

ROBERT B. WOODRUFF

Contact Information

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Education

Doctor of Business Administration, 1971, Indiana University, marketing concentration with supporting areas in social psychology and quantitative analysis. Dissertation title: "An Experimental Study of Brand Information Processing by Consumer Decision-Makers."

Master of Business Administration, 1966, Indiana University, marketing concentration.

Bachelor of Arts, 1964, Depauw University, economics concentration.

Honors and Awards

Lamb, Hair, & McDaniel Outstanding Marketing Teacher Award, Academy of Marketing Science, 2005.

Outstanding Marketer of the Year Award, Knoxville Chapter of the American Marketing Association, 2003.

Outstanding Reviewer Award, Journal of the Academy of Marketing Science, 1997-2000 and 2000-2003.

M. Wayne DeLozier Best Conference Paper Award, Academy of Marketing Science, 1999.

MBA Outstanding Faculty Award, Finalist, 1998.

Golden Apple Award for Outstanding Teaching, The University of Tennessee Student Chapter of the American Marketing Association, 1996.

John B. Ross Outstanding Teacher Award, College of Business Administration, The University of Tennessee, 1987; finalist 1986, 1985.

Faculty Scholar Award, College of Business Administration, The University of Tennessee, 1986-1988.

Outstanding Researcher Award, College of Business Administration, The University of Tennessee, 1978.

Beta Gamma Sigma, Business Honorary, 1971.

American Marketing Association Doctoral Consortium Fellowship, Marketing Department, College of Business, Indiana University, 1968.

National Defense Title IV Fellowship, Indiana University, 1967-68.

Professional Interests

Teaching:

Upper division undergraduate and MBA courses in market opportunity analysis, consumer behavior, marketing strategy, customer value determination, and marketing management; Doctoral courses in marketing thought, qualitative research, and consumer behavior; management education programs on market opportunity analysis, marketing strategy, and customer value determination.

Research:

Customer satisfaction theory, customer value theory, and market opportunity analysis, all with applications to marketing strategy.

Professional Experience

Academic Service:

Positions Held at The University of Tennessee, College of Business Administration, Knoxville, TN: Emeritus Professor (2005 to present), Department Head, Department of Marketing, Logistics and Transportation (2001 to 2005); Proffitt's, Inc. Professor of Marketing (1997 to 2005); Distinguished Professor of Marketing (1993 to 1997); Professor of Marketing (1977 to 1993); Director,

Marketing Ph.D. Program (1988 to 1991); Associate Professor of Marketing (1972-1977); Director of Marketing (1977-1978); Assistant Professor of Marketing (1969-1972).

Selected College of Business Service Activities: Member, College of Business Administration (CBA) Executive Committee; Member, CBA Restructuring Task Force; Co-chair, CBA Undergraduate Program Task Force; Member, CBA Research Advisory Council; Member, CBA Strategic Planning Task Force; Chairperson and member, CBA Tenure and Promotion Committee; Member, CBA Graduate Policies Committee, Research Task Force, Center for the Advancement of Organizational Effectiveness Research Committee, Ph.D. Advisors Committee, Ph.D. Program Review Committee, Library Committee; Chairperson and member, CBA Chair of Excellence Search Committees.

Selected University Service Activities: Member, University of Tennessee (UT) Graduate Council, Graduate Council Appeals Committee, Graduate Council Academic Policies Committee, Graduate Council Faculty Credentials Committee; Member, UT Faculty Senate, Faculty Senate Faculty Affairs Committee, Faculty Senate Budget Committee, Faculty Senate Research Council, Faculty Senate Athletics Committee, and Faculty Senate Committee on Committees; Chairperson and member, Chancellor's Distinguished Researcher Award Selection Committee; Member, SACS Accreditation Subcommittee on Institutional Effectiveness.

