

## Biographical Information

### LEONARD JON PARSONS

#### OVERVIEW

Len Parsons is one of the forefathers of marketing science. He began his career in the era of the modernist movement in management education. This period saw behavioral and quantitative models and techniques being introduced to increase the theoretical and analytic content of the management discipline. Len Parsons was a strong early advocate of quantitative research in marketing, and helped shape an emerging field that would become known as marketing science. In particular, he conducted pioneering, seminal research on building marketing mix models, estimating them by econometric means, and assessing their managerial implications. He was a leader in bridging the gap between descriptive statistics and optimization.

Len Parsons coauthored, first with Randy Schultz, then with Mike Hanssens as well, a series of research monographs on marketing mix models and econometric research. As his ideas took hold, these monographs were used by first by academic researchers and then marketing science practitioners; by doctoral students, then short-course attendees, and eventually MBAs.

Len Parsons' work has provided the underpinnings for the development of marketing mix model sector of the market research industry. Leading companies do market response analysis by drawing upon his work. Some such firms include Coca Cola, Kraft Foods, McNeil Labs (Tylenol), Nabisco, Nestle, Ocean Spray, and Tropicana as well as consulting firms such as Marketing Analytics, Media Marketing Assessment (MMA), and Millward Brown. Marketing mix models are now being built for not-for-profit organizations as well as commercial enterprises. By new millennium, the use of econometrics for marketing mix models finally reached the pages of *The Wall Street Journal*, "Econometrics Buzzes Ad World as a Way of Measuring Results," August 16, 2005; Page B8—almost 40 years after his first research efforts in this area.

Len Parsons went on to do early applications of quantitative models to benchmarking for marketing productivity. In this regard, he helped introduce data envelopment analysis (DEA) and stochastic frontier analysis (SFA) to the marketing research field. His marketing productivity studies have focused on retail outlets of a chain and sales representatives within a sales force.

Just as Philip Kotler wrote the first "modern-era" marketing textbook, Len Parsons, along with Doug Dalrymple, wrote the first "modern-era" marketing casebook (or more precisely, combination textbook and casebook). The major change in marketing education over time has been identified in the *Marketing News* as the great proliferation in the use of computers in marketing courses, especially in the study of cases. This change was launched by Dalrymple and Parsons's *Marketing Management*. Prior books included cases in which limited analyses, if any, were already done for the student. These analyses were usually restricted to descriptive statistics or crosstabs. No provision was made for students to do any analyses on their own. Students were forced to simply interpret what they were given. The distinctive feature of first edition of Dalrymple and Parsons was its emphasis on data-based decision making. The first edition contained two cases with data banks, two forecasting cases, and one case with a computer decision simulation. Also, even in this early edition, 20 percent of the cases were set in foreign countries giving the book an unusual international dimension for its time as well. Their book predated the emergence of marketing strategy as a formal area and initially was used for the capstone course in undergraduate marketing programs.

Len Parsons has provided substantial service to the profession. His editorial service includes being Marketing Departmental Editor of *Management Science* and being a member of the Editorial Boards of the *Journal of Marketing* and *Journal of Marketing Research*. He has been Chair of the American Statistical Association's Section on Statistics in Marketing and a member of the Executive Committee of the European Academy of Marketing. He served as a Member of the Graduate Management Admission Council's Research and Test Development Committee. He chaired a subcommittee responsible of new psychometric and computer-assisted approaches to administering and asking questions on the GMAT.

In sum, Len Parsons has been on the leading edge of major revolutions in marketing education and in the forefront of the emerging area of marketing science, especially with respect to the application of marketing models to problems in marketing management. Among his honors, he won the First Prize in the American Marketing Association's Research Design Contest and is listed an *Who's Who in the World*.

**ACADEMIC  
EMPLOYMENT**

Professor Emeritus , 2007-  
Professor, 1977-2007  
College of Management  
Georgia Institute of Technology [Georgia Tech]  
Atlanta, Georgia 30332-0520  
Tel: (404) 894-4381 (O) (770) 394-6824 (H)  
Fax: (404) 894-6030 (O) (770) 394-1482 (H)  
Email: [len.parsons@mgt.gatech.edu](mailto:len.parsons@mgt.gatech.edu)

Intercollegiate Center for Management Science Visiting Professor, Fall 1995  
Centre for Research on the Economic Efficiency of Retailing [CREER]  
Facultés Universitaires Catholiques de Mons [FUCAM]  
Mons, Belgium  
and  
European Institute for Advanced Studies in Management [EIASM]  
Brussels, Belgium

Advertising Educational Foundation Visiting Professor, Summer 1993  
Anheuser Busch  
St. Louis

Visiting Professor, Spring/Summer 1990  
University of California, Los Angeles [UCLA]  
Los Angeles, California

Visiting Professor, Fall 1989  
Norges MarkedsHøyskole [NMH]  
The Norwegian School of Marketing  
Oslo, Norway

Visiting Professor, Fall 1984  
Institut Européen d'Administration des Affaires [INSEAD]  
European Institute of Business Administration  
Fontainebleau, France

Fulbright-Hays Senior Scholar, Spring 1977  
Katholieke Universiteit Leuven [KUL]  
Leuven, Belgium

Associate Professor of Marketing, 1970-1977  
Claremont Graduate School [CGS]  
Claremont, California

Visiting Scholar, Fall 1973  
Sloan School of Management  
Massachusetts Institute of Technology [MIT]  
Cambridge, Massachusetts

Assistant Professor, 1968-1970  
Indiana University [IU]  
Bloomington, Indiana

**EDUCATION**

Purdue University, M.S.I.A., 1965, Ph.D. 1968 Major Professor: Frank Bass  
Krannert Graduate School of Industrial Administration  
Lafayette, Indiana

Massachusetts Institute of Technology, S.B. 1964  
Department of Chemical Engineering  
Cambridge, Massachusetts

**PROFESSIONAL  
PRACTICE  
(SELECTED)**

Glaxo, Inc.  
Research Triangle Park, North Carolina  
Salesforce Efficiency

Henry Sherry & Associates  
Atlanta, Georgia  
Statistical Methodology

International Business Machines Corporation  
Information Systems Group  
National Distribution Division  
Atlanta, Georgia  
Product Center Performance Study

Burnham Van Service  
Columbus, Georgia  
Strategic Market Planning for Deregulation

**HONORS**

*Who's Who in America* 1990-present  
*Who's Who in the World* 2006-present

Phi Kappa Phi 1989

Beta Gamma Sigma 1988

American Marketing Association's  
Research Design Contest 1971-1972  
First Prize

Judges included Robert Ferber (Illinois), Paul Lazarsfeld (Columbia),  
William Moran (Lever Brothers), James Bayton (Howard), and  
Seymour Banks (Leo Burnett).

