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**Linda M. Orr, Ph.D.**  
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## Education

**Doctor of Philosophy, Business Administration, (2005)**

University of Mississippi, University, MS

Major Area: Marketing

Minor Area: Psychology and Statistics

**Masters of Business Administration, (1998)**

Middle Tennessee State University, Murfreesboro, TN

**Bachelor of Business Administration, (1996)**

Middle Tennessee State University, Murfreesboro, TN

Major Area: Marketing

## Academic Experience

**Assistant Professor of Marketing:** The University of Akron, Akron, OH, August 2005 -Present

**Marketing Adjunct Instructor:** Pennsylvania State University, Monaca, PA, June 2004 -June 2005

**Marketing Instructor for Online Independent Study Courses:** The University of Mississippi, University, MS, January 2001 - August 2005

**Marketing and Management Instructor:** Pellissippi State Technical Community College, Knoxville, TN, January 1999 - July 2000

**Graduate Teaching and Research Assistant:** The University of Mississippi and Middle Tennessee State University

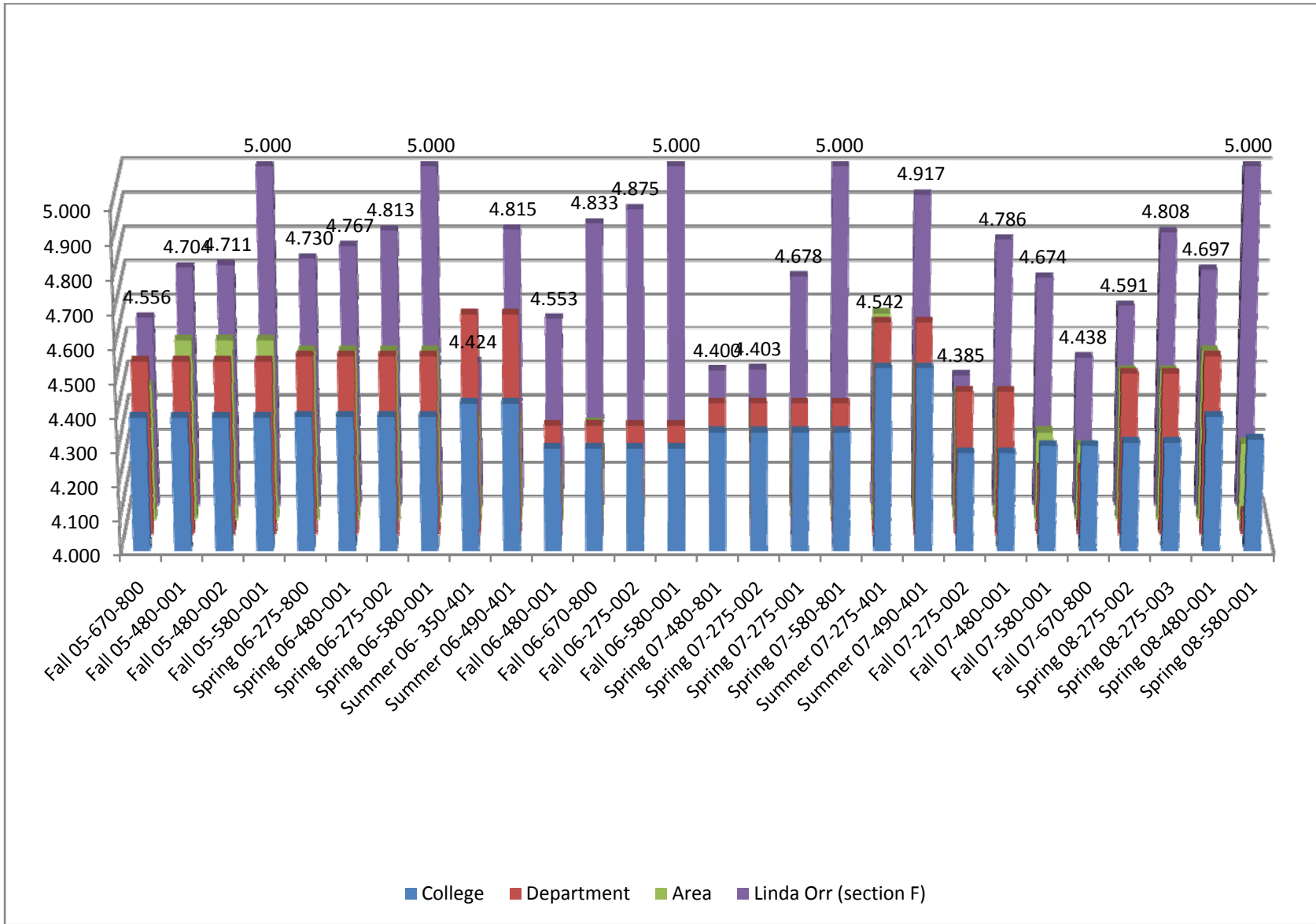
**Graduate Courses Taught**

- Competitive Business Strategies
- Sales Management

**Undergraduate Courses Taught**

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| <ul style="list-style-type: none"><li>• Sales Management</li><li>• Professional Selling</li><li>• Marketing Strategy</li><li>• Integrated Marketing Communications</li><li>• Strategy/Business Policy (capstone course)</li><li>• Management Strategy and Project Planning</li><li>• Principles of Marketing</li></ul> | <ul style="list-style-type: none"><li>• Retailing</li><li>• Advertising</li><li>• Promotion</li><li>• Consumer Behavior</li><li>• Team Leadership</li><li>• Relationship Marketing and Services Marketing</li><li>• Principles of Management</li></ul> |
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**SUMMARY OF TEACHING EVALUATIONS**



## Research and Publications

### Refereed Journals

- A Re-Inquiry of Hofstede's Cultural Dimensions: A Call for 21<sup>st</sup> Century Cross-Cultural Research, **Marketing Management Journal**, in press (2008), with William J. Hauser
- Exploring Ethical Issues Surrounding Information Technology and Sales Force Productivity: A Qualitative Field Study," **Journal of Business Research**, (2007), 60 (11), 1198-1205. With Alan J. Bush, Victoria D. Bush, and Richard A. Rocco.
- Symbolic Money Meanings: Refinements in Conceptualization and Measurement, **Psychology and Marketing**, (2007), 24(9), 743-761. With Gregory M. Rose.
- Practice Makes Perfect: A Case Study for Skill Development, **The Journal of Selling & Major Account Management**, (2006), 6(2), 60-67, with Michael J. Williams, Michael and Jon M. Hawes.
