austin, TX, September 8, 2018.

“The Power of Proximity in Health Services Research,” University of Southern Denmark Seminar on Service Improvement in Oncology, Demark, November 30, 2018.

“Patients and Providers Co-Producing Cancer Care,” (with Drs. Paul Barach and Julie Johnson), IHI National Forum, Orlando, FL, December 12, 2017.

“Core Values, Culture, and Staff Engagement Priorities of High-Performance Service Organizations,” University of Maryland Medical Center Board of Directors Retreat, Baltimore, MD, November 9, 2017.

“Core Values, Culture, and Staff Engagement Priorities that Deliver High-Performance at Mayo Clinic and Other Service Organizations,” Mayo Clinic Symposium, Rochester, MN, October 9, 2017.

“A Service Marketing Science Perspective,” Marketing Science Institute Healthcare Workshop, Cambridge, MA, June 15, 2017.

Invited Panelist, Payment Reform Summit 2017, Mayo Clinic & Arizona State University Alliance for Health Care, Phoenix, AZ, January 13, 2017.

“Improving Service in Cancer Care,” Distinguished Speaker Series, Price College of Business, The University of Oklahoma, Norman, OK, October 27, 2016.

“Improving Service in Cancer Care,” National Institute of Cancerology, Mexico City, September 28, 2016.

“Improving Service in Cancer Care,” Vejle Hospital: The Patients’ Cancer Hospital, Vejle, Denmark, July 1, 2016.

“Improving Service in Cancer Care,” Danish Cancer Society, Copenhagen, Denmark, June 30, 2016.

“Transforming Healthcare Industries with Technology and Innovations,” Frontiers in Services Conference, Bergen, Norway, June 25, 2016.

“Improving Service in Cancer Care,” 17<sup>th</sup> Annual Meeting of the American Society of Breast Surgeons, Dallas, TX, April 15, 2016.

“Improving Service Experiences When Cancer Strikes,” IHI Summit on Improving Patient Care in the Office Practice and the Community, Orlando, FL, March 21, 2016.

“Improving Service in Cancer Care,” Center for Services Leadership Think Tank, Arizona State University, Tempe, AZ, February 19, 2016.

“Improving the Service Experience of Cancer Patients and Their Families,” Mayo Clinic Cancer Center Grand Rounds, Scottsdale, AZ, February 18, 2016.

“Improving Service in Cancer Care: A Pecha Kucha-Style Workshop,” IHI National Forum, Orlando, FL, December 9, 2015.

“Improving the Service Experience of Cancer Patients and Their Families,” Improvement in Quality of Health Care course, Harvard School of Public Health, Cambridge, MA, August 3, 2015.

“Improving the Service Experience of Cancer Patients and Their Families,” Ariadne Labs Health Systems Innovation Meeting, Boston, MA, May 14, 2015.

“Opportunities to Improve the Experience of Cancer Patients and Families – A Qualitative Study,” MD Anderson, Houston, TX, April 30, 2015.

- “Empowering Nurse Leaders through Innovations in Person and Family-Centered Care,” IHI National Forum, Orlando, FL, December 9, 2014.
- “Learning from Healthcare,” Frontiers in Services Conference, Miami, FL, June 28, 2014.
- “Common Success Drivers of Three High-Performance Health Systems in Wisconsin,” 5<sup>th</sup> Annual Lean Healthcare Transformation Summit, Los Angeles, CA, June 4, 2014.
- “Characteristics of High-Performing Health Systems,” The Science of Quality Improvement Application at Yale and Yale-New Haven Hospital, New Haven, CT, December 13, 2013.
- “Raising the Bar for Health System Boards,” IHI National Forum, Orlando, FL, December 10, 2013.
- “Darden Restaurant Group Seminar,” IHI National Forum Excursion, Orlando, FL, December 9, 2013.
- “The Service Quality Journey at Nemours,” TDC Seminar Dartmouth, Hanover, NH, May 19, 2011.
- “What High-Performance Service Organizations Teach Us About Marketing’s True Mission,” 3<sup>rd</sup> Annual International Conference on Conscious Capitalism, Bentley University, Waltham, MA, May 17, 2011.
- “Investing in Employee Health in the Workplace,” AMA Winter Educators’ Conference, Austin, TX, February 18, 2011.
- “Investing in Employee Health,” IHI National Forum, Orlando, FL, December 7, 2010.
- “Investing in Employee Health in the Workplace,” Mayo Clinic Arizona Medical Grand Rounds, Scottsdale, AZ, December 3, 2010.
- Keynote Speech, Phi Kappa Phi Induction Ceremony, Texas A&M University, April 18, 2010.
- “Customers are Detectives and Employees are Volunteers,” QSP Summit 2010, Porto, Portugal, March 11, 2010.
- “More Than 100 Years Old and Still Thriving: Enduring Service Lessons from Mayo Clinic,” Keynote, MEGA Conference on Healthcare Excellence Through Collaboration, Wisconsin Dells, January 21, 2010.
- “Identifying and Recruiting Qualified Directors,” ODX, New York City, October 8, 2009.
- “What Retailers Can Learn from the Mayo Clinic,” Center for Retailing Studies Summit, Dallas, TX, October 1, 2009.
- “Employers of Choice Attacking Cancer,” CEO Roundtable on Cancer, Philadelphia, PA, September 11, 2009.
- “Inside One of the World’s Most Admired Service Organizations – Enduring Service Quality Lessons from Mayo Clinic,” ISES Inaugural Conference on Service Excellence, Singapore, July 24, 2009.