Doctoral Dissertation Direction:

Committee Chairperson/Co-Chair: Claire Bolfig (1985), Mary Jane Burns (1993), Scott Clemons (1994), Charles Cox (1978), Daniel Flint (1998), Andrew Foreman (1985), Robert Graves (1999), Melinda Jones (2003), Allan Miller (1984), and Uday Tate (1983).

Committee Member: Andrew Artis (ABD), Amy Cathey (1999), Donna Davis (2003), Michael Garver (1998), Gregory Gundlach (1987), Joshua Idassi (1993), Melvin Mattson (1987), Manfred Maute (1987), Cele Otnes (1990), Jeffrey Overby (2000), Mohan Pisharodi (1985), Ved Prakesh (1981), Craig Thompson (1991), Dayle Thorpe (1995), and Alan Wiman (1979).

Other Positions Held: Indiana University, College of Business, Bloomington, Indiana: Teaching Associate (1966-1969), Research Assistant for the Bureau of Business Research (1964-1966).

Executive Education:

Custom program on customer value, Procter & Gamble, Cincinnati, OH, 1996.

Sessions on market opportunity analysis, customer value determination, and transitioning from customer value measurement to customer satisfaction measurement for the Understanding Customer Value Institute, Management Development Center, The University of Tennessee, Knoxville, TN, 1994-1996.

Sessions on customer value measurement and customer satisfaction measurement for the AACSB Institute for Educators, The University of Arizona, Tucson, AR and The University of Tennessee, Knoxville, TN, 1994-1995.

Custom program on customer value, San Jose, CA, TRW, 1993.

Sessions on market opportunity analyses for the Marketing and Customer Value Institute, Management Development Center, The University of Tennessee, Knoxville, TN, 1990-1992.

Business Assistance:

Market opportunity analyses, marketing strategy planning, and customer value and satisfaction measurement process design for companies, such as Saks, Inc., Procter & Gamble, Eastman Chemical Company, Gatorade Division of Quaker Oats, First American Bank, Mastercraft, Sea Ray Boats, TRW, Thomasville Furniture, Phillips Consumer Electronics Company, Its For Levi Division of Levi Strauss, Polyloom Division of Chevron Chemical Company, Richard D. Irwin, Blount Memorial Hospital, Environmental Systems Corporation, and Magic Chef.

Accounts Payable Department, Publishers Distributing Corporation, 1962, 1963.

Professional Service Activities

Editorial Review Board of the Journal of the Academy of Marketing Science, 1995 to 2005.

Editorial Review Board of the Journal of Marketing, 1998 to 2000 and 2003 to 2005.

Editorial Review Board of the Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior, 1997 to 2005.

Editorial Review Board of the Journal of Strategic Marketing, 1994 to 2005.

Occasional manuscript reviewer for the Journal of Consumer Research, Journal of Consumer Psychology, Industrial Marketing Management, and proceedings of the American Marketing Association, Academy of Marketing Science, Southern Marketing Association, Association for Consumer Research, Society for Consumer Psychology, and special conferences on Consumer Satisfaction, Dissatisfaction, and Complaining Behavior.

Member, Board of Governors, The Academy of Marketing Science, 1996-2002.

Vice President for Publications, The Academy of Marketing Science, 1994-1996.

Vice President for Finance and Treasurer, The Academy of Marketing Science, 1992-1994.

Member, Executive Council, The Academy of Marketing Science, 1992-1996.

Co-chairperson, Twelfth Conference on Consumer Satisfaction, Dissatisfaction and Complaining Behavior, Knoxville, TN, June 1993.

Track Co-chairperson, "Competitive Advantage through Quality, Customer Value and Satisfaction." American Marketing Association Summer Educators' Conference, Boston, August 1993.

Co-chairperson, Seventh Annual Conference on Consumer Satisfaction, Dissatisfaction, and Complaining Behavior, Knoxville, TN 1982.

Chairperson and member, Membership Committee, Association for Consumer Research, 1973-1975.

