

LANCE A. BETTENCOURT

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EDUCATION

Ph.D., Marketing, emphasis in marketing and management of service companies
Arizona State University, Tempe, AZ May 1998
GPA: 4.0/4.0

B.S., General Business (Summa Cum Laude; Outstanding University Graduate Award) June 1991
California State University, Bakersfield, CA GPA: 4.0/4.0

ACADEMIC APPOINTMENTS

Texas Christian University, Neeley School of Business, Fort Worth, TX 2017-present

Department Chair, Marketing (2025-present)

- Oversee strategy, planning, scheduling, budgeting, hiring, coaching/mentoring, and curriculum development to support departmental, college, and university goals for excellence in teaching, research, and service

Professor of Professional Practice (2023-present)

Associate Professor of Professional Practice (2017-2023)

- Teach undergraduate courses in marketing strategy, international marketing, marketing management (majors and minors), and services marketing; graduate courses in MBA service excellence, PMBA marketing management and EMBA advanced marketing management. Teach Interpersonal Leadership Skills in Neeley Leadership Program. Excellent ratings in all courses.
 - Support marketing and client development work of TCU Neeley Executive Education.

Academic Director, BNSF Neeley Leadership Program (2022-2025)

- Plan strategy. Oversee curriculum. Coach students. Guide selection. Coordinate with faculty and staff to ensure program excellence in attaining leadership development objectives.

Indiana University, Kelley School of Business, Bloomington, IN

1998-2004

Assistant Professor of Marketing & Executive Educator

- Developed and taught courses in undergraduate retail management and MBA customer-oriented strategy development.
 - Consistently rated excellent by students in enthusiasm, knowledge, respect, preparation, clarity, ability to facilitate learning, and ability to make the subject matter meaningful.
 - Responsible for designing and executing marketing education training of corporate marketing executives from leading companies, including 3M and IBM.

Arizona State University-West, Glendale, AZ

1997-1998

Visiting Assistant Professor of Marketing

- Developed and taught courses in marketing principles, global strategic marketing, consumer behavior, marketing research, and marketing strategy. Received excellent ratings in all courses.

PROFESSIONAL WORK EXPERIENCE

- Co-Founder & Managing Partner, Service 360 Partners, LLC 2012-2017
- Manage customer-driven innovation projects from framing to next-generation solution development for both products and services, B2B and B2C.
 - Clients included ADP, Allstate, Tyco, Bombardier Recreational Products, Morningstar, Lake Forest Graduate School of Management, and others.
- Strategyn, Inc. 2004-2011, 2017-current (part-time)
- Innovation Consultant & Executive Trainer
- Manage customer-driven innovation projects from framing to next-generation solution development for both products and services, B2B and B2C.
 - Work with research vendors, conducted focus groups, executed on surveys, data analysis and reporting, and facilitated strategy planning and idea creation.
 - Educate executives of Fortune 500 firms on innovation strategy and execution.
 - Create new services, tools, and educational offerings for innovation and strategy.
 - Client examples: State Farm, Toronto Dominion, Kimberly Clark, Colgate-Palmolive, Microsoft, Hewlett-Packard, Abbott Medical Optics, and others.

UNIVERSITY COURSES TAUGHT

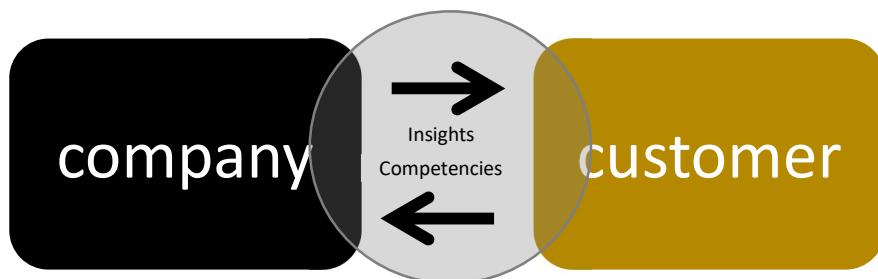
- Marketing Principles/Management (Undergrad, MBA, EMBA), Marketing Strategy, Marketing Research, Consumer Behavior, Retail Management, Customer-oriented Strategy (MBA), Services Marketing (Undergrad and MBA), International Marketing, Interpersonal Leadership Skills; Global Business with an Ethical Lens

OUTSIDE RESEARCH FELLOWSHIPS AND GRANTS

- Neeley Dean's Summer Research Grant, 2024
- Kelley School of Business Productivity-based Research Grant of \$12,000, 2003
- Summer Research Grant, Center for Education and Research in Retailing, 2002
- Senior Research Associate, Research Grant of \$8,000 from Integrated Information Systems to CSL, ASU, 1999
- Senior Research Associate, Research Grant of \$20,000 from Wells Fargo Bank to CSL, ASU, 1997
- Senior Research Associate, Research Grant of \$52,600 from Heller Financial to CSL, ASU, 1997
- ASU Regents Dissertation Fellowship (\$5,000), 1995-1996
- Doctoral Research Fellow Award (\$3,500), CSL, ASU, 1993
- Gene Gallup Graduate Fellow in Services Marketing (\$1,500), ASU, 1992

RESEARCH INTERESTS

Primary research focus: As illustrated below, my research is cross-disciplinary and exists at the intersection of the company and the customer, with the goal of helping companies align unique customer insights with innovative offerings & performance to co-create value with the customer, especially in services.



- What it takes to understand customer needs & satisfaction drivers
- What it takes to motivate value creation behaviors
- What it takes to create and deliver customer value and satisfaction
- What customers want and need from products and services
- What the customer role and motivation is for value co-creation

ACADEMIC AND PROFESSIONAL PUBLICATIONS

*Over 11,700 citations; 3,200+ in the past five years; 4 articles with 1000+ citations; 16 articles with 100+ citations (as of June 3, 2025)

Bettencourt, Lance A. and Mark B. Houston (2024), “The Untested Assumption: Can a Net Promoter Study Be Used to Improve Net Promoter Score?” *International Journal of Market Research*, 66 (2-3), 216-240.