American Marketing Association's  
Doctoral Dissertation Competition Award 1968, "John Howard Award"  
Honorable Mention

**RESEARCH GIFTS,  
GRANTS, AND  
CONTRACTS  
(SELECTED)**

American Association of Advertising Agencies (FIRST)  
Education Foundation Grant 1969-1970

John Deere & Company (MOST RECENT)  
Technology Acceptance 2005-2008

**EDITORIAL  
EXPERIENCE**

Marketing Departmental Editor, *Management Science*, 1980-1982[3]  
(Associate Editor, 1978-1980) [before *Marketing Science* existed]

Associate Editor, *Decision Sciences*, 1976-1980

Co-Editor, Special Issue on "Channel Productivity," *International Journal of Research in Marketing*, **15**:5, 1998 (with Alain Bultez)

Co-Editor, Special Issue on "Forecasting with Market Response Models," *International Journal of Forecasting*, **10**:2, 1994 (with Randall L. Schultz)

Editorial Board, *Journal of Marketing Research*, 1970-1980, 1983-1985

Editorial Board, *Journal of Marketing*, 1978-1980

Editorial Board, *Journal of Business Research*, 1973-1979

Occasional Reviewer for the above plus *Marketing Science*, *Journal of Retailing*, *Journal of Retailing and Consumer Services*, *Journal of the Academy of Marketing Science*, *Journal of the American Statistical Association*, *Journal of Forecasting*, *European Journal of Operational Research*, *Opsearch*, and *IEEE Transactions on Engineering Management* plus Marketing Science Institute's Doctoral Dissertation Proposal Award, American Marketing Association's John A. Howard Doctoral Dissertation Award, American Marketing Association Educators' Conferences, European Marketing Academy Conference (EMAC), Product Development Management Association (PDMA) Research Conference, and National Science Foundation

**PROFESSIONAL  
ASSOCIATIONS  
AND  
NON-EDITORIAL  
POSITIONS HELD  
[SESSION CHAIRS  
NOT SHOWN]**

American Marketing Association, 1966-

Faculty Member, AMA-Sheth Doctoral Consortium, 2002

Advisory Board, Marketing Research Special Interest Group (SIG), 1998

Program Committee, International Conference  
Los Angeles, 1976

Program Committee, Educators Conference  
Portland, 1974

American Statistical Association, 1970-

Chair, Section on Statistics in Marketing, 1995  
Executive Committee, Section on Statistics in Marketing, 1994-1996

Association for Consumer Research, 1972-1998

Econometric Society, 1970-

European Marketing Academy, 1977-

Executive Council, 1981-1984

INFORMS/The Institute of Management Sciences, 1966-

Society on Marketing Science Program Chair  
Annual Meeting  
Atlanta, 2003

College of Marketing Program Chair  
Joint ORSA/TIMS Meeting  
San Juan, Puerto Rico, 1974

International Institute of Forecasters

Planning Committee Member and  
Market Response Modeling Track Chair  
International Symposium on Forecasting  
Callaway Gardens, Georgia, 2001

The Productivity Analysis Research Network

## PUBLICATIONS

Leonard J Parsons and Ashutosh Dixit  
“Using Neural Networks to Forecast Market Response,”  
in *Neural Networks for Business Forecasting*,  
G. Peter Zhang, ed.,  
Hershey, PA: Idea Group Inc, 2003, 23-46.  
[Peer Reviewed]

Book reviewed in *International Journal of Forecasting*, **21**: 2 (April-June 2005), 394-5.

“The clarity of writing in the majority of the articles makes this edition appropriate for practitioners as well as for technology-related university courses. Overall, this collection is a comprehensive approach to neural networks in business forecasting and ... is the best option around.”

Konstantinos Nikolopoulos, Lancaster Centre for Forecasting,  
Lancaster University Management School, Lancaster, United Kingdom

Leonard J. Parsons  
“Review of *Quantitative Models in Marketing Research* by Philip Hans Franses and Richard Paap, Cambridge, UK: Cambridge University Press, 2001, 206 pages,” *Journal of Marketing Research*, **40** (February 2003), 113-4.

Leonard J. Parsons

“Using Stochastic Frontier Analysis for Performance Measurement and Benchmarking,”

in *Econometric Models in Marketing*,

[*Advances in Econometrics*, Vol. 16],

Philip Hans Franses and Alan A Montgomery, eds.,

Amsterdam: Elsevier Science, 2002, 315-48.

[Peer Reviewed]

Citations: 5\*

\*Known citations in journal articles and books through May 2008, excluding book reviews and self citations. Fully incorporating Google Scholar, which includes working papers and dissertations among other things, would yield higher citation numbers.

Dominique M. Hanssens, Leonard J. Parsons, and Randall L. Schultz

*Market Response Models: Econometric and Time Series Analysis*

New York: Kulwer, 1990, 2001 (2nd ed.)

Citations: 202

Part of **ISQM**: International Series in Quantitative Marketing, edited by Jehoshua Eliashberg, Sebastian S. Kresge Professor of Marketing, The Wharton School.

#### Second Edition

First Marketing Science book ever translated into Chinese (Shanghai Renmin, 2003).

Reviewed in *International Journal of Forecasting*, **21**: 2 (April-June 2005), 392-4.

“...this book does provide an encyclopaedic review of market response models, and one of the major strengths is the exhaustive referencing. For anyone getting seriously involved with market response and the use of econometric and time series models, this book is recommended as an ideal starting place. ... Overall, this book is good and I have learned a great deal from reviewing the text.”

Robert Raeside, Head, Centre of Mathematics and Statistics,  
Napier University, Edinburgh, Scotland

Reviewed in *Interfaces*, **33**:4 (July-August 2003), 83-5.

“This is a revision of a book written by three well-known authors that focuses on the technical aspects and applications of econometrics and time-series analysis (ETS) to modeling demand. The target is sophisticated practitioners (marketing scientists) working on problems that require the application of ETS methods to their business problems. A secondary audience is academics (including doctoral students) who are looking for a good overview of ETS methods. ... Overall, Hanssens, Parsons, and Schultz provide a comprehensive set of building blocks for the marketing scientist interested in applying ETS technology in his or her firm. ... The authors do a fine job of reaching their primary market.”