“Importance of Orchestrating Customers’ Service Experience,” ISES Inaugural Conference on Service Excellence, Singapore, July 23, 2009.

“Management Lessons for Nonprofits from the Mayo Clinic,” Spring Forum for Nonprofits, George Bush Presidential Conference Center, College Station, TX, April 7, 2009.

“The Service IS the Marketing,” Fourteenth National Forum on Customer Based Marketing Strategies, Las Vegas, NV, February 4, 2009 (with Kent Seltman).

“Service Quality: Enduring Lessons from Mayo Clinic,” 20<sup>th</sup> Annual IHI National Forum on Quality Improvement in Health Care, Nashville, TN, December 10, 2008.

“Management Lessons from Mayo Clinic,” 2008 JCC Book Fair, Dallas, TX, December 4, 2008.

“Service Quality: Enduring Lessons from Mayo Clinic,” M.D. Anderson Cancer Center, Houston, TX, December 3, 2008.

“Orchestrating the Clues and Building a Brand: Lessons from Mayo Clinic,” Virginia Commonwealth University, Richmond, VA, November 7, 2008.

“Management Lessons from the Mayo Clinic: A Conversation with Len Berry,” University of Richmond, Richmond, VA, November 6, 2008.

“Orchestrating the Clues and Building a Brand: Lessons from Mayo Clinic,” CEO READ’s LeaveSmarter, Milwaukee, WI, October 21, 2008.

“Customers are Detectives and Employees are Volunteers,” 2008 Golden Corral Convention, Boston, MA, October 6, 2008.

“Two Friends Discuss Retailing, Customer Service, Life Lessons and More” (a conversation with Carl Sewell, CEO of Sewell Automotive), Center for Retailing Studies Summit, Dallas, TX, October 2, 2008.

“The Opportunity of Patient-Centered Healthcare,” Lecture and Dedication of the Oliver Center for Patient Safety & Quality Care, University of Texas Medical Branch, Galveston, TX, August 6, 2008.

“A New Mountain to Climb,” Paul D. Converse Symposium, University of Illinois, Champaign, IL, April 18, 2008.

“The Opportunity of Patient-Centered Healthcare,” Institute for Healthcare Improvement Office Practice Summit, Dallas, TX, April 1, 2008.

“Orchestrating the Customers’ Experience,” Leadership Roundtable Conference, White Sulphur Springs, West Virginia, October 26, 2007.

“Patient-Centered Healthcare,” Inaugural Russ Coile Lectureship, The George Washington University, Washington, D.C., October 25, 2007.

“Getting ‘Clued In’ to Customers as Detectives,” Center for Retailing Studies Summit, Dallas, TX,

September 28, 2007.

“Customer Experience and Customer Co-Production,” American Marketing Association (AMA) Sheth Foundation 42<sup>nd</sup> Annual Doctoral Consortium, Arizona State University, Tempe, AZ, May 19, 2007.

“Learning to be a Learner,” The Faculty Teaching Academy, Center for Teaching Excellence, Texas A&M University, College Station, TX, September 29, 2006.

“Creating – and Preserving -- a Strong Services Brand,” Mayo Clinic Public Affairs Conference, Rochester, MN, June 8, 2006.