Bettencourt, Lance A., Colleen Harmeling, Yashoda Bhagwat, and Mark B. Houston (2022), “Consumer Job Journeys,” *Journal of Service Research*, 25 (3), 347–370 (lead article in issue).

Bettencourt, Lance A., B. Joseph Pine II, James H. Gilmore, and David W. Norton (2022), “The ‘New You’ Business: How to Compete on Personal Transformations,” *Harvard Business Review*, 100 (January–February), 70-81.

Bettencourt, Lance A. (2018), “Service Innovation – A Jobs To Be Done Guide,” in *Marketing Wisdom*, Kartikeya Kompella, ed., Springer, pp. 157-171.

Bettencourt, Lance A., Edward U. Bond III, Michael S. Cole, and Mark B. Houston (2017), “Domain-Relevant Commitment and Individual Technical Innovation Performance,” *Journal of Product Innovation Management*, 34 (2 | March), 159-180.

Bettencourt, Lance A. (2015), “Why Scaling the Ivory Tower Is Worth Your While,” *Marketing News*, 49 (6 | June), 30-32.

Bettencourt, Lance A., Christopher P. Blocker, Mark B. Houston, and Daniel J. Flint (2015), “Rethinking Customer Relationships,” *Business Horizons*, 58 (1 | January–February), 99-108.

Bettencourt, Lance A., Robert F. Lusch, and Stephen L. Vargo (2014), “A Service Lens on Value Creation:

Marketing's Role in Achieving Strategic Advantage," *California Management Review*, 57 (1 | Fall), 44-66.
[One of the Top 10 most cited CMR articles of 2014-2015 in 2016; A Top 10 most cited CMR article in 2017]

Bettencourt, Lance A., Mark B. Houston, and Christopher P. Blocker (2013), "How to Recover Well in Business-to-Business," *Velocity*, 15 (2), 12-14.

Bettencourt, Lance A. and Stephen W. Brown (2013), "From Goods to Great: Service Innovation in a Product-Dominant Firm," *Business Horizons*, 56 (May-June), 277-283.

Bettencourt, Lance A. (2013), "Shaping a Job-centric Service Innovation Strategy," *Marketing Management*, 22 (March), 26-34.

Bettencourt, Lance A., Stephen W. Brown, and Nancy J. Sirianni (2013), "The Secret to True Service Innovation," *Business Horizons*, 56 (January-February), 13-22. (TOP 5 in BH Citations for 2014, 2015 to June 2016)

Blocker, Christopher P., Lance A. Bettencourt, Mark B. Houston, and Daniel J. Flint (2013), "Do Your Customers *Really* Want a Relationship with You?" *Keller Center Research Report*, June, Available at: <http://www.baylor.edu/business/kellercenter/news.php?action=story&story=130077>

Bettencourt, Lance A. (2012), "Achieving Service Excellence in Real Estate," *Keller Center Research Report*, September, Available at: http://www.baylor.edu/business_new/kellercenter/doc.php/194348.pdf

Bettencourt, Lance A. (2012), "Fundamental Tenets of Service Excellence," *Marketing Management*, 21 (Fall), 18-23.

Zablah, Alex R., Lawrence B. Chonko, Lance A. Bettencourt, George Allen, and Alexander Haas (2012), "A Job Demands-Resources (JD-R) Perspective on New Product Selling: A Framework for Future Research," *Journal of Personal Selling & Sales Management*, 32 (Winter), 73-87.

Bettencourt, Lance A. and Scott L. Bettencourt (2011), "Innovating On the Cheap," *Harvard Business Review*, 89 (June), 88-94.

Bettencourt, Lance A. (2009), "Debunking Myths About Customer Needs," *Marketing Management*, 18 (January-February), 46-52.

Bettencourt, Lance A. and Anthony W. Ulwick (2008), "The Customer-Centered Innovation Map," *Harvard Business Review*, 86 (May), 109-114. (Reprinted in *Harvard Business Review on Inspiring & Executing Innovation*, Boston: HBR Press, 2011; and *HBR's 10 Must Reads on Innovation*; Boston: HBR Press, 2012)

Ulwick, Anthony W. and Lance A. Bettencourt (2008), "Giving Customers a Fair Hearing," *MIT Sloan Management Review*, 49 (Spring), 62-68.

Bettencourt, Lance A., Stephen W. Brown, and Scott B. MacKenzie (2005), "Customer-oriented Boundary-spanning Behaviors: Test of a Social Exchange Model of Antecedents," *Journal of Retailing* 81 (2), 141-157.

Bettencourt, Lance A. (2004), "Change-oriented Organizational Citizenship Behaviors: The Direct and Moderating Influence of Goal Orientation," *Journal of Retailing*, 80 (3), 165-180.

Bettencourt, Lance A. and Stephen W. Brown (2003), "Role Stressors and Customer-oriented Boundary-spanning Behaviors in Service Organizations," *Journal of the Academy of Marketing Science*, 31 (Fall), 394-408.

Schmidt, Thomas A., Mark B. Houston, Lance A. Bettencourt, and Paul D. Boughton (2003), "The Impact of Voice and Justification on Students' Perceptions of Professors' Fairness," *Journal of Marketing Education*, 24 (August), 177-186.

Bettencourt, Lance A., Amy L. Ostrom, Stephen W. Brown, and Robert I. Roundtree (2002), "Client Co-Production in Knowledge Intensive Business Services," *California Management Review*, 44 (Smr), 100-128.

Bettencourt, Lance A. and Mark B. Houston (2001), "The Impact of Article Method Type and Subject Area on Article Citations and Reference Diversity in JM, JMR, and JCR," *Marketing Letters*, 12 (4), 327-340.