- Building Skills with Professional Activity Reports, **Marketing Education Review**, (2006), spring (16), 35-40, with Jon M. Hawes.
- The Marketing and Ethical Implications of Advertising to Children, **The National Social Science Journal**, (2000), 15(1), article number 13, with Ronald H. Moser.

### Refereed Journal Articles Under Review

- An Investigation of Marketing Exploration and Exploitation: Impact on Marketing Capabilities and Firm Performance, **Journal of Marketing Research**, originally submitted June 2008, **received revise and resubmit August 2008**, plan to resubmit October 2008, with Douglas W. Vorhies and Victoria D. Bush.
- The Contextual Implications of Negative Political Advertising on Other Advertisements: What You Don't Know Can Hurt You, **Journal of Advertising**, under first review, submitted August 2008, with Angela McMillan and Deborah Owens.
- Sales Managers' Perceptions of Sales Force Automation and Codes of Ethics: An Exploratory Investigation, **Journal of Business Ethics**, under first review, submitted August 2008, with Victoria D. Bush and Alan J. Bush.
- Leveraging Firm-Level Marketing Capabilities with Marketing Employee Development: Implications for Performance, **Strategic Management Journal**, under first review, with Douglas W. Vorhies and Victoria D. Bush.

### Books, Book Chapters, and Supplements

- Orr, Linda M. and Jon M. Hawes (2007), *Company and Customer Relations*, Volume 3 in *Marketing in the 21<sup>st</sup> Century*, Bruce Keillor (Ed.), Praeger Publishers: Westport, CT.
- *Chapters authored in above book:*
  - What Does Relationship Marketing Really Mean?
  - It's all about Money and the Bottom Line: Creating and Measuring Sales Effectiveness
  - Learning From Your Customers: Building Market Feedback into Innovation
  - The Ethics of Managing Customer Information: Can Customer Relationship Management Backfire?
- Thomas, Andrew R. Dale M. Lewison, William J. Hauser, and Linda M. Foley (Orr), (2006), *Direct Marketing in Action: Cutting Edge Strategies for Finding and Keeping the Best Customers*, Praeger Publishers: Westport, CT.
- *Chapters authored in above book:*
  - Competitor Analysis: Assessing Competitive Formats and Advantages

- Adaptation and Innovation: Modifying and Changing Direct Marketing Processes
  - Fulfillment and Service: Meeting and Exceeding the Customer's Expectations
  - Measurement and Assessment: Analyzing and Interpreting Performance Results
- Horton (Orr), Linda M. (2002), *The First Twenty-Five Years of the International Journal of Intercultural Relations: Cumulative Author and Subject Index*, Elsevier Scientific, Ltd. Pp 1-199.