“Patient-Centered Healthcare,” Memorial Hermann Healthcare System Physicians Conference, Houston, TX, January 13, 2006.

“Improving the Quality of Service in Healthcare,” Sixth Annual Health Services & Outcomes Research Conference, Rice University, Houston, TX, November 9, 2005.

“Understanding Service Innovation,” Marketing Science Institute Trustees Meeting, Chicago, IL, November 3, 2005.

“A Health Care Agenda for Business,” North Texas Chapter of The Young Presidents Organization, Dallas, TX, December 9, 2004.

“Applying Service Management Lessons in Health Care,” Children’s Hospital Medical Leaders Forum, NACHRI 2004 Annual Meeting, Ft. Lauderdale, FL, October 3, 2004.

“My Services Marketing Research Journey,” American Marketing Association (AMA) Sheth Foundation 39<sup>th</sup> Annual Doctoral Consortium, Texas A & M University, College Station, Texas, June 16, 2004.

“The Business Case for Better Buildings,” The Robert Wood Johnson Foundation & The Center for Health Design Designing the 21<sup>st</sup> Century Hospital Conference, Washington D.C., June 3, 2004, (with Derek Parker).

“Discovering the Soul of Service,” NACS Leadership Assembly, Laguna Niguel, California, March 15, 2004.

“Designing Health Care for Patients,” American Medical Group Association’s 2004 Annual Conference, New Orleans, Louisiana, March 12, 2004.

“Applying Service Management Lessons in Health Care,” Institute for Healthcare Improvement National Forum, New Orleans, Louisiana, December 4, 2003.

“The Healthcare Experience,” Norfleet Executive Forum on Health, Memphis, Tennessee, November 13, 2003.

“Branding Services – Lessons from The Mayo Clinic,” Arizona State University’s 14<sup>th</sup> Annual “Compete Through Service” Symposium, Phoenix, Arizona, November 7, 2003.

“Service Branding,” Frontiers in Services Conference, Washington, D.C., October 26, 2003.

“Reflections and Lessons from My Services Marketing Journey,” College of Business Administration, University of Nebraska, Lincoln, Nebraska, October 17, 2003.

“Service with Soul,” W.P. Carey School of Business, Arizona State University, Tempe, Arizona, October 3, 2003.

“Improving Healthcare Service,” David Rogers Health Policy Colloquium, Weill Cornell Medical Center, New York, New York, March 12, 2003.

“Improving Healthcare Service in America,” Eighth Annual Mayo Conference on Quality, Rochester, Minnesota, January 23, 2003.

“Improving Healthcare Service in America,” Texas A&M University Distinguished Lecture Series, College Station, Texas, December 3, 2002.

“Understanding and Improving the Service Experience – Insights from the Mayo Clinic,” QUIS 8 - International Quality in Services Conference, Victoria, B.C., Canada, June 12, 2002 (with Neeli Bendapudi).

“A Services Marketing Journey,” Dyess Lecture, Texas Christian University, Ft. Worth, Texas, April 10, 2002.

“The Future of Relationship Marketing: Perspective on Ph.D. Research,” AMA Summer Marketing Educators Conference, Washington, D.C., August 12, 2001.

“Discovering the Soul of Service,” Express Stores Presidents Leadership Conference, Columbus, Ohio, April 23, 2001.

“Discovering the Soul of Service,” Charles G. Thalhimer Family 2001 Scholar-in-Residence Lecture, Virginia Commonwealth University, Richmond, Virginia, April 19, 2001.

“A Services Marketing Journey,” 2001 Texas Marketing Faculty Colloquium, Denton, Texas, April 7, 2001.

“Discovering the Soul of Service,” Bill Veeck Marketing Seminar, Orlando, Florida, November 9, 2000.

“Looking Ahead to the 21<sup>st</sup> Century,” The Sixth Triennial AMS/ACRA Retailing Conference, Columbus, Ohio, November 3, 2000.

“Discovering the Soul of Service,” Leadership Roundtable, Laguna Nigel, October 20, 2000.

“Discovering the Soul of Service,” IGA Annual Conference, Palm Springs, California, October 6, 2000.

“Discovering the Soul of Service,” International Services Marketing Conference, Petroleos de Venezuela’s Corporate University, I.E.S.A., Caracas, Venezuela, September 25, 2000.