Bettencourt, Lance A. and Mark B. Houston (2001), "Reference Diversity in JCR, JM, and JMR: A Reexamination and Extension of Tellis, Chandy, and Ackerman (1999)," *Journal of Consumer Research*, 27 (September), 313-323. (*order of authorship is alphabetical for this paper & Marketing Letters*)

Bettencourt, Lance A., Kevin P. Gwinner and Matthew L. Meuter (2001), "A Comparison of Attitude, Personality, and Knowledge Predictors of Service-Oriented Organizational Citizenship Behaviors," *Journal of Applied Psychology*, 86 (February), 29-41.

Houston, Mark B. and Lance A. Bettencourt (1999), "But That's Not Fair! An Exploratory Study of Student Perceptions of Instructor Fairness," *Journal of Marketing Education*, 21 (August), 84-96.

Lastovicka, John L., Lance A. Bettencourt, Renee Shaw Hughner and Ronald J. Kuntze (1999), "Lifestyle of the Tight and Frugal: Theory and Measurement," *Journal of Consumer Research*, 26 (June), 85-98.

Houston, Mark B., Lance A. Bettencourt and Sutha Wenger (1998), "The Relationship Between Waiting in a Service Queue and Evaluations of Service Quality: A Field Theory Perspective," *Psychology and Marketing*, 15 (December), 735-753 (lead article in issue).

Bettencourt, Lance A. (1997), "Customer Voluntary Performance: Customers as Partners in Service Delivery," *Journal of Retailing*, 73 (3), 383-406.

Bettencourt, Lance A. and Stephen W. Brown (1997), "Contact Employees: Relationships Among Workplace Fairness, Job Satisfaction and Prosocial Service Behaviors," *Journal of Retailing*, 73 (Spring), 39-61.

Houston, Mark B., Lance A. Bettencourt and Sutha Shanmuganathan (1997), "Over the Line?" *Bank Marketing*, 29 (November), 42-48.

Bettencourt, Lance A. and Kevin Gwinner (1996), "Customization of the Service Experience: The Role of the Frontline Employee," *International Journal of Service Industry Management*, 7 (2), 3-20 (lead article).

BOOKS

Bettencourt, Lance A. (2010). *Service Innovation: How to Go from Customer Needs to Breakthrough Services*. New York: McGraw-Hill. (2012 Finalist for the Berry-AMA Book Prize for the Best Book in Marketing)

AMA BLOGS

- Word-of-Mouth Seeding and Marketing Mix Planning: When Is More Better? (2019):
<https://www.ama.org/2019/04/29/word-of-mouth-seeding-and-marketing-mix-planning-when-is-more-better/>
- How to Make a Customer Referral Program Even Better (2018):
<https://www.ama.org/resources/Pages/How-to-Make-a-Customer-Referral-Program-Even-Better.aspx>
- Don't Text and Shop: You Might Just Fall into an Extra Purchase (2018):
<https://www.ama.org/academics/Pages/Text-and-Shopping-Leads-to-Extra-Purchase.aspx>
- Appealing to Potential Donors: When Less Information Is More (2018):
<https://www.ama.org/resources/Pages/How-to-Appeal-to-Potential.aspx>
- What's the Value of a Like (2018): <https://www.ama.org/resources/Pages/How-to-Use-Facebook-and-Other-Social-Media-Effectively.aspx>
- <https://www.ama.org/resources/Pages/Is-Shifting-from-Traditional-Advertising-Good-for-Business.aspx> (2017)
- <https://www.ama.org/resources/Pages/Managing-Brand-Equity-Incorrectly.aspx> (2017)
- <https://www.ama.org/resources/Pages/What-Your-Marketing-Message-Should-Be-for-Comparatively-Expensive-Product.aspx> (2017)
- <https://www.ama.org/resources/Pages/Worth-Treat-Customers-Employees-Well.aspx> (2017)
- <https://www.ama.org/resources/Pages/just-playing-around.aspx> (2017)
- <https://www.ama.org/resources/Pages/heroic-marketing-creates-enduring-firm-value.aspx> (2017)
- <https://www.ama.org/resources/Pages/customers-become-worst-enemies-or-best-friends.aspx> (2017)
- <https://www.ama.org/resources/Pages/style-substance-balance-product-design.aspx> (2017)
- <https://www.ama.org/resources/Pages/want-increase-sales-ask-for-positive-customer-feedback.aspx> (2017)
- <https://www.ama.org/resources/Pages/rewarding-green-customers.aspx> (2017)
- <https://www.ama.org/resources/Pages/make-customer-work-appealing.aspx> (2017)
- <https://www.ama.org/resources/Pages/customer-participation-new-product-development.aspx> (2017)
- <https://www.ama.org/resources/Pages/do-raw-ideas-innovation-matter.aspx> (2017)
- <https://www.ama.org/publications/MarketingNews/Pages/the-perils-of-proactive-churn-prevention.aspx>
- <https://www.ama.org/publications/MarketingNews/Pages/want-appreciation-a-simple-thank-you-may-do.aspx>
- <https://www.ama.org/publications/MarketingNews/Pages/why-scaling-the-ivory-tower-is-worth-your-while.aspx>
- <http://blog.ama.org/the-science-of-innovation-adoption/>
- <http://blog.ama.org/why-free-trials-are-worth-your-while/>

MARKETING NEWS PUBLICATIONS FROM AMA BLOGS

Bettencourt, Lance A. (2016), "How to Balance Style and Substance in Product Design," *Marketing News*, 50 (July/August), 14-15.

Bettencourt, Lance A. (2016), "It's Easy Being Green," *Marketing News*, 50 (June), 20-21.

Bettencourt, Lance A. (2016), "How to Make Customer Work More Appealing," *Marketing News*, 50 (May), 14-15.

Bettencourt, Lance A. (2016), "The Raw Idea," *Marketing News*, 50 (April), 14-15.

Bettencourt, Lance A. (2016), "How Premium Product Extensions Could Help Your Rivals," *Marketing News*, 50 (March), 4-5.

Bettencourt, Lance A. (2016), "The Science of Innovation Adoption," *Marketing News*, 50 (January), 28-30.