Russell Winer, William H. Joyce Professor of Marketing, Co-Director,  
Center for Digital Economy Research, Former Editor, *Journal of Marketing Research*

Reviewed in *Journal of Marketing Research*, **39** (August 2002), 387-8:

“Market response models help managers quantify the effects of marketing input, such as price, advertising, and product design, on observed marketing output, such as sales, awareness, and preference. Econometric and time series (ETS) analysis methods are used to show (1) the relationships between marketing input and output and (2) the influence of past values of marketing input and output on their current and future values. Time series or cross sectional data are needed to statistically estimate the relations in market response models. Marketing managers may use the relationships identified by market response models as input for marketing mix planning and forecasting. The second edition ... should be a valuable resource to this new breed of marketing managers, marketing scientists working in industry, and MBA students. ... HPS focus on the application of these techniques in marketing contexts, citing marketing studies and using marketing data, examples, and even mini case histories. New to this edition, these case histories are shown as boxed inserts titled ‘Industry Perspectives.’ In them, corporate marketing scientists provide examples of how market response models are applied in their organizations. ... useful as a reference book for readers of the *Journal of Marketing Research* who are engaged in any type of research with market response models.”

Rick L. Andrews, University of Delaware

Also see Ming Ouyang, “Introducing Marketing Science into China,”  
*Shanghai Management Science*, **6** (2002), 63-64 [in Chinese].

Nominee, INFORMS Frederick Lanchester Prize

Practitioner Testimonial: Ross Link

As background, I am the President of Marketing Analytics Inc. I have a B.S. in OR & IE from Cornell, and an MBA from the University of Chicago. Since 1991, my firm has analyzed POS data for manufacturers and retailers in order to understand the key drivers of sales and thus help our clients maximize sales and profits. Our clients include Sears Roebuck, Miller Brewing, Nestle Foods, Duracell, Pepsi, Clorox Company, and other household names. We are pioneers in advanced quantitative marketing analysis and were among the first in our industry to use empirical Bayesian statistics and formal nonlinear optimization to allocate advertising resources. A study done by researchers from Cornell, Northwestern, Duke and A.C. Nielsen found that our “Store Group” model was the most effective method studied for modeling aggregate scanner data (Christen, Markus, Sachin Gupta, John C. Porter, Richard Staelin and Dick R. Wittink (1997). “Using Market-Level Data to Understand Promotion Effects in a Nonlinear Model”, Journal of Marketing Research, Aug 1997, 322-334).

Thus, my business is based entirely on marketing science and a broad knowledge of marketing analytic techniques is crucial to our success. *Market Response Models: Econometric and Time-Series Analysis* (2001) has been extremely helpful to me and my colleagues at Marketing Analytics Inc. as the most complete encyclopedia of marketing modeling techniques available today. By providing the most complete and thorough cataloging of marketing analysis techniques available today, this book is the key source for researching modeling methodologies, allowing practitioners to focus on moving technologies forward and opening up new areas of application. We have found significant uses for the various response functions described in the book, including saturation and S-shaped functions which we have applied to advertising “reach curves” and pharmaceutical promotion response using doctor-level data in ways we believe are new to our industry.

The book is the first source for marketing modeling methodology research, and as such greatly enables improved practice in our field. Its format provides a clear picture of what the available techniques are and how they have been used to create value in U.S. industry.

In summary, *Market Response Models* is the most complete and concise cataloging of market response models available today. It has been of enormous value to us in our modeling work here at Marketing Analytics Inc. and should certainly be recognized for its contribution to the field of operations research and management science.

### First Edition

Reviewed in *Journal of Marketing Research*, **28** (May 1991), 246-8:

“... I believe the authors have written an excellent book ... that should be very useful to faculty members and doctoral students who specialize in marketing model building. Properly used, the book should help researchers avoid many of the pitfalls that can destroy the validity of

econometric models in both academic (theoretical) and managerial (applied) projects. I recommend it highly.”

Dick Wittink, Gen. George Rogers Clark Professor of Management and Marketing, Yale University, Editor, *Journal of Marketing Research*

Reviewed in the European *International Journal of Research in Marketing*, **8** (June 1991), 156-8.

“From a research perspective, the authors have produced a required reading for all Ph.D. candidates in marketing. The book’s coverage and synthesis of this important area of marketing is unsurpassed in a single volume. Professors of marketing involved in the many facets of response modeling should welcome this book as part of their collection. It can be used as a catalyst for research ideas... ...a major contribution to the field.”

Philip Parker, Eli Lilly Professor of Innovation, Business and Society, INSEAD

The book was also favorably reviewed by Masao Nakanishi (Kansai Gakuin) in the Japanese *GAKUTO*, November 1990.

First chapter reprinted in *Advanced Research Techniques Forum*, William D. Neal, President, SDR [Sophisticated Data Research], ed. (Chicago: American Marketing Association, 1991), 380-403.

One of two contemporary marketing science books singled out for praise by Mark Uncles (University of New South Wales) in his 1992 TIMS Marketing Science Conference presentation “What Is Marketing Science?”

Nominee, Paul Converse Award

Douglas J. Dalrymple and Leonard J. Parsons

*Marketing Management*

New York: John Wiley & Sons, 1976, 1980 (2nd ed.), 1983 (3rd ed.), 1986 (4th ed.), 1990 (5th ed.), 1995 (6th ed.), 2000 (7th ed.)

Citations: 50

For a number of years, surveys showed Dalrymple and Parsons to be the second most widely used graduate-level marketing management text (after Kotler) and the fourth-leading undergraduate textbook on marketing management.

Translated into foreign languages, including Hebrew and Chinese (2001).

Reviewed in the *Journal of Marketing* (October 1977, p. 139):

“While the text is described as a combination text and case book, the combination actually includes much more. The authors have recognized and described a considerable conceptual or theoretical area pertaining to a wide range of marketing topics. ... The book is well researched ... The book captures a wide area of analytical techniques applicable to marketing. ...the overall effect is a contribution to the literature.”

Kendall Adams, Professor of Marketing, Southern Illinois University

In another published review:

“Traditionally, marketing researchers have focused on the needs, resources, and problems of large businesses, and have neglected small businesses. The authors ... have rendered an extremely valuable service by producing a text that is applicable to both large and small business firms, admirably filling a void in the literature. ... This book is well written. The authors cover complex topics in a very understandable and interesting manner...”

Robin Peterson, Sunwest Distinguished Professor of Business, New Mexico State University, Editor, *Journal of Business & Entrepreneurship*

Douglas J. Dalrymple and Leonard J. Parsons

*Basic Marketing Management*

New York: John Wiley & Sons, 1995, 2000 (2nd ed.).