Member of the Executive Committee, Association for Consumer Research, 1974-1975.

Member of the American Marketing Association, Academy of Marketing Science, Society for Consumer Psychology, and Association for Consumer Research.

Research Grants Obtained

Study of Customer Relationship Management, Dell Strategic Technology and Research Program Award, 2001, \$24,000.

Study of e-commerce marketing strategy for regional department stores, funded by Saks, Inc., 1999-2000, \$54,000.

Test of a model of customer value change in organizations, funded by the College of Business and Department of Marketing, Logistics & Transportation, 1999, \$11,000.

Study of Store Credit Card Users, funded by Saks, Inc., 1998-1999, \$52,250.

Study of customer value and strategy for PWC/jet boat to sport boat migration customers, funded by Sea Ray Boats, Inc., 1997-1998, \$48,000.

Study of customer value and strategy for sport boat to cruiser trading-up customers, funded by Sea Ray Boats, Inc., 1996-1997, \$47,000.

"Customer Value Driven Quality: Associated Information Systems and Cultural Change;" funded by National Science Foundation, Directorate for Social, Behavioral, and Economic Sciences; Division of Social, Behavioral and Economic Research, 1995-1997, \$511,000.

"Creating Customer Value at UTK: Customer Value Determination, Delivery, and Communication," funded by The University of Tennessee, 1994-1997, \$115,000.

Study of consumer value and satisfaction measurement, funded by Gatorade Division of Quaker Oats, 1993-1994, \$82,000.

Study of assistance needs of service organizations trying to become more responsive to their customers, funded by the Knoxville Development Corporation, 1993, \$17,000.

Study of measures of consumer value and satisfaction, funded by Sea Ray Boats, 1992, \$34,000.

Study of the measurement of consumer value, funded by Thomasville Furniture, 1992, \$6,000.

Program of research on customer value and satisfaction, funded by the Management Development Center, College of Business Administration, The University of Tennessee, 1990-1993, \$324,000.

Study of market opportunity analysis frameworks, concepts, and techniques, funded by The Center of Excellence in Entrepreneurship and New Venture Analysis, College of Business Administration, The University of Tennessee, 1987, \$6,600.

“Understanding Consumer Expectation and Satisfaction Processes Using Experience-

based Norms: A Causal Modeling Approach”, funded by the College of Business Administration Faculty Research Program, The University of Tennessee, 1983, \$4,900.

Development of a conceptual framework for market opportunity analyses, funded by the College of Business Administration, The University of Tennessee, 1979, \$3,500.

Publications

Books:

Woodruff, Robert B. and Sarah Fisher Gardial (1996), Know Your Customer: New Approaches to Understanding Customer Value and Satisfaction. Cambridge, MA: Blackwell Publishers, 338 pages.

Cravens, David W., Gerald E. Hills, and Robert B. Woodruff (1987), Marketing Management. Homewood, IL: Richard D. Irwin Inc., 714 pages. Previous editions: 1980, 1976.

Cravens, David W. and Robert B. Woodruff (1986), Marketing. Reading, MA: Addison-Wesley Publishing Company, 818 pages.

Forman, Andrew, David W. Cravens, and Robert B. Woodruff (1986), eds., Marketing in Action. Reading, MA: Addison-Wesley Publishing Company, 319 pages.

Woodruff, Robert B., David W. Cravens, and Gerald E. Hills (1976), eds., Marketing Management Perspectives and Applications. Homewood, IL: Richard D. Irwin, Inc., 433 pages.

Book Chapters:

Gardial, Sarah Fisher and Robert B. Woodruff (2003), “Understanding Customer Value,” in Ernest R. Cadotte and Harry J. Bruce, eds. The Management of Strategy in the Market Place, Mason, Ohio: South-Western, 129-146.