RESEARCH PAPERS IN PROGRESS

Bettencourt, Lance A. and Mike Boysen, "Using AI to Uncover Customers' Job-to-Be-Done Needs," (targeted for *Customer Needs and Solutions*; in process)

- AI is a promising alternative source for identifying customer needs. While recent research using machine learning shows promise in replicating a human-generated list of customer needs at much lower expense and time (Timoshenko and Hauser, 2019), there remain other limitations with this approach. Foremost among the practical challenges is the relative sophistication required to program and train a machine-learning process to identify and code a set of customer needs. The present research investigates two research questions:
 - Are the steps in an AI-generated job map comparable to interview-based, human-generated job map steps?
 - Are AI-generated customer outcomes comparable to interview-based, human-generated customer outcomes?

Bettencourt, Lance A., "The Customer-Centered Innovation Portfolio," (proposal in process for *Harvard Business Review*)

- This article introduces a customer-centered perspective and toolkit that offer a systematic and reliable approach to managing a company's innovation portfolio. Rather than beginning with an innovation type in mind which leads to siloes of innovation with unknown customer value, this article relies on a customer-centered perspective of the market, anchored around the growing popularity of the customer job-to-be-done, that provides the insight companies need to create an innovation portfolio that includes the many types of innovation companies seek and yet has a clear connection to customer needs and value.

Bettencourt, Lance A., "Using Consumer Reviews to Inform a Purchase Decision," (targeted for *Journal of the Academy of Marketing Science*; on hold due to inability to collect large-scale survey data)

- Consumer reviews are used increasingly by other consumers to inform purchase decisions. And while there is considerable research on how the characteristics of reviews, products, and consumers impact consumer evaluations, research has not investigated specific consumer needs on using consumer reviews that might point to interesting features to develop and test beyond those envisioned today. Based on qualitative interviews and an exploratory sample, I have developed a formative index of 61 need statements across 7 steps in the experience of using online consumer reviews. The next step is to validate and refine the index using a representative sample of US consumers.

Bettencourt, Lance A., "Student Needs and the Sudden Transition from In-Person to Remote Learning due to COVID-19: Opportunities and Recommendations ,," (R&R for *Journal of Marketing Education*, but could not make turnaround; on hold)

- This article applies jobs-to-be-done thinking to gain actionable insight into student needs related to the sudden transition from in-person to remote learning caused by the COVID-19 pandemic. Qualitative research is used to uncover 29 solution-independent outcomes and 12 emotional jobs that students used to evaluate the transition experience. Survey research is used to prioritize the outcomes and emotional jobs based on student ratings of importance and satisfaction. A combined high average importance and low average satisfaction reveals considerable opportunity for university planning and preparation for a possible future sudden disruption of in-person learning whether caused by a pandemic, flood, hurricane, wildfire, or other event. Detailed recommendations are offered for the most important and highest opportunity (high importance combined with low satisfaction) outcomes and emotional jobs based on an ideation session with students in a services marketing course.

RESEARCH PRESENTATIONS AND PAPERS PRESENTED AT CONFERENCES

Houston, M.B., C. Harmeling, L. Bettencourt, and Y. Bhagwat (2018) "Consumer Job Journeys," presented at the ASU Center for Services Leadership Compete Through Service Symposium, Scottsdale, AZ, October 2018. [INVITED]

Houston, M.B., C. Harmeling, L. Bettencourt, and Y. Bhagwat (2018) "Consumer Job Journeys," presented as part of refereed special session at the 2018 AMA Summer Educators Conference, Boston, MA.

Houston, M.B., C. Harmeling, L. Bettencourt, and Y. Bhagwat (2018) "Customer Job Journeys: Implications for Organizational Frontlines," presented at the Organization Frontlines Research conference, Winter AMA Conference, New Orleans, LA, February 2018. [INVITED]

Houston, Mark B., Lance A. Bettencourt, and Edward Bond, "Innovation in a Product Development Context: The Role of the Individual" in *2005 AMA Summer Educators' Conference Proceedings*, Mark B. Houston and Beth A. Walker, eds., Vol. 16, Chicago, IL: American Marketing Association.

Schmidt, Thomas A., Mark B. Houston, Lance A. Bettencourt, and Paul D. Boughton (2002), "The Impact of Voice and Justification on Students' Perceptions of Professors' Fairness," *2002 AMA Winter Educators' Conference Proceedings*, Ken Evans and Lisa Scheer, eds. Vol. 13, Chicago, IL: American Marketing

Association, p. 467.

Bettencourt, Lance A., Stephen W. Brown, Amy Ostrom, and Robert Roundtree (2001), "Competitive Advantage Through Client Co-Production," *Frontiers in Services Conference*, American Marketing Association, University of Maryland, Washington, DC.

Bettencourt, Lance A. (2001), "Market-oriented Work-role Innovation Behaviors of Retail Salespeople: A Model and Research Propositions," *2001 AMA Winter Educators' Conference Proceedings*, Ram Krishnan and Madhu Viswanathan, eds. Vol. 12, Chicago, IL: American Marketing Association, p. 269.

Bettencourt, Lance A. and Stephen W. Brown (2000), "How Does Role Stress Impact Citizenship Performance Among Customer Service Employees?" *2000 AMA Winter Educators' Conference Proceedings*, John P. Workman, Jr. and William D. Perreault, Jr., eds. Vol. 11, Chicago, IL: American Marketing Association, p. 199.

Houston, Mark B. and Lance A. Bettencourt (2000), "Is Diversity All That It's Cracked Up to Be?" *2000 AMA Winter Educators' Conference Proceedings*, John P. Workman, Jr. and William D. Perreault, Jr., eds. Vol. 11, Chicago, IL: American Marketing Association, p. 120.

Bettencourt, Lance A. and Stephen W. Brown (1998), "The Service-Oriented Citizenship Performance of Customer-Contact Employees," *Frontiers in Services Conference*, American Marketing Association, Vanderbilt University, Nashville, TN.