Citations: 2

Translated into Chinese, 1996; Portuguese, 2003.

Alain Bultez and Leonard J. Parsons

“Channel Productivity: In the Small and in the Large,” *International Journal of Research in Marketing*, **15:5** (1998), 1-18. [Editorial]

Citations: 2

Leonard J. Parsons and Randall L. Schultz

“Forecasting Market Response,” *International Journal of Forecasting*, **10:2** (September 1994), 181-189. [Editorial]

Leonard J. Parsons  
“Productivity and Relative Efficiency: Past and Future?”  
in *Research Traditions in Marketing*,  
Gary L. Lilien, Gilles Laurent, and Bernard Pras, eds.,  
New York: Kluwer, 1994, 169-196.  
[Peer Reviewed]  
Citations: 14

From the accompanying comments:

“Len Parsons is one of the pioneers [Bass and Parsons 1969] and connoisseurs [Hanssens, Parsons, and Schultz 1990] of the use of econometrics for analyzing productivity issues in marketing.”

A. Roy Thurik, Erasmus University Rotterdam

“... Parsons makes a valiant effort to review and critique one of the less notable areas of research in marketing.”

David A. Gautschi, University of Washington

Leonard J. Parsons, Els Gijbrecs, Peter S.H. Leeflang, and Dick R. Wittink  
“Marketing Science, Econometrics, and Managerial Contributions,”  
in *Research Traditions in Marketing*  
Gary L. Lilien, Gilles Laurent, and Bernard Pras, eds.  
New York: Kluwer, 1994, 52-78.  
[Peer Reviewed]  
Citations: 6

Dominique M. Hanssens and Leonard J. Parsons  
“Econometric/Time Series Market Response Models,”  
in *Handbooks in Operations Research and Management Science: Marketing*  
Josh Eliashberg and Gary L. Lilien, eds.  
Amsterdam: North Holland, 1993, 409-464.  
[Peer Reviewed]  
Citations: 15

Handbook series edited by G.L. Nemhauser and A.H.G. Rinnooy Kan.

Book reviewed in *Journal of Marketing Research*, **31**:4 (November 1994), 574-75:

“Part III concludes with chapters by ... and by Hanssens and Parsons... [They] ...are important chapters in this *Handbook* ... In summary, this is a book useful as both a reference source and a comprehensive review of most major substantive areas in marketing science. The editors have done an outstanding job bringing together the leading marketing scholars to review and discuss these areas. The *Handbook* would be useful to practitioners, students and academic faculty alike.”

William P. Putsis, Jr, London Business School

Reviewed in the *International Journal of Forecasting*, **10** (December 1994), 643-46:

“the book will become required reading for every doctoral student starting research in market modelling ...”

Alan Mercer, Lancaster

Reviewed in the *Journal of Operational Research Society*, **46:8** (August 1995), 89-92:

“The intended audience is the mathematically literate OR/MS practitioner or academic... The ... pages are packed ... by leaders in the various subfields ... Each of the papers provides a fairly wide overview of the specific area under discussion, including ... the behavioral foundations or key assumptions of the various models, and a mathematical treatment of the area. For example, considering the various effects of advertising (Chapter 9–Econometric Time Series Market Response Models) there is a review of advertising dynamics such as whether effects are essentially short-lived or cumulative, followed by a summary of the three main mathematical models in use.”

Jason Lowther, Forward Trust

Reviewed in the *International Journal of Research in Marketing*, **14:1** (February 1997), 89-92:

“... this volume is highly relevant for marketing scholars and not only for its subset of so-called ‘model builders.’ If we take a somewhat broad definition of measurement models, i.e., as models for the (quantitative) measurement of relationships between marketing variables, ... This type of model is most typically represented in the chapter ... by Hanssens and Parsons. They deal with very relevant topics for the model builder... As a new topic they deal with ‘cointegration models’ in marketing. ... a fine collection of expert contributions that deserve a lasting place in the marketing literature.”

Berend Wierenga, Erasmus University Rotterdam

Translated into Japanese, 1998.

Douglas J. Dalrymple, Leonard J. Parsons, and Jean-Pierre Jeannet  
*Cases in Marketing Management*, New York: John Wiley, 1992.

Reviewed in *Long Range Planning*, **26** (August 1990), 116-7:

“This volume ... covers successfully an important field of marketing management, the real case studies. ... I warmly recommend this book ... to the students and ... to all the businessmen. ”

Radu Mihaela Elena, Association of Scientists in Romania

Leonard J. Parsons  
"Product Design"  
in Walter A. Henry, Michael Menasco, and Hirokazu Takada, eds.  
*Handbook for New Product Development*  
Lexington, MA: Lexington Books/D. C. Heath, 1989, 51-75.  
Citations: 1

Reviewed in *Journal of Marketing Research*, **27** (November 1990), 500-1:

"... Parsons presents a provocative discussion of product design, including several interesting references from literatures outside marketing (e.g., industrial design)."

Robert J. Thomas, Georgetown University

Leonard J. Parsons  
"Recoding 'Check' Answers Using a Size Distribution,"  
in Gary Frazier et al., eds.  
*Proceedings*  
Chicago: American Marketing Association, 1988, 300-4.

Leonard J. Parsons  
*Using Microcomputers in Marketing*  
Watertown, MA: American Management Association, 1986.

Leonard J. Parsons  
"Rejoinder to Comment by Wotruba"  
*Journal of Marketing Research*  
**19** (November 1981), 597-8.

Leonard J. Parsons  
"Models of Market Mechanisms,"  
in Randall L. Schultz and Andris A. Zoltners, eds.  
*Marketing Decision Models*  
New York: Elsevier-North Holland, 1981, 77-98.  
Citations: 3

Book reviewed in the *Journal of Marketing Research*, **20** (November 1983), 451-2:

"... each chapter is relatively complete and well written ... I recommend the book to academics and practitioners who are interested in marketing models. It would be particularly well suited to doctoral seminars."

John M. McCann, Duke University

Leonard J. Parsons  
"A Comparison of Causal Path and Econometric Modeling Approaches,"  
in *Advances in Consumer Research, Volume VIII*  
Kent B. Monroe, ed.  
1981, 203-7.

Leonard J. Parsons and Piet Vanden Abeele  
“An Analysis of Sales Call Effectiveness”  
*Journal of Marketing Research*  
**18** (February 1981), 107-13.  
Citations: 28

The first research to model the affect of collateral sales material (samples) on the impact of a sales call [by using systematic parameter variation]. Data were on an established ethical drug in Belgium

Six articles and research notes in the *Journal of Marketing Research* placed one in the top 4 percent of those who have ever published in *JMR*. See Robert A. Peterson, “On the Preeminence of the the *Journal of Marketing Research*,” *Marketing Educator*, Spring 1985, 8.