#### Research Grants and Awards

- American Marketing Association (AMA) Sales Special Interest Group/Direct Selling Education Foundation (DSEF) Sales Dissertation Research Grant (2003), (\$2,000), Executive report submitted 2005.
- Pennsylvania State University's Institute for the Study of Business Markets (ISBM) Doctoral Dissertation Award Competition, (2003).
- Hearin Foundation Summer Research Grant (2001). Consumer Attitudes Toward Money: Scale Development and Validation, received grant with Gregory M. Rose, (\$10,000).
- Office of Naval Research (2000). Examining Cross-Cultural Values: Synthesis and Measurement, received grant with Gregory M. Rose and Jeffery G. Blodgett, (\$97,632).

#### Referred Proceedings Articles

- Foley, Linda M., Victoria D. Bush and Douglas W. Vorhies (2007), "Internally and Externally-Focused marketing Capabilities," *Proceedings*, Andrea L. Dixon and Karen A. Machleit (Eds), American Marketing Association (AMA) Winter Educators Conference, San Diego, CA, 275.
- Vorhies, Douglas W., Linda M. Foley, and Victoria D. Bush (2007), "Organizational Market Information Processing and Market Learning Capabilities: Implications for Creativity and Performance," *Proceedings*, Andrea L. Dixon and Karen A. Machleit (Eds), American Marketing Association (AMA) Winter Educators Conference, San Diego, CA, 282.
- Gregory Rose and Linda M. Foley (2007), "Symbolic Money Meanings: Conceptualization and Measurement," *Proceedings Society for Consumer Psychology*, Las Vegas, NV, in press.
- Blodgett, Jeffery, Gregory Rose, Linda M. Foley and Aysen Bakir, (2005), "A Test of the Validity of Hofstede's Cultural Dimensions," *Proceedings Cross-Cultural Research Conference*, Cancun, Mexico, Lenard Huff (Ed.), forthcoming.
- Foley, Linda M., Douglas W. Vorhies and Victoria D. Bush (2005), "Organizational Learning and Dynamic Marketing Capabilities - Implications for Organizational Performance," *Proceedings American Marketing Association (AMA) Winter Educators Conference*, San Antonio, TX, Kathleen Seiders and Glenn B. Voss (Eds.), 138-139.
- Baca, Erin, Gregory M. Rose, and Linda M. Horton Foley (2004), "Consumer Susceptibility to Interpersonal Influence in High and Low Context Cultures," *Proceedings Academy of Marketing Science 2004 Conference*, Vancouver, Canada, 30.
- Foley, Linda M. Horton (2004), "A Strategic and Theoretical Approach to Evaluating Marketing Distance Education," *Proceedings 28<sup>th</sup> Annual Marketing Educators' Association Conference*, Beverlee B. Anderson and Deborah Cours (Eds.), Las Vegas, NV, 68.
- Rose, Gregory M., Linda Horton (Foley), Jeffrey J. Blodgett, Bongjin Cho, and Maja Makeovec Brencic (2001), "Assessing Cross-Cultural Values: Synthesis and Measurement," *Proceedings of the 8<sup>th</sup> Cross Cultural Research Conference*, Sponsored by the Association for Consumer Research and the American Psychological Association, Oahu, Hawaii, Terrence Witkowski and Scott Smith (Eds.), on CD-Rom, 1-5.
- Horton (Foley), Linda M., Gregory M. Rose, and Jeffery G. Blodgett, (2001), "A Synthesis of Cross-Cultural Values," *Proceedings of the 2nd Biennial Congress of the International Academy for Intercultural Research*, Dan Landis (Ed.), University, MS, 101.
- Moser, H. Ronald and Linda M. Horton (Foley), (1999), "The Marketing and Ethical Implications of Advertising to Children," *National Social Science Association Perspectives Journal*, Las Vegas, NV, 35.