Bettencourt, Lance A. and Stephen W. Brown (1998), "The Service-Oriented Citizenship Performance of Customer-Contact Employees," special session at the *1998 AMA Summer Educators' Conference*, American Marketing Association, Boston, MA.

Bettencourt, Lance A. and Kevin Gwinner (1998), "Service-Oriented Citizenship Performance of Customer-Contact Employees: A Empirical Investigation," *1998 AMA Summer Educators' Conference Proceedings*, Ronald C. Goodstein and Scott B. MacKenzie, eds., Vol. 9, Chicago, IL: American Marketing Association, 262-263.

Houston, Mark B. and Lance A. Bettencourt (1998), "But That's Not Fair! An Exploratory Study of Student Perceptions of Instructor Fairness," *1998 AMA Summer Educators' Conference Proceedings*, Ronald C. Goodstein and Scott B. MacKenzie, eds., Vol. 9, Chicago, IL: American Marketing Association, p. 212 (best student paper in conference award).

Houston, Mark B., Lance A. Bettencourt and Sutha Shanmuganathan (1997), "Waiting in the Queue for Service: The Relationship Between Waiting and Evaluations of Service Quality," *1997 AMA Summer Educators' Conference Proceedings*, William M. Pride and G. Tomas M. Hult, eds., Vol. 8, Chicago, IL: American Marketing Association, p. 20.

Bettencourt, Lance A. (1996), "Customers as Good Citizens: An Empirical Investigation of Customer Citizenship Performance," *Frontiers in Services Conference*, American Marketing Association, Vanderbilt University, Nashville, TN.

Bettencourt, Lance A. (1995), "The Citizenship Performance of Customers," in *1995 AMA Summer Educators'*

Conference Proceedings, Barbara B. Stern and George M. Zinkhan, eds., Vol. 6, Chicago, IL: American Marketing Association, 73-74.

Bettencourt, Lance A. and Stephen W. Brown (1995), "Workplace Fairness and the Attitudes and Behaviors of Customer-Contact Employees," *Frontiers in Services Conference*, American Marketing Association, Vanderbilt University, Nashville, TN.

Brown, Stephen W. and Lance A. Bettencourt (1994), "The Exceptional Service Employee: Delighting Customers, Co-Workers, and the Firm," *International Quality in Services Conference IV*, Hartford, CT.

Bettencourt, Lance A. and Stephen W. Brown (1994), "The Extra-Role Customer Service Behavior of Front-Line Employees: An Empirical Investigation," *Recent Advances in Retailing and Services Science Conference*, University of Alberta, Alberta, Canada.

Bettencourt, Lance A. (1994), "Enhancing the Performance of Service Employees: Precursor to Customer Satisfaction," *University of Houston Doctoral Symposium*, Texas.

Bettencourt, Lance A. and Stephen W. Brown (1993), "The Extra-Role Performance of Service Employees on Behalf of their Customers and Firms," in *1993 AMA Summer Educators' Conference Proceedings*, David W. Cravens and Peter R. Dickson, eds., Vol. 4, Chicago, IL: American Marketing Association, 125-126.

RESEARCH-BASED CONSULTING PROJECTS

Bridgestone/Firestone, Inc., Nashville, TN 2001-2002

- Study was initiated by regional HR director to identify potential gaps in annual associate opinion survey and to allow a multivariate analysis of drivers of critical associate outcomes.
- Developed and implemented questionnaire to identify key leadership and job design drivers of critical retail store associate outcomes such as job satisfaction, organizational commitment, and turnover intentions.
- Written report specified improvement priorities such as developing leadership capabilities in rewarding and praising store associates.

Integrated Information Systems (IIS), Tempe, AZ 1999-2001

- Study was initiated by CEO and executive marketing team to identify improvement opportunities in client management process.
- Designed and implemented study to identify client behaviors that contribute to successful project completion. Developed interview guide and conducted interviews with IIS and client project leads.
- Written report identified seven critical client lead behaviors that IIS needs to manage through partnership development activities.

Army & Air Force Exchange Service (AAFES), Dallas, TX 1999-2000

- Study was initiated by AAFES executive merchandising team to assess current strengths and weaknesses in making a transition to a category management merchandising organization.
- Designed focus group interview guides and conducted focus groups with merchandising employees.
- Written report identified structural and operational changes needed based on a comparison of AAFES merchandising organization and process to industry benchmark standards.

- Wells Fargo Bank (WFB), Phoenix, AZ 1997-1998
- Study was initiated by regional president to identify leadership development priorities within branches.
 - Designed focus group interview guides and conducted focus groups with branch employees to identify leadership behaviors to study. Developed and implemented questionnaire to assess current customer service employee perceptions of branch leadership.
 - Written report identified leadership priorities and action steps for region. Individual branch managers also received personalized reports specifying leadership strengths and weaknesses and individual action plans.
- Heller Business Credit (HBC), Chicago, IL 1996-1997
- Study was initiated by HBC president and executive marketing team to assess service climate perceptions and to identify which service climate features drive service quality delivery in support of value proposition.
 - Conducted in-depth interviews with a variety of HBC service delivery positions to identify service climate themes and relevant indicators. Developed and implemented questionnaire to assess HBC service climate.
 - Written report recommended two service climate factors as improvement priorities based on their relationship to service quality delivery and their moderate ratings by service employees.