John F. McElwee and Leonard J. Parsons  
“The Parametric Marginal Desirability Model”  
*Research in Marketing, Volume 2*  
Jagdish Sheth, ed.  
Greenwich, CT: JAI Press, 1979, 237-57.

Reviewed in the *Journal of Marketing*, **46** (Winter 1982), 129-32:

“ ... provide an adequacy-importance model of attitudes different from others in that the belief sources are presumed to vary with attribute level in a nonmonotonic fashion due to the presence of two points (an ideal and anti-ideal). Further, attribute importance can be measured for different use/motive contexts .. “

Allan D. Shocker, Visiting Professor, San Francisco State University;  
Professor (retired), University of Minnesota

Leonard J. Parsons and Ellen Day  
*Using the Computer as a Marketing Tool*  
Watertown, MA: Education for Management, 1979.

John F. McElwee and Leonard J. Parsons  
“The Cognitive Algebra of the Parametric Marginal Desirability Model”  
*Journal of Marketing Research*  
**14** (May 1977), 257-60.  
Citations: 3

Leonard J. Parsons and Randall L. Schultz  
*Marketing Models and Econometric Research*  
New York: North Holland, 1976.  
Citations: 104

Reviewed in the *Journal of Marketing Research*, **14** (February 1977), 123:

“In summary, the book is a good reference source for (1) researchers working in the sales response areas and (2) researchers using regression models for testing theories. It is an excellent review and critique of the econometric research applied to marketing models.”

Vijay Mahajan, John P. Harbin Centennial Professor, The University of Texas at Austin, Former Editor, *Journal of Marketing Research*

Reviewed in *Interfaces* (August 1978), 97:

“This book is ‘must’ reading for the management scientist/operations researcher with an interest in marketing. The econometric approach can help fill the gap between the descriptive use of statistical analysis and the application of mathematical optimization techniques.”

Ralph Day, Distinguished Professor, Indiana University  
Former Editor, *Journal of Marketing Research*

Reviewed in *Journal of the Market Research Society*, **20:1**, 54:

“The material offered in the book is designed ‘as a research contribution’ and it succeeds on this level. For any serious modeller—or would-be modeller—it will be invaluable.”

C. Holmes

Reviewed in *Operational Research Quarterly* (**28**: 4):

“The objectives of the book are worthwhile and have been ably achieved. Anybody who is concerned with research in forecasting and market planning should read it.”

Robert Fildes, Professor of Operational Research and Operations Management, University of Lancaster, Former Editor-in-Chief, *International Journal of Forecasting*

From a review of *Causal Models in Marketing* by Richard Bagozzi in the *Journal of Marketing Research* [**18**:1 (February 1981), p. 26]:

*Causal Models in Marketing* will be welcomed in doctoral classes in marketing models... However, a helpful complement to *CMM* would be a more technically thorough book, such as that of Parsons and Schultz (1976).

William R. Darden, University of Arkansas, Former Editor, *Journal of Marketing Research*

Commented on in the *International Journal of Research in Marketing's* Special Issue on "Marketing Modeling on the Threshold of the 21<sup>st</sup> Century," [17 (September 2000), 142]:

"Econometric methods were widely used in early modeling in marketing, and were introduced to the field mainly by Frank Bass and his students at Purdue. An excellent compendium of this work is in the book by Parsons and Schultz (1976). Particularly good are treatments of several topics that were highly contentious at the time including modeling advertising carryover effects, aggregation, and time-varying parameters."

Russell Winer, William H. Joyce Professor of Marketing, Co-Director, Center for Digital Economy Research, Former Editor, *Journal of Marketing Research*

Leonard J. Parsons

"Econometric Approaches to Integrating Marketing Information from Diverse Sources"

in *Proceeding*

Kenneth L. Bernhardt, ed.

Chicago: American Marketing Association, 1976, 49-53.

Leonard J. Parsons

"A Ratchet Model of Advertising Carryover Effects"

*Journal of Marketing Research*

13:1 (February 1976), 76-79.

Citations: 9

The first empirical paper to show asymmetry in the response to advertising; that is, the magnitude of response to a change in a marketing instrument might be different depending on whether the change was upward or downward. This piece laid a foundation for future research on hysteresis in marketing.

Leonard J. Parsons

"The Product Life Cycle and Time-Varying Advertising Elasticities"

*Journal of Marketing Research*

12:4 (November 1975), 476-80.

Citations: 67

The first empirical test of the change of the advertising elasticity over the product life cycle (as postulated by Mickwitz) [by using a time-varying parameter model]. Data were available on a quality household cleanser for a period of 31 years.

Frank M. Bass and Leonard J. Parsons

"Regression Methods with Simultaneous-Equations"

Robert Ferber, ed.

*Handbook of Marketing Research*

New York: McGraw-Hill, 1974, 2.427-41.

Citations: 1

Leonard J. Parsons  
“An Econometric Analysis of Advertising, Retail Availability, and Sales of a New Brand”  
*Management Science*  
20:1 (February 1974), 938-47.  
Citations: 26

The first application of spectral analysis to time-series analysis in marketing. Although situated in the frequency domain, this research foreshadowed later studies in the time domain.

Walter A. Henry and Leonard J. Parsons  
“Testing the Equivalence of Observed and Generated Time Series Data”  
*Journal of Marketing Research*  
9:4 (November 1972), 391-5.  
Citations: 9

The first market response model showing how advertising affects retail availability and how, together, they affect sales of a new brand [by using a variance components model].

Leonard J. Parsons and W. Bailey Price  
“Adaptive Pricing by a Retailer”  
*Journal of Marketing Research*  
9:2 (May 1972), 127-33.  
Citations: 5

The first marketing model providing guidance on how to adjust prices to those of a competitor [using a Markov process with rewards]. A drug chain store operating in an environment in which a competitor was the price leader had to adapt its prices those of this competitor.

Leonard J. Parsons and Frank M. Bass  
“Optimal Advertising Implications of a Simultaneous-Equation Regression Analysis”  
*Operations Research*  
19 (May-June 1971), 822-31.  
Citations: 9

The first major study separating out the effects of advertising from other factors [by using a two-stage least squares]. This study used data on the ready-to-eat cereal market provided by A.C. Nielsen and was sponsored by Leo Burnett, advertising agency for Kellogg.