## Working Papers

- Temporary workers and their impact on productivity, Plan to submit to Sloan Management Review, with Andrew R. Thomas
- Diversity capabilities and Organizational Performance, all data collected, targeted to the *Journal of Business Research*, with Victoria Bush and Douglas Vorhies.
- Organizational Market Information Processing and Market Learning Capabilities: Implications for Performance, targeted toward the *Journal of Marketing*, with Victoria Bush and Douglas Vorhies.
- Determining the best length and timing of direct mailers, with Andrew Thomas
- Education is a Process not a Place: A Strategic and Theoretical approach to Marketing Distance Education Programs, working on manuscript with William Hauser.
- The State of Current Marketing Research: A Quantitative Analysis of the Need for Replications and Unification,” all data
- Examining Cross-Cultural Values: Synthesis and Measurement, all data collected from over twenty countries for a total of almost 4,000 respondents; targeted to *Journal of Consumer Research*

## Professional Activities

### Papers Presented

- Adaptive Marketing – Assessing the Past and Planning the Future, (2008) Presentation at Interaction 2008 conference, Akron, OH.
- Foley, Linda M. Horton (2004), “The Moderating Role of Organizational Culture and Cultural Diversity in Business-to-Business Selling Encounters,” Winner of the Direct Selling Education Foundation Doctoral Dissertation Award, Presented at the *American Marketing Association Winter Educators’ Conference*, Special session honoring the winners, Scottsdale, AZ.
- Rose, Gregory M., Jeffery G. Blodgett, and Linda M. Horton (Foley), (2001), “Integrating, Conceptualizing, and Exploring Cross-Cultural Values,” Research report to sponsor, Mississippi Consortium for Military Personnel Research sponsored by Navy Personnel Research Science and Technology Office (NPRST) and the Universities of Mississippi and Memphis (also presented on July 20, 2001).

### Discussant

- Marketing Education Association (MEA) 2004 Conference, Las Vegas, NV.

### Editorial Activities/Editor

- American Marketing Association’s (AMA) Academic Resource Center’s Conferences Editor (2005-2006).
- *Marketing Educator Online* Associate Editor (2005-2006).
- ELMAR Conference Database Archivist: Web site developer and archivist of all calls for papers and announcements of conferences for ELMAR (The Electronic Marketing List Serve Hosted by AMA): web address: [elmar.bus.olemiss.edu](http://elmar.bus.olemiss.edu) (2004-2005).

### Reviewer (Journals, Conferences, and Book Chapters)

- American Marketing Association (AMA) Educator Conferences Sales Management Track (2008)
- Marketing Management Association Spring Conference, Integrated marketing Communications track (2005)
- *Marketing Education Review* (2005-Present)
- *International Journal of Intercultural Relations* (2001-Present)
- Marketing Management Association Spring Conference, Education Track (2005)
- American Marketing Association (AMA) Educator Conferences (2005-Present)
- Western Decision Sciences Institute Annual Conferences (2003)

- Perreault, William D. Jr. and E. Jerome McCarthy. (2003). Essentials of Marketing, 9<sup>th</sup> edition. McGraw Hill Irwin. Chapter reviewed: Chapter 9: Product Management and New Product Development.
- Berkowitz, Eric, Kerin, Roger, A., Hartley, Steven, W. (2000). Marketing, 6E. McGraw Hill Irwin.

### **Organizational Involvement**

- American Marketing Association, Member since 2003
- Mu Kappa Tau: Marketing Honorary Society (member since 2007)
- Pi Sigma Epsilon: faculty advisor, national convention judge, since January 2006.
- National Collegiate Sales Competition: coach and faculty advisor since 2006.
- Distributive Education Clubs of America (DECA), Judge for regional, state, and national competitions in Pennsylvania and Tennessee, Member since 1991.
- Product Development & Management Association, Member 2004-2005
- Academy of Marketing Science, Member 2003-2006
- Society for Marketing Advances, Member since 2001
- Association of Consumer Research, Member 2001-2004

## **Professional Recognition**

### **Awards**

- First place professor for Standard Register's "Sales Idol" (2007).
- Office of Naval Research, Fellowship, \$20,000 (2000-2003).
- University of Mississippi Graduate School's Honors Scholarship, \$8,000 (2000-present).
- University of Mississippi, School of Business Administration Fellowship, approximately \$30,000 (2000-2003).
- Society for Marketing Advances Doctoral Consortium Fellow, March 2001.
- Selected to represent the University of Mississippi at the Institute for Research on Intercultural Cooperation and announcement of Geert Hofstede's (2001) edition of *Culture's Consequences*, April 2001, in Tilburg, Netherlands.
- Beta Gamma Sigma: Honorary society for academic excellence in business majors, inducted 1996.