OTHER PROFESSIONAL COVERAGE & EXPERIENCE

- Interviewed for ProductQuest podcast with Scott Burleson and colleagues - [Ep69: Difficult Outcome statements in Jobs-to-be-Done - Part 1 \(youtube.com\)](#) & [Ep70: Difficult Outcome Statements in Jobs-to-be-Done on the Product Quest Podcast \(youtube.com\)](#) - 2024
- Webinar for Strategyn on job journey: [Webinar - Improve the Customer Experience by Understanding the Consumer Job Journey | Strategyn](#) – 2022
- Interviewed for ProductQuest podcast with Scott Burleson and colleagues - [Episode 3: Jobs-to-be-done and the Customer Job Map with Lance Bettencourt | Product Quest Podcast](#) - 2022
- TCU Master Leaders Program Cohort 4 (2021-2022) – Graduation: June 8, 2022
- Invited speaker: JTBD Summit – Europe 2021
- Judge: JTBD Europe Award 2020, 2022
- Invited Attendee, BRT CEO Innovation Summit and Dinner in Washington, DC - Dec. 6, 2018
- Selected participant in the ANA Educational Foundation's (AEF) 2020 Visiting Professor Program (VPP), June 1-5, 2020
- Keynote speaker at Innovate Carolinas annual conference, Innovating Beyond the Product, 2016: "Stop Thinking About Service! It's Not What Your Customer Needs"
- Webinar for Center for Services Leadership at Arizona State University, 2013: "Boundless Service Innovation: The Power of Combining Service and Job-Centric Insights"
https://wpcarey.asu.edu/surveys/survey_caller_wpc.cfm
- Webinar for Center for Services Leadership at Arizona State University, 2010: "Service Innovation: It's All About Getting the Job Done" <http://wpcarey.asu.edu/csl/events-programs/webinar-downloads.cfm>
- Foreword to *The Social Innovation Imperative* by Sandy Bates, New York: McGraw-Hill, 2012.
- Interview with ConQuest, Consulting Club of IIM Shilong: <http://www.iims->

- [conquest.in/shownews.php?subaction=showfull&id=1312114735&archive=&start_from=&ucat=5&](http://conquest.in/shownews.php?subaction=showfull&id=1312114735&archive=&start_from=&ucat=5&conquest.in/shownews.php?subaction=showfull&id=1312114735&archive=&start_from=&ucat=5&)
- Interview with IdeaConnection: <http://www.ideaconnection.com/open-innovation-articles/00227-Service-Innovation-Getting-the-Job-Done.html>
- Podcast with Business901: <http://itunes.apple.com/us/podcast/business901/id301378020?ign-mpt=u0%3D4>
- Blogs on HBR.org: http://blogs.hbr.org/cs/2010/09/designing_innovative_services.html / http://blogs.hbr.org/cs/2010/10/how_do_customers_experience_yo.html / http://blogs.hbr.org/cs/2011/02/innovations_in_service_must_lo.html
- Book review on Innovation Management: <http://www.innovationmanagement.se/2010/10/28/service-innovation-how-to-go-from-customer-needs-to-breakthrough-services/>
- Blogger references and reviews: <http://timkastelle.org/blog/2011/01/innovation-a-new-match-between-need-and-solution/> | <http://www.innovationmanagement.se/2010/10/28/service-innovation-how-to-go-from-customer-needs-to-breakthrough-services/> | http://www.customerthink.com/blog/marketing_milkshakes_and_innovation | <http://smallbiztrends.com/2010/08/grow-sales-through-service-innovation.html> | <http://paul4innovating.com/2010/09/30/grounding-innovation-through-convergence-on-jobs-to-be-done/> | <http://cloudtribes.us/innovate-to-survive/> | <http://www.insightsfromanalytics.com/blog/bid/309315/How-Consumer-Insights-Lead-to-New-Product-Development> | <http://www.pebbleroad.com/perspectives/the-job-to-be-done-theory-for-designers/>
- Book review on SmallBizTrends: <http://smallbiztrends.com/2010/08/grow-sales-through-service-innovation.html>
- Book Award Nominations & Finalists: <http://bookawards.smallbiztrends.com/management/service-innovation/> | http://themarketingfoundation.org/berry_winners.html
- Recommendations on Executive Reading Lists: <http://www.worklifeart.com/blog/2013/2/13/product-manager-reading-list>
- Service Innovation book translated into Chinese, Italian, and Korean

SERVICE TO THE MARKETING DISCIPLINE

- Editorial Review Board Member, *Journal of Service Research*, 2020-
- Ad hoc reviewer, *Journal of the Academy of Marketing Science*, 2020, 2022, 2023, 2024, 2025
- Ad hoc reviewer, *Journal of Service Research*, 2019, 2020
- Ad hoc reviewer, *Academy of Marketing Science Review*, 2017
- Ad hoc reviewer, *Human Performance*, 2014
- Ad hoc reviewer, *Journal of Product Innovation Management*, 2014
- Reviewer, 2011 PDMA Research Competition, Jonathon Bohlmann, Serdar Dermusoglu, and Subin Im, Co-Chairs
- Ad Hoc Reviewer, *Journal of Marketing*, Roland Rust, Editor, 2005
- Reviewer, Service Marketing Track, 2004 AMA Summer Educators' Conference, Scott W. Kelley, Track Chair
- Reviewer, Service Connections Track, 2004 AMA Winter Educators' Conference, Julie Baker, Track Chair
- Selection Committee Chairperson, SERVSIG Annual Best Services Paper Award, 2003