From an essay in the *Marketing Science* [ 20 (Fall 2001), 345-46] on the early years of management science in marketing:

“It should be noted, however, that during this period (1966-1971) *Operations Research* published some very noteworthy marketing papers. ... These papers included Little’s adaptive promotional control of promotion models, Urban’s SPRINTER new product model, Farley and Ring’s supermarket traffic flow model, Hess’ market timing models, Parsons and Bass’ optimal advertising implications of simultaneous equation models, and Little and Lodish’s media-planning calculus.

David B. Montgomery, S.S. Kesge Professor of Marketing Strategy–  
Emeritus, Stanford University

Ralph L. Day and Leonard J. Parsons  
*Marketing Models: Quantitative Applications*  
Scranton: International Textbook Company, 1971.  
Citations: 3

Identified as one of the ten formative books of marketing science by Mark Uncles (University of New South Wales) in his 1992 TIMS Marketing Science Conference presentation “What Is Marketing Science?”

Reviewed in the *Journal of Marketing Research* [ 11 (August 1974), 346-50]:

“This is an authoritative readings book. It is appropriate for any marketing research library or researcher’s book shelf. ... represents a useful and provocative primer on the greatly expanded state of the art and science of research in marketing ... “

Patrick J. Robinson

Reviewed in *The American Mathematical Monthly* (April 1972):

“Meets need for a stock of realistic applications of adapted mathematical techniques.”

Also reviewed in the *Marketing Information Guide* (May 1971).

Selected for the American Economy Book Exhibit sponsored by the United States Information Agency (1972).

Commented on in the *International Journal of Research in Marketing's* Special Issue on "Marketing Modeling on the Threshold of the 21<sup>st</sup> Century," [17 (September 2000), 142]:

"... although I feel few of today's doctoral students and young scholars realize it, the groundwork for today's sophisticated research was laid in the 1960s and 1970s by some prescient scholars who saw how OR, economic and statistical methods could fruitfully be applied to marketing problems. A good summary of this work was compiled by Day and Parsons (1971)."

Russell Winer, William H. Joyce Professor of Marketing, Co-Director, Center for Digital Economy Research, Former Editor, *Journal of Marketing Research*

Frank M. Bass and Leonard J. Parsons

"A Simultaneous-Equation Regression Analysis of Sales and Advertising"

*Applied Economics*

1 (May 1969), 103-24.

Citations: 49

Commented on in *Marketing Science* [21 (Summer 2002), 223]:

"By 1970, researchers developed mathematical models for many purposes, including better forecasting, integration of data, and understanding of markets. Just a few of the many high-impact pre-1970 marketing models include ... Bass and Parsons (1969)...."

Steven Shugan, Russell Berrie Foundation Eminent Scholar of Marketing, University of Florida, Former Editor, *Marketing Science*

## CONFERENCE

Leonard J. Parsons, Jos Lemmink, Rita Walczuch, Alexander Bielowski, and Jan Mattsson

"Bank Branch Operating Efficiency: The Role of Information and Communications Technology"

German-French-Austrian Conference on Quantitative Marketing, ESSEC, Cergy-Pontoise, France, September 2007.

Leonard Parsons

"Accounting for Environmental Variables in a DEA Performance Study: The Case of a Pharmaceutical Sales Force"

Enhancing Sales Force Productivity Conference, University of Missouri, April 2006.

Leonard Parsons and Koert Vanittersum

"How Should Technology Choices Be Assessed?"

Marketing Science Conference, Emory University, Atlanta, June 2005.

Leonard Parsons

"Controlling for Environmental Variables in a DEA Performance Study of a Pharmaceutical Sales Force"

INFORMS Annual Meeting, Atlanta, October 2003.

Leonard J. Parsons, Jos Lemmink, Rita Walczuch, Jan Mattsson, and Alexander Bielowski  
“Assessing How ICT Affects Branch Bank Operating Efficiency”  
Eighth European Workshop on Efficiency and Productivity Analysis,  
Universidad de Oviedo, Oviedo, Spain, September 2003.

Leonard J. Parsons, Jos Lemmink, Rita Walczuch, Jan Mattsson, and Alexander Bielowski  
“The Impact of Information Technology on Bank Branch Operating Efficiency,”  
AMA Frontiers in Services Conference, University of Maastricht, Maastricht,  
The Netherlands, June 2002.

Leonard J. Parsons  
“On Benchmarking a Pharmaceutical Sales Force Using DEA,”  
Seventh European Workshop on Efficiency and Productivity Analysis,  
Universidad de Oviedo, Oviedo, Spain, September 2001.

Jan Mattsson, Jos Lemmink, Leonard J. Parsons, and Dwayne Gremler  
“Service Provider-Customer Relationships and the IT-Service Interface:  
Industry Comparisons and the Effects of Technology in Designing Customer  
Driven Service Processes,” Research on Information Technology in the  
Zervices (sic), Swedish Cultural Institute, Paris, September 1998.

Leonard J. Parsons and Stan Jewell  
“Measuring the Performance of an Industrial Sales Force,” INFORMS  
Marketing Science Conference, INSEAD, Fontainebleau, France, July 1998.

Leonard J. Parsons  
“Internal Benchmarking for Marketing Efficiency,” Fifth European Workshop  
on Efficiency and Productivity Analysis, The Royal Veterinary and Agricultural  
University, Copenhagen, October 1997.

Alain Bultez, Nadia Sinigaglia, Pietro Zidda, and Leonard J. Parsons  
“Insights into Modeling Retail Productivity,” INFORMS Conference,  
Atlanta, November 1996.

Leonard J. Parsons  
“Internal Benchmarking for Retail Efficiency,” EIASM/creer Workshop on  
Channel Productivity, Mons, Belgium, October 1996.

Leonard J. Parsons  
“Data Envelopment Analysis,” American Marketing Association’s Summer  
Educators’ Conference, Marketing Research Special Interest Group [SIG] pre-  
conference special session on “Contemporary Marketing Research Methods and  
Issues,” San Diego, August 1996.

Leonard J. Parsons  
“Remarks on Market Response Models,” UCLA Family Reunion, Los Angeles,  
May 1996.

Leonard J. Parsons and Mark Peterson  
“Forecasting the Effects of Changing Age Distributions on Product Consumption,” INFORMS Marketing Science Conference, University of Florida, Gainesville, March 1996.

Leonard J. Parsons  
“Estimating the Potential for a Major Retail Development,”  
Recent Advances in Retailing & Services Science Conference,  
Broadbeach/Surfers Paradise, Australia, July 1995.