### **Department Service**

- Faculty advisor and mentor for the 2009 National Collegiate Sales Competition
- Marketing Advisory Board Coordinator
- Sales Program Strategic Review Committee
- Attended Tom Hopkins Sales Training Seminar in Columbus, OH February 2008
- Executive Advisory Board Coordinator
- Undergraduate sales program review committee 2008
- Faculty advisor and mentor for the 2008 National Collegiate Sales Competition
- Chair: New Faculty search committee
- Graduate and undergraduate sales program review committee 2007
- Faculty advisor and mentor for the 2007 National Collegiate Sales Competition: Lindsey Smith and Dustin Campbell were both quarterfinalists as a result of these efforts
- Merit Policy Review Committee
- Fisher Institute for Professional Selling: Business Advisory Board Meeting Participant
- Attended Commencement Ceremony, December 2005
- Business Advisory Council Representative (Nominated Position): University of Mississippi.
- Business Administration Advisory Committee Representative (Nominated Position): Mississippi State Technical Community College.
- New curriculum committee: Mississippi State Technical Community College.

### **Career Advising/Mentoring and Community Service**

- Various fund raising and community service activities for Canfield United Methodist Church

- Distributive Education Clubs of America Career Development Conference, Pennsylvania State Competition, March 2004, Seven Springs, PA, attended as a judge and mentor for high school students.
- Distributive Education Clubs of America Career Development Conference, Tennessee State Competition, March 2000, Nashville, TN, attended as a judge and mentor for high school students.

#### **Service/advisor to students, student organizations, or alumni organizations**

- Undergraduate advisor: University of Mississippi.
- Undergraduate advisor: Pellissippi State Technical Community College.

#### **College and University Service**

- Graduation volunteer: December 2008
- Undergraduate Assessment committee (2008-2009)
- CBA research award winner selection committee (2008)
- Intellectual Contributions Committee Member (2006 – Present)
- Faculty advisor for Pi Sigma Epsilon (PSE), University of Akron (2005 – Present)
- Presentation made at the Spring 2006 Advancement Council Meeting
- Nominated guest basketball coach for the women's basketball team
- Senator (Nominated Position): Graduate Student Council at the University of Mississippi.
- Volunteer worker for the Annual Spring Faculty Council Book Sale, Proceeds from the sale of the books go toward scholarships for Pellissippi State students: Pellissippi State Technical Community College.

## **Professional Experience**

#### **Consulting and Executive Education Experience**

- **Hitchcock, Fleming and Associates** (2008): data mining for client
- **Suarez** (2008): Customer lifetime value modeling and segmentation
- **Infocision** (2009): Project to increase direct mailer effectiveness for non-profits.
- **Midwest Industrial Supply** (2008): Examined marketing strategy and focused on how to expand business into mining, municipal, and international arenas.
- **Nicole Jeffrey's Day Spa and Salon** (2007): Examined marketing strategy and focused on how to promote business, increase awareness, and increase male clientele.
- **Pinnacle Sports Facility** (2006): Examined marketing strategy as part of a three-part class project
- **Foseco Steel** (2006): Educator for three day executive education program
- **United Parcel Service (UPS)** (2003): Examined customer satisfaction, brand equity, and the effect of the addition of retail outlets to the firm's strategy

#### **Assistant Marketing Director**

Warner Bros. Records, Nashville, TN

- Maintained relationships with current dealers.
- Analyzed and tracked sales data.
- Identified, developed, and maintained new markets.
- Developed and designed a new catalog of artists and records.
- Increased sales over 300% in six months.

#### **Customer Service Representative**

Ford Motor Credit, Nashville, TN

- Developed and proposed financial solutions to customer credit problems.
- Organized and computed financial extensions, contract rewrites, and finance charges.

#### **Restaurant Industry Experience**

- Restaurant Buyer and Beverage Manager, Kobe Steaks, Nashville, TN.

- Event Manager and Floor Supervisor, Gaylord Entertainment/Opryland USA, Nashville, TN.
- Service and Cash Manager, Chattanooga Choo-Choo, Chattanooga, TN.