Woodruff, Robert B. and Daniel J. Flint, (2003), “Research on Business-to-Business Customer Value and Satisfaction,” in Arch G. Woodside (ed.), Evaluating Marketing Actions and Outcomes. Oxford, UK: Elsevier, Ltd., *Advances in Business Marketing and Purchasing*, Vol. 12, 517-549.

Woodruff, Robert B. and Sarah Fisher Gardial (1999), “Building Advantage

Through Customer Value,” in Michael J. Stahl, ed., Perspectives in Total Quality. Cambridge, MA: Blackwell Publishers, 7-26.

Woodruff, Robert B., William B. Locander and David J. Barnaby (1991), "Marketing in a Value-Oriented Organization," in Michael J. Stahl and Gregory M. Bounds, eds., Competing Globally Through Customer Value. New York: Quorum Books, 566-585.

Cravens, David W. and Robert B. Woodruff (1976), "Decision-Making in Marketing: An Overview," in Robert B. Woodruff, Gerald E. Hills, and David W. Cravens, eds., Marketing Management Perspectives and Applications. Homewood, Illinois: Richard D. Irwin, Inc., 2-12.

Journal Articles:

Overby, Jeff W., Robert B. Woodruff, and Sarah Fisher Gardial (2004), “The Influence of Culture Upon Consumers’ Desired Value Perceptions: A Research Agenda,” Marketing Theory 5 (2), 139-163.

Overby, Jeff W., Sarah Fisher Gardial, and Robert B. Woodruff (2004), “French Versus American Consumers’ Attachment of Value to a Product in a Common Consumption Context: A Cross-National Comparison,” Journal of the Academy of Marketing Science 32 (Fall), 437-460.

Golicic, Susan L., S. Allen Broyles, and Robert B. Woodruff (2003), “A Conceptual Look at the Influence of Relationship Structure on the Disconfirmation Process in a Business-to-Business Context,” Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior 16, 119-131.

Flint, Daniel J., Robert B. Woodruff, and Sarah Fisher Gardial (2002), “Exploring the Customer Value Change Phenomenon in a Business-to-Business Context,” Journal of Marketing 66 (October), 102-117.

Flint, Daniel J. and Robert B. Woodruff (2001) "The Initiators of Changes in Customers' Desired Value: Results from a Theory Building Study," Industrial Marketing Management 30 (4), 321-337.

Moon, Mark A., John T. Mentzer, Richard C. Reizenstein, and Robert B. Woodruff (1998), "A Customer-Value-Based Approach to MBA Marketing Education," Journal of Marketing Education, 20 (1), 53-62.

Woodruff, Robert B. (1997), “Customer Value: The Next Source for Competitive

Advantage,” Journal of the Academy of Marketing Science, 25 (Spring), 139-153.

Flint, Daniel J., Robert B. Woodruff, and Sarah Fisher Gardial (1997), “Customer Value Change in Industrial Marketing Relationships: A Call for New Strategies and Research,” Industrial Marketing Management, 26 (March), 163-175.

Gardial, Sarah Fisher, Daniel J. Flint, and Robert B. Woodruff (1996), "Trigger Events: Exploring the Relationship Between Critical Events and Consumers' Evaluations, Standards, Emotions, Values and Behavior," Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior, 9, 35-51.

Idassi, J. O., T. M. Young, P. M. Winistorfer, D. M. Ostermier and R. B. Woodruff (1994), "A Customer-Oriented Marketing Method for Hardwood Lumber Companies," Forest Products Journal, 44 (July/August), 67-73.

Gardial, Sarah Fisher, D. Scott Clemons, Robert B. Woodruff, David W. Schumann and Mary Jane Burns (1994), "Comparing Consumers' Recall of Prepurchase and Postpurchase Evaluation Experiences," Journal of Consumer Research, 20 (March), 548-560.

Gardial, Sarah Fisher, Robert B. Woodruff, Mary Jane Burns, David W. Schumann, and D. Scott Clemons (1993), "Comparison Standards: Exploring Their Variety and the Circumstances Surrounding Their Use," Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior, 6, 663-73.