“A Customer Perspective of Service Convenience,” and “The Dual Impact of the Physical Environment on Service Customers and Employees,” Frontiers in Services Conference, Vanderbilt University, Nashville, Tennessee, September 22-23, 2000.

“Discovering the Soul of Service,” University of California at Santa Barbara, Santa Barbara, California, July 28, 2000.

“Discovering the Soul of Service,” National Golf Course Owners Association Annual Meeting, Carmel, California, June 20, 2000.

“Discovering the Soul of Service,” QUIS 7, Karlstad, Sweden, June 14, 2000.

“Retailers with a Future,” EDHEC, Lille, France, June 7, 2000.

“Discovering the Soul of Service,” Milwaukee Athletic Club, Milwaukee, Wisconsin, April 14, 2000.

“Discovering the Soul of Service,” *Inc.* Magazine Customer Service Conference, Keynote, New Orleans, Louisiana, March 30, 2000.

“Discovering the Soul of Service,” The World Conference on Customer Service Management, San Francisco, California, November 15, 1999.

“Discovering the Soul of Service,” Arizona State University’s Annual Conference on Service Management, Phoenix, Arizona, November 8, 1999.

“Discovering the Soul of Service,” Young Presidents’ Organization Retail Industry Round Table, New York, New York, September 24, 1999.

“Discovering the Soul of Service,” First Night Biz Linc, Richmond, Virginia, September 22, 1999.

“Cultivating Service Brand Equity,” ICL Retail Conference, Chepstow, England, June 24, 1999.

“Discovering the Soul of Service,” International School of Hospitality Management, Leeuwarden, The Netherlands, June 14, 1999. “Reflections of a Service Marketer” and “Cultivating Service Brand Equity,” University of Alabama Research Workshop Series, Tuscaloosa, Alabama, April 23, 1999.

“Cultivating Service Brand Equity,” 1999 SERVSIG Services Research Conference, New Orleans, Louisiana, April 11, 1999.

“Cultivating Service Brand Equity,” Marketing Science Institute Conference on Serving Customers and Consumers Effectively in the 21st Century: Emerging Issues and Solutions, Coral Gables, Florida, December 7, 1998.

“Sustaining Success in Service Companies,” QUIS 6 - International Quality in Services Conference, Norwalk, Connecticut, June 30, 1998.

“Retailers with a Future,” Young Presidents Organization Retail Strategy Conference, Dallas, Texas, April 23, 1998.

“Strengthening the Service Brand,” Marketing Science Institute Conference on Leveraging and Growing Mature Brands and Services, Chicago, Illinois, December 4, 1997.

“Sustaining Success in Service Enterprises,” Frontiers in Services Conference, Vanderbilt University, Nashville, Tennessee, October 4, 1997.

“Multiple Method Listening: The Building of a Service Quality Information System” and

“Sustaining Success in Service Enterprises,” American Marketing Association/Marketing Education Group Conference on Marketing Without Borders, Manchester, United Kingdom, July 8, 1997.

“Understanding and Improving Service Quality: A 12-Year Journey,” The Ritz-Carlton Senior Leadership Conference, Rancho Mirage, California, June 26, 1997.

“Services Marketing at the Turn of the Millennium: What Will Keep Senior Managers Awake at Night and What Should They Do About It,” and “A Services Marketing Introspective: Snapshots, Reflections and Glimpses from the Masters,” American Marketing Association/University College Dublin Meeting, Dublin, Ireland, June 13, 1997.

“A Conceptual Model and Empirical Investigation of Customer Satisfaction after Service Failure and Recovery” (with Michael McCollough), and “Customers’ Relational Competence in Service Relationships” (with Neeli Bendapudi), Frontiers in Services Conference, Vanderbilt University, Nashville, Tennessee, October 4-5, 1996.

“The Power of Customer Respect,” Annual Assembly of Better Business Bureaus, Seattle, Washington, September 30, 1996.

“Great Service: Findings from Customer Research, and What You Can Do to Achieve It,” Fifth Annual ASQC Service Industries Conference, Las Vegas, Nevada, September 16, 1996.

“Services and Relationship Marketing,” “Starting and Sustaining Your Career in Services Marketing,” and “Preparing for a Retailing Career: What Retailing Students Must Learn,” AMA Summer Educators’ Conference, San Diego, California, August 3-6, 1996.