- Ad Hoc Reviewer, *Journal of Marketing*, Ruth Bolton, Editor, 2002, 2003, 2004
- Ad Hoc Reviewer, *OBHDP*, John Schaubroeck, Associate Editor, 2004
- Ad Hoc Reviewer, *Journal of Marketing Theory and Practice*, Michael J. Dorsch, Editor, 2002
- Reviewer, Service Connections Track, *2003 AMA Winter Educators' Conference*, Amy L. Ostrom, Track Chair
- Ad Hoc Reviewer, *Journal of the Academy of Marketing Science*, Rajan Varadarajan, Editor, 2002
- Ad Hoc Reviewer, *Journal of Retailing*, Michael Levy and Dhruv Grewal, Co-Editors, 2001, 2004, 2005
- Ad Hoc Reviewer, *Academy of Management Journal*, Gregory Northcraft, Editor, 2001
- Reviewer, Services Marketing Track, *2001 AMA Summer Educators' Conference*, Dwayne Gremler and Kevin Gwinner, Track Co-Chairs.
- Invited Presenter, 7th Annual Services Marketing Consortium, 2000.
- Ad Hoc Reviewer, *Journal of Retailing*, Louis P. Bucklin, Editor, 2000
- Session Chair, Frontiers in Services Conference, Roland T. Rust, Patrick Harker, and Valarie Zeithaml, Conference Committee, 2000.
- Reviewer, Services Marketing Track, *2001 AMA Winter Educators' Conference*, Mary Jo Bitner and Lois Mohr, Track Co-Chairs.
- Reviewer, Consumer Behavior Track, Fifth Research Conference on Relationship Marketing at Emory University, Neeli Bendapudi, Track Chair.
- Ad Hoc Reviewer, *Journal of Consumer Research*, Eric J. Arnould, Associate Editor, 2000.
- Reviewer, Services Marketing Track, *2000 Academy of Marketing Science Conference*, K. Douglas Hoffman, Track Chair.
- Reviewer, Services, Retail, and Retail Electronic Commerce Track, *2000 AMA Winter Educators' Conference*, Michael R. Hyman, Track Chair.
- Reviewer, 1999 Academy of Marketing Science Doctoral Dissertation Competition, Julie Baker and Charles W. Lamb, Jr., Co-Chairs.
- Reviewer, *Retailing Management*, 3rd edition, Michael Levy and Barton A. Weitz, 1998
- Ad Hoc Reviewer, *Human Relations*, Tamar Jeffers, Editor, 1998.
- Session Chair, Services Marketing Track, *1998 AMA Summer Educators' Conference*, Stephen S. Tax and Stephen W. Brown, Track Co-Chairs.
- Reviewer, Services Marketing and Retail Management Track, *1998 AMA Winter Educators' Conference*, Valarie A. Zeithaml, Track Chair.
- Reviewer, Services Marketing Track, *1997 Academy of Marketing Science Conference*, Sue Keaveney, Track Chair.
- Reviewer, *Journal of Retailing*, Special Issue on Services Marketing, Mary Jo Bitner, Special Issue Editor, 1996.
- Reviewer and Discussant, Services Marketing/Retailing Track, *1996 AMA Summer Educators' Conference*, Stephen J. Grove and Gregory M. Pickett, Track Co-Chairs.
- Reviewer, *Advances in Services Marketing and Management*, Volumes 4, 5 and 7, Teresa A. Swartz, David E. Bowen and Stephen W. Brown, Editors, JAI Press, Inc., 1995, 1996, 1998.

SERVICE TO THE DEPARTMENT

- Member, department chair search committee; Chair: Bob Leone; Members: Minakshi Trivedi, Mark Houston, Yash Bhagwat, Gretchen Ross, Lan Anh Tan, and Lance Bettencourt; Fall 2024
- Chair, PPP promotion evaluation committee for Brandon Chicotsky; Members: all associate and full

- professors in marketing department; Spring 2024
- Chair, PPP search committee; Members: Minakshi Trivedi, Brandon Chicotsky, & Zain Ali; Fall 2022
 - Member, TCU Neeley UGMCC, 2018-
 - Member, Instructor Search Committee, 2021-2022
 - Reviewer, Summer Research Paper of Charles Lindsey, 2003
 - Member, Marketing Department Doctoral Policy Committee, 2000-2003
 - Member, Office Relocation Committee, Summer 2002
 - Faculty Representative, Corporate Visits to Gap, Macy's East, and Kohl's, 2000-2001
 - Committee Member, Burdine's retail scholarship, 2001
 - Reviewer, Summer Research Papers of Srinivas Sridharan and Monika Kukar-Kinney, 2000
 - Guest Lecturer, Marketing Management Ph.D. Seminar of Rosann Spiro, 2000, 2002
 - Faculty Presenter, Kickoff Meetings for Student Retail Association Spring and Fall 2000
 - Member, Marketing Department Recruiting Committee, Indiana University, 1999, 2002
 - Judge, Federated Stores student essay competition, Indiana University, 1999
 - Department Representative, Undergraduate Program Orientation Open House, August 1999
 - Department Representative, X220 Marketing Panel, 1999, 2002
 - Facilitator, Donation of Archer software from RTMS valued at \$600,000, 1998

SERVICE TO THE COLLEGE

- Member, TCU Neeley Global Programs committee, 2023-
- Honors Thesis Committee Member, Amelia Brown, 2024-2025
- Honors Thesis Committee Chair, Marina Magnant, 2023-2024
- Faculty Advisor, Delta Sigma Pi Business Fraternity, 2022-2025
- Member, TCU Neeley Undergraduate Curriculum Committee, 2019-2025
- Member, Ad Hoc Honors Thesis planning committee (Fall 2022 – Spring 2023); chaired by Beata Jones
- Member, Fellows Academic Director Selection committee; Chair: Suzanne Carter; Members: Meg Lehmann, Lynn Muller, and Lance Bettencourt; Fall 2023
- Chair, Fellows Academic Director Selection committee; Members: Suzanne Carter, Meg Lehmann, Lynn Muller, and Lance Bettencourt; Fall 2022
- Department Representative at various Neeley activities: Business Skills Development lab, TCU Family Weekend Neeley Open House, sophomore marketing information sessions
- TCU Executive Education Presentations: PRSA (Public Relations Society of America) luncheon (April 10, 2019); PwC event on personalization in healthcare (July 18, 2019); Executive Insights Lunch presentation (Feb. 28, 2018); JTBD breakfast session for Frost Bank (Oct. 24, 2018); Customer experience webinar (Sept. 24, 2018)
- Panelist, "JOBS-TO-BE-DONE – Building Innovation with Customer Insights," TCU Neeley Alumni Advantage session, Nov. 2, 2022
- Project Lead, PMBA student needs research project, Contact: Dean David Allen
- Neeley & Associates SME for GM Financial project, Principal: Madison Ladd, Spring 2022
- Neeley & Associates SME for Goodwill project, Principal: Ryan Edwards, Spring 2021
- Neeley & Associates SME for Alcon CRM project, Principal: Rachel Miles, Spring 2020
- Faculty Panel, Neeley New Faculty Orientation, 2019, 2020, 2021, 2022
- Faculty Panel, "Experience TCU" (Feb. 28, 2020) – invitation by Hettie Richardson, Associate Dean as