Leonard J. Parsons and Helen A. Shuford  
“Qualifying Sales Leads: A Model-based Approach,” INFORMS Marketing  
Science Conference, Sydney, Australia, July 1995.

Leonard J. Parsons and Douglas J. Dalrymple  
“Measuring Salesforce Efficiency Using Data Envelopment Analysis,”  
CBIM-ISBM Workshop on Transfiguring the Salesforce, Atlanta, 1995.

Leonard J. Parsons  
“Benchmarking for Marketing Productivity,” keynote address, First  
International Workshop on Service Productivity, European Institute for  
Advanced Studies in Management, Brussels, 1994.

Leonard J. Parsons  
“Forecasting with Market Response Models,” five-hour tutorial, American  
Marketing Association’s Marketing Research Conference, San Francisco, 1994.

Leonard J. Parsons  
“Benchmarking Retail Outlet Performance,” invited presentation, Recent  
Advances in Retailing and Service Science Conference, sponsored by The  
Canadian Institute of Retailing and Services Studies (CIRASS) and The  
European Institute of Retailing and Services Studies (EIRASS), Lake Louise,  
Banff National Park, Alberta, Canada, 1994.

Leonard J. Parsons  
“Where the Yellow Went: What Happens to Nonsignificant Regression  
Variables,” International Research Seminar in Marketing, La Londe Les  
Maures (France), 1993.

Leonard J. Parsons  
“Assessing the Viability of a New Supermarket Using an MCI Model,”  
European Marketing Academy Conference, Escuela Superior de  
Administracion y Dirección de Empresas (ESADE), Barcelona, 1993.

Leonard J. Parsons  
“Methods for Evaluating Performance and Setting Goals for Individual Stores  
within a Chain,” University of Florida,  
Center for Retailing Education and Research, 1992.

Leonard J. Parsons  
“Retail Outlet Performance Study,” TIMS Marketing Science  
Conference, London Business School, 1992.

Leonard J. Parsons  
“Aggregate Response to Advertising,” Joint Statistical Meetings of the  
American Statistical Association, Biometric Society, and Institute of  
Mathematical Statistics, Atlanta, 1991.

Leonard J. Parsons  
“Data Envelopment Analysis of Sales’ Representatives Efficiencies,”  
Pharmaceutical Management Science Association, Captiva Island Florida, 1991.

Leonard J. Parsons  
“Estimation of a Frontier Production Function for a Sales Force,” TIMS  
Marketing Science Conference, University of Delaware/ Dupont, 1991.  
Citations: 1

Leonard J. Parsons  
“Measuring Sales Force Efficiency Using Data Envelopment Analysis,” TIMS  
Marketing Science Conference, University of Illinois, 1990.  
Citations: 6

Leonard J. Parsons  
“New Applications [including chaos theory] of Econometrics in  
Marketing”, Symposium in Honor of Frank M. Bass, University of Texas,  
Dallas, 1988.

Leonard J. Parsons  
“Poisson Regression,” TIMS/ORSA Marketing Science Conference, Centre  
HEC-ISA (France), 1987.

Leonard J. Parsons and Franklin S. Houston  
“Modeling Cumulative Advertising as a Continuous Function,”  
TIMS/ORSA Marketing Science Conference, University of Texas, Dallas, 1986.

Franklin S. Houston and Leonard J. Parsons  
“Meta Analysis Using Econometric Methods,” TIMS/ORSA Marketing Science  
Conference, University of Texas, Dallas, 1986.

Leonard J. Parsons  
“Simultaneous Tobit Analysis,” TIMS/ORSA Marketing Science  
Conference, University of Chicago, Chicago, 1984.

Leonard J. Parsons  
“Tobit Analysis and Its Extensions,” American Marketing Association’s  
Conference on Research Methods and Causal Modeling in Marketing, Sarasota,  
1983.

Leonard J. Parsons  
“Marketing Models and Econometric Research,” SREB Summer  
Research Conference in Statistics, Santa Rosa Island-Pensacola Beach, 1982.

Leonard J. Parsons  
“Improving Marketing Productivity,” TIMS, Atlanta, 1982.  
“The Estimation of Time of Adoption Curves Using Tobit Analysis,”  
TIMS/ORSA Marketing Science Conference, Wharton School,  
University of Pennsylvania, Philadelphia, 1981.

Leonard J. Parsons  
“A Model for Price Promotion,” TIMS/ORSA/MIT/Essec Marketing Science:  
An International Perspective, Cergy, France, 1980.

Leonard J. Parsons

“The Cessation of Nonproductive Competitive Market Activity: A Catastrophe Theoretic Approach,” Special Topics ORSA/TIMS Conference on Market Measurement and Analysis, The University of Texas at Austin, 1980.

Leonard J. Parsons and Fred C. Allvine

“The Diffusion of Promotional Games,” TIMS XXIV International Meeting, Honolulu, 1979.

Leonard J. Parsons and William B. Price

“The Effect of a Retailer’s Risk Sensitivity on Price Policy,” TIMS/ORSA Joint National Meeting, Los Angeles, 1978.

Leonard J. Parsons and Piet Vanden Abeele

“Systematic Variation in Sales Call Carryover Effects,” American Marketing Association Educators’ Conference, Chicago, 1978.

Leonard J. Parsons

“Sales Response Models,” American Marketing Association’s Educators’ Conference,” Chicago, 1978.

Leonard J. Parsons

“The Impact of Advertising on the Aggregate Consumption Function: A Cross-Cultural Comparison,” Western Economic Association, San Diego, 1975.

Leonard J. Parsons and Randall L. Schultz

“Evaluation of Econometric Marketing Models,” ORSA/TIMS Joint National Meeting, San Juan, Puerto Rico, 1974.

Leonard J. Parsons and Randall L. Schultz

“The Impact of Advertising on the Aggregate Consumption Function,” European Meeting, Econometric Society, Oslo, Norway, 1973.

Leonard J. Parsons

“Prediction of Purchase Probabilities from Attitude Measures,” TIMS, Los Angeles, 1970.

Thomas E. Ness and Leonard J. Parsons

“Personal Influences in the Building Industry,” American Marketing Association’s Educators’ Conference, Boston, 1970.