“Antecedents and Consequences of Customer Receptivity to Relationship Maintenance,” (with Neeli Bendapudi) QUIS 5 - International Quality in Services Conference, Karlstad, Sweden, June, 1996.

“Stores With a Future,” The 1996 Footwear Marketing Conference, Carlsbad, California, April 13, 1996.

“Retailers With a Future,” College Stores Research & Educational Foundation Board of Directors Forum, Cleveland, Ohio, December 7, 1995.

“On Great Service -- Enduring Lessons,” The Norman Vincent Peale Leadership Conference, Hershey, Pennsylvania, November 10, 1995.

"On Great Service -- Enduring Lessons," Arizona State University Center for Service Management Symposium, Phoenix, Arizona, November 3, 1995.

"Customer Receptivity to Relationship Marketing Efforts," Frontiers in Services Conference, Nashville, Tennessee, October 7, 1995 (with Neeli Bendapudi).

"Changing Roles as Educators," Services Marketing Doctoral Consortium, Vanderbilt University, Nashville, Tennessee, October 5, 1995.

"How to Compete on the Basis of Quality," Behavioral Healthcare Tomorrow Conference, Dallas, Texas, September 21, 1995.

"On Great Service -- Enduring Lessons," AMA Customer Satisfaction Congress, Lake Buena Vista, Florida, May 22, 1995.

"Stores with a Future," Young Presidents Organization Excellence in Retailing Conference, Toronto, May 8, 1995.

"On Great Service -- Enduring Lessons," Relationship Marketing Conference, Virginia Commonwealth University, Richmond, April 26, 1995.

"On Great Service -- Enduring Lessons," Retailing Roundtable, Georgia State University, Atlanta, April 21, 1995.

"Service Quality Models," Marketing Roundtable, University of South Florida, Tampa, February 17, 1995.

"Service Encounters of the Third Kind: Innovative Techniques for Teaching Service Excellence,"

"Building Partnerships with Business for the Services Marketing Field," and "Emerging Trends in Retailing Research," AMA Winter Educators' Conference, San Diego, California, February 11-12, 1995.

"The Behavioral Consequences of Service Quality" and "Structuring for Service," AMA Frontiers in Services Conference, Vanderbilt University, Nashville, Tennessee, October 7-8, 1994.

"Learning to Learn -- and Other Lessons from the Classroom," American Marketing Association Doctoral Consortium, Santa Clara University, Santa Clara, California, August 6, 1994.

"Retail Stores with a Future," Texas Associated Press Business Editors Meeting, Dallas, Texas, July 16, 1994.

"Nurturing Service Leadership Values and Skills," QUIS 4 - International Quality in Services Conference, Norwalk, Connecticut, July 6, 1994.

"Educational Perspectives of Relationship Marketing," AMA Faculty Consortium, Atlanta, Georgia, June 9, 1994.

"Lessons of Service Quality," Canon USA Dealer Service Management Meeting, Orlando, Florida, May 5, 1994.

"Great Service: A Leadership Perspective," J.D. Power International Automotive and Automotive Retailer Combined Roundtable Meeting, Columbus, Ohio, April 27, 1994.

"Characteristics of High Performance Retailers," Sponsored by LA NACION newspaper, Buenos Aires, Argentina, April 15, 1994.

"Lessons of Service Quality -- A Customer Perspective," Managing Service Quality Workshop, London, England, March 14-15, 1994.

"Improving Customer Service," Flagstar Leadership Forum, Wofford College, South Carolina, March 12, 1994.

"The Evolution and Evaluation of Relationship Marketing," AMA Winter Educators' Conference, St. Petersburg, Florida, February 20, 1994.

"On Fairness in Service," The Yankelovich MONITOR Conference, New York, November 9, 1993.

"Our Roles as Marketing Educators -- Present and Future," American Marketing Association Faculty Consortium, Arizona State University, Tempe, Arizona, June 21, 1993.

"Lessons of Service Quality," AMA Customer Satisfaction Conference, San Francisco, California, May 11, 1993.

"Moving Forward in Service Quality Research," Texas Universities' Marketing Faculty Research Colloquium, The University of Texas, Arlington, Texas, April 16, 1993 (with A. Parasuraman).

"Marketing Services: Competing Through Total Quality," Total Service Quality Seminar, The Wollongong University, New South Wales, Australia, March 18, 1993.