- one of “our star faculty”
- Faculty Interviewer, Admission Interview Process for Prospective Evening MBA Students (contact: Stephen Jenkins), 2019
- Committee Member, Marketing Department Chair Reappointment Committee, 2019
- Honors Thesis Committee Member, Abbey Dean, 2019-2020
- Guest Assessor, BNSF Neeley Leadership Assessment Center, Fall 2018, 2019, 2022
- Invited Faculty Speaker, Corporate Sponsor Luncheon, EMBA Program, Fall 2018
- Guest Faculty Presenter, PDC Junior Blueprint Building Experience, Fall 2018
- Chairperson, Task Force on New Neeley Faculty Onboarding, 2018
- Honors Thesis Outside Reader, Taryn Atkinson, 2018-2019
- Honors Thesis Advisor, Kevin Depriest, 2017-2018
- Honors Thesis Judge, Marketing Theses, Spring 2018, 2019
- Independent Study Advisor, MBA Student Laxmi Kanna, Spring 2003
- Examination Committee Chairperson, Dissertation Proposal of Thomas A. Clerkin, Summer 2003
- Member, KSOB Academic Fairness Committee, Fall 2002-2004
- Kelley Executive Partners Executive Education Presenter for 3M Program, 2002-2003
- Independent Study Advisor, MBA Student Katrin Kaske, Spring 2002
- Faculty Contributor, Graduate Women in Business Annual Faculty Auction, 2001, 2002, 2003
- Member, KSOB Undergraduate Policy Committee, Fall 2001-2004
- Kelley Commentary Contributor, 1999, 2001
- Faculty Representative, Graduation Ceremonies, 2000
- Kelley Executive Partners Executive Education Consultant for AAFES, 2000
- Kelley Executive Partners Executive Education Facilitator for IBM Program, 2000
- Chairperson, Dual Degree Senior Thesis of Stefan Hillbrand, “Multi-Channel Strategies for Bricks-and-Mortar Retailers in the Electronic Shopping Revolution,” May 2000
- Judge, Eli Lilly MBA Case Competition, 1999
- Faculty Representative, Corporate luncheons of Target, Famous-Barr, GE, and others, 1998-2004

SERVICE TO THE UNIVERSITY

- Faculty Mentor, Frog Camp, Challenge A, May 2018; Alpine A, July 2019; Cultural A, July 2021; Casa C, July 2022, Alpine B, July 2023; Challenge A, August 2023; All Stars, July 2024 & June 2025
- Participant, Frog Camp panel, March 26, 2025; Host: Taelor Cruz (Frog Camp Faculty/Staff Zoom Info Session)
- Member, TCU Undergraduate Council Committee, 2023-2025
- Host Family, Frogs First Family Dinner, August 2018, 2019, 2021
- Presentation to the TCU Cabinet, “The Student Experience of Transitioning from In-Person to Remote Learning,” Jan. 26, 2021
- eTrainer representative to TCU and Neeley, Summer/Fall 2020
- Faculty Advisor, TCU Running Club, 2021-
- TCU House Calls Volunteer, September 2017, 2019
- Faculty Field Judge, Little 500 Men’s Race, 2002, 2003
- Faculty Timer, Little 500 Men’s Race, 2001
- Faculty Participant, IUBeginnings Freshmen Orientation Program, Fall 2000

RESEARCH AWARDS AND HONORS

- CSL (Center for Services Leadership) Research Faculty, 2018- (*recognition for exceptional academic reputation, service research expertise, and are commitment to advancing knowledge in the field*)
- Distinguished Marketing Fellow (occasional guest teaching, acknowledgement on publications), Texas Christian University, 2012-2016
- Research Fellow, Center for Services Leadership (CSL), Arizona State University (ASU), 2003-2009
- Kelley School of Business Research Excellence Award, 2002
- Best Paper in Track Award, Retail, Retail Electronic Commerce Track, American Marketing Association Winter Educators' Conference, 2001
- Best Paper in Track Award, Services, Retail, and Retail Electronic Commerce Track, American Marketing Association Winter Educators' Conference, 2000
- Graduate Faculty Membership, Indiana University, Associate status (Granted January 1999).
- AMA Doctoral Consortium Fellow, University of Pennsylvania, 1995
- Research Associate, Study with First Interstate Bank by the CSL, ASU, 1994

TEACHING AWARDS AND HONORS

- Neeley Undergraduate Teaching Award, 2022
- Nominee, "Faculty Excellence" award, TCU EMBA Class of 2022
- Nominee, "Outstanding Leadership Development" award, TCU EMBA Class of 2018, 2022
- Recognized by graduating Neeley MBA students as "one of their favorite professors," Spring 2018
- Nominee, Wassenich Award for Mentoring in the TCU Community, Fall 2018
- Nominee, Sauvain Undergraduate Teaching Excellence Award, KSOB, 2001, 2002
- Dean's Letter of Recognition for Exceptional Teaching, Multiple semesters from Fall 1999B2004
- Best Student Paper Award, Teaching Track, American Marketing Association Summer Educators' Conference, 1998
- Nominee, Teaching Assistant Excellence Award, College of Business, ASU, 1997
- Recipient, Doctoral Student Teaching Excellence Award, ASU, 1996

PROFESSIONAL MEMBERSHIPS

- American Marketing Association

MISCELLANEOUS HONORS AND AWARDS

- "High Pass," Ph.D. Comprehensive Examination (1st candidate in 10 prior years)
- ASU Regents Graduate Academic Scholarship, 1993-1997
- 710 GMAT Score
- President's Award, outstanding university-wide graduate at CSU Bakersfield, 1991
- Undergraduate GPA 4.0 (Summa Cum Laude); PhD GPA 4.0