**FACULTY SEMINARS**

University of Alabama  
University of California, Berkeley  
University of California, Los Angeles [UCLA]  
University of California, Riverside [UCR]  
University of California, San Diego [UCSD]  
Carnegie Mellon University (2)  
University of Chicago  
Columbia University  
Erasmus University (Rotterdam, The Netherlands)  
Ecole Supérieure des Sciences Economiques et Commerciales [ESSEC]  
(Cergy-Pontoise, France) (3)  
George Mason University  
University of Georgia (4)  
Rijksuniversiteit Groningen [RuG] (The Netherlands) (2)  
Hacettepe Üniversitesi (Ankara, Turkey)  
Indiana University  
University of Iowa  
Katholieke Universiteit Leuven [KUL] (Belgium) (2)  
Massachusetts Institute of Technology [MIT]  
University of Miami  
University of Pittsburgh  
Université de Rennes 1 (France)  
University of Rochester  
University of Texas, Dallas [UTD]  
Vanderbilt University  
Washington University

**PERSONAL DATA**

Born 1942, Married 1965, Two children, Three grandchildren.  
1732 Trapnell Court  
Dunwoody, Georgia 30338-3514  
USA

**APPENDIX I**  
**MENTORING**

Chaired the following doctoral dissertations:

Name  
Initial appointment  
[field]

Rajinder S. Arora  
Bradley University  
[Marketing]

Joseph Feary  
Jet Propulsion Laboratory  
[Administrative Science]

Walter A. Henry  
University of California, Riverside  
[Marketing]

Patricia M. Hopkins  
California State Polytechnic University, Pomona  
[Marketing]

John F. McElwee  
General Dynamics  
[Marketing]

Margaret Simeral  
University of Oregon  
[Economics]

Robert Stumpf  
California State Polytechnic University, Pomona  
[Marketing]

Laurence R. Takeuchi  
Purdue University  
[Marketing]

*Completed dissertation won an  
American Marketing Association  
Doctoral Dissertation Award  
[John Howard Award]*

## APPENDIX II

### SERVICE

#### *Administrative Service*

**Marketing Area Coordinator**, College of Management, Georgia Tech, 1978-1983, 1987-1988

Scheduled courses, recruited faculty, and encouraged faculty development.

**Capital Campaign**, , College of Management, Georgia Tech, mid-1980s

Was the informal faculty advisor to Dean on his initiative to develop an “International School of Business.” Provided intellectual rationale and attended meetings with ad hoc advisory board chaired by former Governor Busbee. The result was a proposal for 30 million dollar fund raising effort to be chaired by former Governor Sanders. Effort terminated with the arrival of a new President of Georgia Tech.

**International**, College of Management, Georgia Tech

Was the faculty’s international point person between Rod O’Connor and John McIntyre. Helped establish the College’s first joint Masters degree program for students from ESCAE-Clermont (France). Initiated exchange relationship with the Copenhagen Business School (Denmark).

**Lead Professor, Marketing, National Association of Printers and Lithographers Executive Certification Program**, Georgia Tech

Helped the National Association of Printers and Lithographers develop their Executive Certification Program. Subsequently became a Lead Professor in their Marketing I and Marketing II modules.

**Acting Director, Doctoral Studies**, College of Management, Georgia Tech, 1978-1979

Established rules and administered qualifying exams for first doctoral student.

**Chair, Business Administration**, Claremont Graduate School, 1972-1975

Managed the conversion of a business economics program to a business administration program. Educative education program started from scratch. Admitted all students (Masters and Ph.D.) and assigned all financial aid. Monitored student progress. Recruited faculty. Scheduled all courses. Submitted an annual budget and monitored approved budget monthly. Hired and fired secretaries. Faculty included management guru Peter Drucker. Reported directly to Provost and dealt regularly with President. This position would eventually be upgraded to the title of Dean.

#### *College/School Level Internal Service (Georgia Tech only)*

**Member, Masters Committee**, 1986-1988, 1999-2000 **Chair**, 1986-1987

**Member, Ph.D. Committee**, 1981-1986, 1995-1999

Collected information for the development of a course on scientific inquiry.

**Member, Ad Hoc Ph.D. Evaluation Committee**, 1998

**Member, MSM Evaluation Committee, 1993-1994**

Proposed a radical revision MSM core curriculum. The revision emphasized a just-in-time integrated curriculum instead of the traditional functional-oriented landing-slot curriculum.

**Member, Personnel Committee (elected), 1979-1984, 1988-1989**

Helped develop the first written policies and procedures for appointments, promotions, and tenure (APT) process. Many of our practices became accepted by the Institute as well.

**Member, Curriculum Committee, 1979-1980**

Personally proposed what became the Masters core curriculum (until 1994)

**Member Dean's Advisory Committee, 1978-1979**

From 1997 Annual Faculty Evaluation by Dean Lloyd Byars:

“I value your advice in my activities as acting dean.”

**Member, Graduate Committee, 1977-1978**

*Institute Level Service*

**Member, Institute Graduate Curriculum Committee (elected Institute-wide) 1999-present**

Emails from Chair, William Green, Mathematics:

“Thank you for your careful work and for an excellent job.”

“I rely on you to be a steady influence.”

**Member, Institute Committee on International Affairs, 1988-1989**

Letter from President Crecine:

“Thank you for your thoughtful and constructive comments on the proposed reorganization of many of the academic programs at Georgia Tech. You clearly have thought deeply about these issues and your suggestions represent a real advance on our thinking.”

**Member, Institute Ad Hoc Committee on Computing Management, 1986-1987**

**Member, Institute Self-Study Committee on Research, 1982-1984**

**Member, Vice-President of Research's Research Advisory Committee, 1981-1983**

*External Service(Selected)*

**Member, International Peer Review Committee** of METEOR, the research school of the faculty of Economics and Business Administration of the University of Maastricht (Netherlands) on behalf of KNAW, the Dutch equivalent of the U.S. National Science Foundation, 2001.

**Advisory Board, American Marketing Association, Marketing Research Special Interest Group**, 1998

**Academic Secretary, Scientific Committee, Centre for Research on the Economic Efficiency of Retailing [creer]** housed in the Facultés Universitaires Catholiques de Mons [FUCaM], Belgium, 1996

**Chair, American Statistical Association's Section on Statistics in Marketing**, 1995

Executive Committee 1994-1996

**Educational Consultant, European Institute for the Advanced Study of Management**, 1995

Provided advice on a revision of the marketing sequence in the EDEN (European Doctoral Education Network) Program.

**Member, Research and Test Development Committee, Graduate Management Admission Council**, 1988-1990

Chaired a subcommittee responsible for new psychometric and computer-assisted approaches to administering and asking questions on the GMAT.

**Alternative Representative, Graduate Management Admission Council**, 1988-1989

**Educational Consultant, Norwegian School of Marketing (Oslo)**, 1989

Provided advice on curriculum development and the use of the personal computer in the classroom.

**Executive Council, European Marketing Academy**, 1981-1984