Service Quality Seminar Series, RMIT Marketing Group and the Australian Marketing Institute, Melbourne, Australia, March 11-12, 1993, and Sydney, Australia, March 18-19, 1993.

"New Visions for Customer Service," Retail Advertising & Marketing Association Conference, Chicago, Illinois, February 6, 1993.

"Customers for Life," Harley-Davidson University, keynote presentation, Chicago, Illinois, January 31, February 7, 14, 1993.

Series of service quality presentations, University of Toronto, Toronto, Ontario, Canada, January 15, 1993.

"Service Quality in Financial Services: Powerful Strategy or Passing Fad?," Securities Industry Association Convention, Boca Raton, Florida, December 5, 1992.

Marketing Services Seminar, TDC - Tecnologia, Desenvolvimento & Cultura, San Paulo, Brazil, December

2, 1992.

"Providing Value to Customers Through Quality Service," Marketing Science Institute Board of Trustees Meeting, San Francisco, California, November 5, 1992 (with A. Parasuraman).

"Moving Forward in Service Quality Research," Marketing Science Institute, Boston, Massachusetts, October 16, 1992.

"Improving Teaching Effectiveness," Great Ideas for Teaching Marketing Workshop, American Marketing Association, August 8, 1992.

"Service and Quality Research," American Marketing Association Doctoral Consortium, Michigan State University, Lansing, Michigan, August 7, 1992.

"Ten Lessons of Service Quality," QUIS 3 - Symposium on Quality in Services, Karlstad, Sweden, June 15, 1992 (with A. Parasuraman).

"Services Marketing," 2nd International Research Seminar in Service Management, La Londe les Maures, June 12, 1992 (with A. Parasuraman).

"Lessons of Service Quality," Taylor-Nelson Seminar, London, England, June 5, 1992.

University of Alabama, Distinguished Visiting Scholar, Tuscaloosa, Alabama, March 27, 1992.

"Lessons of Service Quality," National FIMA Conference, Atlanta, Georgia, March 23, 1992.

Service Quality Seminar, Manchester Business School, Manchester, England, March 17, 1992.

"Lessons of Service Quality," Wal-Mart Saturday meeting, Bentonville, Arkansas, March 14, 1992.

Queen's University Marketing Seminar Series, Visiting Scholar, Kingston, Ontario, Canada, February 28, 1992.

Western Michigan University Visiting Scholar, Kalamazoo, Michigan, February 26, 1992.

"Reflections on the Development of the Services Marketing Literature: Lessons to be Learned," AMA Winter Educators' Conference, San Antonio, February 17, 1992.

"Competing Through Service Quality," Japan Marketing Association 30th Anniversary World Marketing Conference, Tokyo, November 13, 1991.

"Improving America's Service," AMA Services Marketing Conference, Orlando, October 23, 1991, and Center for Retailing Studies Symposium on Leadership, Dallas, October 24, 1991.

"The Center for Retailing Studies," ACRA/AMS Retailing Conference, Richmond, Virginia, October 12, 1991.

"Using a Service Diary in the Services Marketing Course," AMA Summer Educators' Conference, San Diego, August 19, 1991.

"Improving Service Quality in America in the 1990's," Conference Board Quality Conference, New York City, February 28, 1991; American Trucking Association's CEO Conference, Miami, April 26, 1991; Retail Patronage Conference, Louisiana State University, May 2, 1991.

"Transformational Leadership in the American Marketing Association," AMA Leadership Workshop, Chicago, April 27, 1991.

"Service Quality," EFI Presidential Roundtable, Palm Beach, Florida, April 5, 1991.

"Practical Solutions to Retail Problems Via Research," 80th National Retail Industry Convention, New York City, January 14, 1991.

"Lessons of Service Quality," Marriott International Sales Conference, Ft. Lauderdale, Florida, April 9, 1990; Closing the Service Gap II Conference, Orlando, April 30, 1990; Georgia State University Marketing Roundtable, June 29, 1990; QUIS II, GTE Conference Center, Norwalk, Connecticut, July 9, 1990; Banking 90: The American Experience Seminar, Stockholm, Sweden, October 4, 1990.

"Improving Teaching Effectiveness" and "A Ph.D. Seminar on Becoming a Marketing Academician," AMA Faculty Consortium, Northern Arizona University, July 1990.

"A Multi-Sector Study of Customers' Service Expectations," International Research Seminar in Service Management, La Londe les Maures, France, June 1990 (with A. Parasuraman).