Woodruff, Robert B. (1993), "Developing and Applying Consumer Satisfaction Research: Implications for Future Research," Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior, 6, 1-11.

Woodruff, Robert B., D. Scott Clemons, David W. Schumann, Sarah F. Gardial, and Mary Jane Burns (1991), "The Standards Issue in CS/D Research: A Historical Perspective," Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior, 4, 103-109.

Woodruff, Robert B. and David W. Cravens (1990), "Challenges for Marketing Graduate Education in the Twenty-First Century," Marketing Education Review, 1 (November), 34-44.

Bolfing, Claire P. and Robert B. Woodruff (1988), "Effects of Situational Involvement on Consumers' Use of Standards in Satisfaction/Dissatisfaction Processes," Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior, 1, 16-24.

Cadotte, Ernest R., Robert B. Woodruff, and Roger L. Jenkins (1987), "Expectations and Norms in Models of Consumer Satisfaction," Journal of Marketing Research, XXIV (August), 305-314.

Woodruff, Robert B., Ernest R. Cadotte, and Roger L. Jenkins (1983), "Modeling Consumer Satisfaction Processes Using Experience-Based Norms," Journal of Marketing Research, XX (August), 296-304.

Woodruff, Robert B. (1976), "A Systematic Approach to Market Opportunity Analyses," Business Horizons, 19 (August), 55-65.

Cravens, David W., Robert B. Woodruff, and John F. Harper (1976), "Urban Public Transportation Goal Determination: A Research Approach," Transportation Research Record #563 (Public Transportation Planning). Washington, D.C.: Transportation Research Board, 15-21.

Cravens, David W. and Robert B. Woodruff (1973), "An Approach for Determining Criteria of Sales Performance," Journal of Applied Psychology, 57 (June), 242-247.

Woodruff, Robert B. (1972), "Brand Information Sources, Opinion Change, and Uncertainty," Journal of Marketing Research, IX (November), 413-418.

Cravens, David W., Robert B. Woodruff, and Joe C. Stamper (1972), "Toward a Methodology for Managerial Control of Sales Territories," Journal of Quality Technology, 4 (October), 181-188.

Woodruff, Robert B. (1972), "Measurement of Consumers' Prior Brand Information," Journal of Marketing Research, IX (August), 258-263.

Cravens, David W., Robert B. Woodruff, and Joe C. Stamper (1972), "Analytical Approach for Evaluating Sales Territory Performance," Journal of Marketing, 36 (January), 31-37.

Proceedings Papers:

Broyles, Allen S., David W. Schumann, and Robert B. Woodruff (2004), "A Conceptual Consideration of Consumers' Mode of Thought in International Marketing," Developments in Marketing Science, Volume XXVII. Coral Gables, FL: Academy of Marketing Science.

Overby, Jeffrey W. and Robert B. Woodruff (2001), "A Conceptualization of the

Influence of Culture Upon The Customer Value Hierarchy," in Melissa Moore and Robert Moore, eds., Developments in Marketing Science, Volume XXIV. Coral Gables, Florida: The Academy of Marketing Science, 58-63.

Flint, Daniel J. and Robert B. Woodruff (1999), "The Initiators of Change in customers' Desired Value: Results from a Theory Building Study," Developments in Marketing Science, Volume XXII. (abstract published). **M. Wayne DeLozier Best Conference Paper.**

Flint, Daniel J. and Robert B. Woodruff (1997), "Issues in a Grounded Theory Study of Customer Desired Value Change: Resolutions Using Phenomenology, Ethnography and Holistic Transcript Readings," in Elizabeth J. Wilson and Joseph F. Hair, Jr. (eds.), Developments in Marketing Science. Miami, FL: Academy of Marketing Science, 20, 134-139.

Wright, Linda Berns, David W. Schumann, J. Robert Graves, Sarah Fisher Gardial, and Robert B. Woodruff (1994), "Extending the Role of Advertising to Post Purchase Activity: A Model for Going Beyond the Sale," in C. Whan Park and Daniel C. Smith, eds., Marketing Theory and Applications. Chicago: American Marketing Association, 30-35.

Petkus, Jr., Ed and Robert B. Woodruff (1992), "A Model of the Socially Responsible Decision-Making Process in Marketing: Linking Decision-Makers and Stakeholders," in Chris T. Allen et al, eds., Marketing Theory and Applications. Chicago: American Marketing Association, 154-161.

Clemons, D. Scott and Robert B. Woodruff (1992), "Broadening the View of Consumer (Dis)satisfaction: A Proposed Means-End Disconfirmation Model of CS/D," in Chris T. Allen et al, eds., Marketing Theory and Applications. Chicago: American Marketing Association, 413-421.

Burns, Mary Jane and Robert B. Woodruff (1992), "Delivering Value to Consumers: Implications for Strategy Development and Implementation," in Chris T. Allen et al, eds., Marketing Theory and Applications. Chicago: American Marketing Association, 209-216.

Otnes, Cele and Robert B. Woodruff (1991), "An Integrative Model of Consumer Search Strategies Used During Christmas Gift Buying," in Terry L. Childers et al, eds., Marketing Theory and Applications. Chicago: American Marketing Association, 165-175.

Burns, Mary Jane and Robert B. Woodruff (1990), "Value: An Integrative Perspective," Curtis P. Haugtvedt and Deborah E. Rosen, eds., Proceedings of the

Society for Consumer Psychology. Washington, D.C.: American Psychological Association, 59-64.

Woodruff, Robert B., David W. Schumann, and D. Scott Clemons (1990), "Consumers' Reactions to Product Use Experiences: A Study of the Meaning of Consumer Satisfaction and Dissatisfaction," in Meryl P. Gardner, ed., Proceedings of the Society for Consumer Psychology. Washington, D.C.: American Psychological Association, 26-30.

Shepherd, C. David and Robert B. Woodruff (1989), "A Muddling Through Model of Family Purchase Conflict Management," in David W. Schumann, ed., Proceedings of the Society for Consumer Psychology. Washington, D.C.: American Psychological Association, 73-86.

Bolting, Claire P. and Robert B. Woodruff (1988), "Involvement and Product-in-Use Evaluations: The Key to Effective Positioning Strategies," in Gary Frazier et al, eds., Efficiency and Effectiveness in Marketing. Chicago: American Marketing Association, 128-133.

Tate, Uday S. and Robert B. Woodruff (1983), "Construct Validity of the Functional Theory of Attitude: A Structural Equation Approach," in William R. Darden, Kent B. Monroe, and William R. Dillon, eds., Research Methods and Causal Modeling in Marketing. Chicago: American Marketing Association, 76-79.

Woodruff, Robert B., Ernest R. Cadotte, and Roger L. Jenkins (1982), "Charting a Path for CS/D Research," in Ralph L. Day and H. Keith Hunt, eds., International Fare in Consumer Satisfaction and Complaining Behavior. Bloomington, IN: School of Business, Indiana University, 118-123.

Cadotte, Ernest R., Robert B. Woodruff, and Roger L. Jenkins (1982), "Norms and Expectations Predictions: How Different are the Measures?" in Ralph L. Day and H. Keith Hunt, eds., International Fare in Consumer Satisfaction and Complaining Behavior. Bloomington, IN: School of Business, Indiana University, 49-56.

Woodruff, Robert B. (1976), "Analyzing Market Opportunities: A Neglected Area of Learning in Marketing?" in Kenneth L. Bernhardt, ed., Marketing: 1776-1976 and Beyond. Chicago: American Marketing Association, 299-304.