"Guidelines for Improving Service Quality" (with A. Parasuraman), Conference Board Quality Conference, New York City, April 3, 1990.

"Principles of Service Quality," Society of Consumer Affairs Professionals Annual Convention, San Diego, October 24, 1989 and Closing the Service Gap Conference, Orlando, Florida, November 6, 1989.

"Service Quality in the Catalog Business," J.C. Penney Supplier Conferences, Atlanta and Reno, Nevada, from May 23, 1989 through June 26, 1990.

"Service Quality in the 1990's Panel," World Future Society International Convention, Washington, D.C., July 19, 1989.

"Principles of Service Quality," American Council of Life Insurance Senior Management Conference, Washington, D.C., April 19, 1989.

"Guidelines for the Development of New Services," AMA New Products Conference, New York City, February 16, 1989.

"Principles of Service Quality," American Marketing Association and Japan Marketing Association Exchange Conference, Columbia University, New York City, June 30, 1988; National Broadcasting Company Affiliate Sales Conference, St. Louis, July 19, 1988; J.C. Penney District Managers Meeting, Dallas, September 13, 1988; and Southern Newspaper Publishers Association, New Orleans, October 18, 1988.

"Improving Service Quality," American Bankers' Association Community Banks Conference, Los Angeles, February 26, 1988; Life Insurance Marketing Research Association Convention, Toronto, June 2, 1988; and IBM of Canada, Toronto, June 3, 1988.

"Improving Service Quality," AMA World Marketing Conference, Montreal, May 29, 1987.

"Lessons of Leadership in Service Businesses," Dyess Lecture Series, Texas Christian University, Fort Worth, Texas, April 9, 1987 and Akron Roundtable, Akron, Ohio, April 16, 1987.

"Characteristics of High Performance Retailers," National Retail Merchants Convention, New York City, January 13, 1987.

"Lessons of Leadership in Service Businesses," American Marketing Association Services Marketing Conference, Boston, Massachusetts, September 9, 1986.

"Presidential Address," American Marketing Association Summer Educators' Conference, Chicago, Illinois, August 4, 1986.

"Building a Sales Culture," Bank Administration Institute Retail Banking Conference, Orlando, Florida, March 5, 1986 and Bank Marketing Association CEO Conference, Palm Springs, California, March 11, 1986.

"Big Ideas in Services Marketing," American Marketing Association Services Marketing Conference, San Francisco, California, September 9, 1985 and American Marketing Association Marketing Research Conference, Las Vegas, Nevada, October 15, 1985.

"Key Steps in Developing a Bank Sales Program," Seventh Annual Banking Seminar, Juniata College, Huntingdon, Pennsylvania, May 8, 1985.

"Marketing the Trust Function," (with G. Rieder), American Bankers Association National Trust Conference, New York City, January 29, 1985.

"Key Issues in Financial Services Marketing," FIMA CEO Conference, Orlando, Florida, November 26, 1984 and Bank Marketing Association CEO Conference, Scottsdale, Arizona, February 18, 1985.

"Understanding Service Quality," (with V. Zeithaml) American Marketing Association Services Marketing Conference, Chicago, Illinois, September 25, 1984.

"Big Ideas in Financial Services Marketing," Swedish Savings Bank Association, Stockholm, Sweden and Turku, Finland, May 1983.

"What the CEO and Marketing Director Should Expect from Each Other," SIMSA National Convention, San Francisco, California, March 1, 1983 and Texas Bankers Association Annual Marketing Conference, April 11, 1983.

"The New Marketing," Bank Marketing Association National Convention, Phoenix, Arizona, October 25, 1982.

"Bank Marketing Priorities in the United States," presentations to Swedish Savings Bank Association and Finnish Savings Bank Association, Porvoo, Finland and Helsinki, Finland, May 1982.

Lynn Foundation Distinguished Lecturer Series, Florida Atlantic University, Boca Raton, Florida, October 26-28, 1981.

"Building Your Career as a Marketing Professor," (with S. Brown) 1981 AMA Doctoral Consortium, University of Maryland, College Park, Maryland, August 9, 1981 and 1981 AMA Fall Educators' Conference, Washington, D.C., August 11, 1981.

"Retail Strategy: Perspectives on the Future," 1981 AMA Faculty Consortium, University of Wisconsin, Madison, Wisconsin, July 7, 1981