Cravens, David W., Robert B. Woodruff, and Ray A. Mundy (1974), "Potential for Marketing Management Applications in Public Transportation Planning," in Ronald C. Curhan, ed., Marketing's Contribution to the Firm and to the Society.

Chicago: American Marketing Association, 274-289.

Cravens, David W., Thomas L. Bell, and Robert B. Woodruff (1974), "Application of Geographic Mapping to Urban Market Analysis," in Ronald C. Curhan, ed., Marketing's Contribution to the Firm and to the Society. Chicago: American Marketing Association, 183-189.

Invited Articles and Essays:

Woodruff, Robert B. and Daniel J. Flint (2006), "Marketing's Service Dominant Logic and Customer Value," in Steven L. Vargo and Robert F. Lusch (eds.), Toward a Service-Dominant Logic of Marketing: Dialog, Debate, and Directions. New York: M.E. Sharpe, Inc., forthcoming.

Woodruff, Robert B. (2005), "Teaching Philosophy," Developments in Marketing Science, Volume XXVII. Coral Gables, FL: Academy of Marketing Science.

Woodruff, Robert B (2003). "Serving the Marketing Disciplines Through Journal Reviews," Journal of the Academy of Marketing Science, 31 (Spring), 327-330.

Stahl, Michael J., William R. Barnes, Sarah F. Gardial, William C. Parr, and Robert B. Woodruff (1999), "Customer-Value Analysis Helps Hone Strategy," Quality Progress, 32 (April), 53-58.

Woodruff, Robert B. (1994), "AMA Handbook for Customer Satisfaction: A Review," Journal of Marketing Research, XXXI (August), 432-434.

Woodruff, Robert B., Sarah F. Gardial and David W. Schumann (1993), "Understanding Value and Satisfaction from the Consumer's Point of View," Survey of Business, 28 (Summer/Fall), 33-40.

Woodruff, Robert B. and Ernest R. Cadotte (1987), "Analyzing Market Opportunities for New Ventures," Survey of Business, 23 (Summer), 10-15. Reprinted in Marketing and Entrepreneurship: Research Ideas and Opportunities, Gerald E. Hills, ed. Westport CT: Quorum Books, 1993, 115-129.

Reizenstein, Richard C., James R. McMillan, and Robert B. Woodruff (1979), "The MBA Business Assistance Project," Collegiate News and Views, XXXIII (Spring), 13-18.

Woodruff, Robert B. (1974), "Analysis of Urban Transportation Market," Tennessee Survey of Business, June, 9.

Woodruff, Robert B. (1973), "Do Consumers Really Buy on Impulse?" Tennessee Survey of Business, September.

Woodruff, Robert B. (1972), "Narrowing the Information Gap Between Sellers and Buyers," Tennessee Survey of Business, May.

Woodruff, Robert B. (1971), "The Cash Card--An Opportunity for Retailers?" Tennessee Survey of Business, October, 14-15.

Technical Reports:

UT Customer Value and Satisfaction Research Team, Consumer Value and Satisfaction Study: Phase I – What Consumers Value, prepared for Sea Ray Boats, Inc. 1992.

UT Customer Value and Satisfaction Research Team, Consumer Value and Satisfaction Study: Phase II – How Satisfied are Sea Ray Sport Cruiser Owners, prepared for Sea Ray Boats, Inc. 1992.

Woodruff, Robert B., Adapting Image Study Methodology to Tellus-Based Research, prepared for MSI Data Corporation and UT Research Corporation, 1980.

Woodruff, Robert B., David J. Barnaby, Ray A. Mundy, and Gerald E. Hills, Market Opportunity Analysis for Short-Range Public Transportation Planning-- Method and Demonstration (1980), prepared for the National Cooperative Highway Research Program Project 8-16 and sponsored by the American Association of State Highway and Transportation Officials. Knoxville, TN: Transportation Center, The University of Tennessee, December, 321 pages.

Heathington, Kenneth W., Thomas L. Bell, David W. Cravens, Thomas C. Hood, Ray A. Mundy, Ross E. Robson, Robert L. Wilson, Douglas Q. Wickham, and Robert B. Woodruff (1975), Evaluation Procedures for Public Transportation Services, prepared for the Bureau of Mass Transit, Tennessee Department of Transportation. Knoxville, TN: Transportation Center, The University of Tennessee, September, 491 pages.

Woodruff, Robert B. and Charles Runnion (1975), Analyzing Community Market Opportunity for Urban Public Transportation (with), prepared for the Bureau of Mass Transit, Tennessee Department of Transportation. Knoxville, TN: Transportation Center, The University of Tennessee, January, 97 pages.

Unpublished Presentations

Schumann, David W., Ham Bozdogan and Robert B. Woodruff (1995), "Determining Customer Value: Methodology and Statistical Applications," UTK College of Business Statistics Colloquium, January 25.

Woodruff, Robert B. (1992), "Implementation: An Increasingly Important Marketing Concern," American Marketing Association Winter Educators' Conference, San Antonio, TX, February 18.

Woodruff, Robert B. (1991), "Customer Value Determination Processes for a Market-Oriented Organization," Senior Management Alumni Conference, Management Development Center, College of Business Administration, The University of Tennessee, Knoxville, TN, October/November.

Woodruff, Robert B. (1990), "Market Opportunity Analysis: A Source of Competitive Advantage in the 1990's," American Marketing Association Educational Conference, Knoxville Chapter, Knoxville, TN, April.

Woodruff, Robert B. (1986), "Market Opportunity Analysis for Marketing Strategy Planning," American Marketing Association Faculty Consortium on Marketing Strategy, The University of Tennessee, Knoxville, TN, July.

Cravens, David W. and Robert B. Woodruff (1984), "Strategic Analysis of Competition," workshop on a strategic approach to industrial marketing, University of Maryland, College Park, MD, February.

Robert B. Woodruff, Ernest R. Cadotte, and Roger L. Jenkins (1981), "Modeling Consumer Expectation and Satisfaction Processes Using Experience-Based Norms," Sixth Annual Conference on Consumer Satisfaction, Dissatisfaction, and Complaining Behavior, Indiana University, Bloomington, IN, October.

Cadotte, Ernest R., Robert B. Woodruff, and Roger L. Jenkins (1981), "A Research Design for Testing the Role of Experience-Based Norms in Consumer Satisfaction," Sixth Annual Conference on Consumer Satisfaction, Dissatisfaction, and Complaining Behavior, Indiana University, Bloomington, IN, October.

Reizenstein, Richard C., James R. McMillan, and Robert B. Woodruff (1977), "The Marketing MBA Business Assistance Program - A Means of Integrating the Real World and the Graduate Classroom," Joint National Conference of ORSA/TIMS, November.

Woodruff, Robert B., David J. Barnaby, and David W. Cravens (1975), "Using Perceptual Mapping Techniques to Analyze Changes in Consumer Behavior," Joint National Meetings of ORSA/TIMS, April.

Woodruff, Robert B. and David W. Cravens (1974), "Concept Testing of Public Transportation System Alternatives," Joint International Meetings of ORSA/TIMS, October.

Cravens, David W., Robert B. Woodruff, and John F. Harper (1974), "Delphi Methodology for Determining Urban Public Transportation Objectives," Joint National Meeting of ORSA/TIMS, April.

Woodruff, Robert B., David W. Cravens, and Charles Runnion (1974), "Methodology for Analyzing Urban Mass Transit Markets," Joint National Meetings of ORSA/TIMS, April.

Woodruff, Robert B. (1971), "Measuring Consumer Prior Information," Management Science Symposium, University of Tennessee, May.

Cravens, David W. and Robert B. Woodruff (1971), "Models for Evaluating Sales Territory Performance," International Conference of ORSA/TIMS, March.

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