

# KIMBERLY A. WHITLER

Frank M. Sands Sr. Associate Professor of Business Administration  
Darden School of Business, University of Virginia  
whitlerk@darden.virginia.edu

## ACADEMIC EMPLOYMENT

---

University of Virginia, Darden School of Business (2014–current)  
Frank M. Sands Sr. Associate Professor of Business Administration (2020–current)  
Assistant Professor of Marketing (2014–2020)  
Indiana University, Kelley School of Business: Associate Instructor (2009–2014)

## EDUCATION

---

PhD, Indiana University, Kelley School of Business (2014)  
MS, Indiana University, Kelley School of Business (2012)  
MBA, University of Arizona, Eller College of Business and Public Administration (1991)  
BA, Business Administration and Psychology, Eureka College, Valedictorian (1989)  
Veteran, United States Air Force Academy, Honorable Medical Discharge – Partial Disability (1985–1986)

## PUBLICATIONS

---

- 1 Feng, Hui, Kimberly A. Whitler, and Michael A. Wiles (in press), “Chief Marketing Officer Pay: The Revenue Growth Consequences of Employing Internal and External Benchmarks,” *Journal of the Academy of Marketing Science*.
- 2 Whitler, Kimberly A., and Thomas Barta (2024), “The Enterprise Activism Risk Model: How Good Intentions Can Jeopardize Business Success,” *Journal of Retailing*, 100 (2), 330-340.
- 3 Besharat, Ali, Kimberly A. Whitler, and Saim Kashmiri (2024), “When CEO Pay Becomes a Brand Problem,” *Journal of Business Ethics*, 190, 941-973.
- 4 Whitler, Kimberly A., and Graham Twente (2024), “How Marketers Choose College Athlete Influencers,” *Harvard Business Review*, 3 (May-June), 61-63.
- 5 Krause, Ryan, Joe Roh, and Kimberly A. Whitler (2022), “The Top Management Team: Conceptualization, Operationalization, and a Roadmap for Scholarship,” *Journal of Management*, 48 (6), 1548-1601. *All authors contributed equally.*
- 6 Whitler, Kimberly A., Ben Lee, and Sarah Young (2022), “The Impact of Boards of Directors on Chief Marketing Officer Performance: Framing and Research Agenda,” *Academy of Marketing Science Review* 12 (1), 116-136.
- 7 Whitler, Kimberly A. (2022), “An Exploration of How Boards of Directors Impact Chief Marketing Officer Performance: Insights from the Field,” *Academy of Marketing Science Review*, 12 (1), 105-115.
- 8 Whitler, Kimberly A., Ed Tazzia, and Stephen Mann (2022), “Set up to Fail: Poor Design of C-Suite Jobs can Block Executives from Succeeding in their Roles,” *MIT Sloan Management Review*, 63 (4), 51-54.

- 9 Whitler, Kimberly A., Ben Lee, Ryan Krause, and Neil A. Morgan (2021), "Upper Echelons Research in Marketing," *Journal of the Academy of Marketing Science*, 49 (1), 198-219.
- **2022 Sheth Foundation Best Paper Award Finalist<sup>1</sup>**
- 10 Whitler, Kimberly A., Ali Besharat, and Saim Kashmiri (2021), "Exogenous Brand Crises: Brand Infection and Contamination," *Marketing Letters*, 32 (1), 129-133. *All authors contributed equally.*
- 11 Whitler, Kimberly A., and Christopher Puto (2020), "The Influence of the Board of Directors on Outside-In Strategy," *Industrial Marketing Management*, 90, 143-154.
- 12 Morgan, Neil A., Kimberly A. Whitler, Hui Feng, and Simos Chari (2019), "Research in Marketing Strategy," *Journal of the Academy of Marketing Science*, 47 (1), 4-29.
- **2020 Sheth Foundation Best Paper Award Winner**
- 13 Whitler, Kimberly A. (2019), "What Western Marketers Can Learn from China," *Harvard Business Review* (May-June), 81-88.
- 14 Whitler, Kimberly A., Ryan Krause, and Donald R. Lehmann (2018), "When and How Board Members with Marketing Experience Facilitate Firm Growth," *Journal of Marketing*, 82 (5), 86-105.
- **2023 Journal of Marketing Sheth Foundation Best Paper**
  - **2019 MSI/Paul H. Root Award Finalist**
- 15 Whitler, Kimberly A. and Deb Henretta (2018), "Why the Influence of Women on Boards Still Lags," *MIT Sloan Management Review*, 59 (3), 79-81.
- 16 Morgan, Neil A., Hui Feng, and Kimberly A. Whitler (2018), "Marketing Capabilities in International Marketing," *Journal of International Marketing*, 26 (1), 61-95.
- **2019 S. Tamer Cavusgil Award Finalist**
- 17 Kelting, Katie, Adam Duhachek, and Kimberly A. Whitler (2017), "Can Copycat Private Labels Improve the Consumer Shopping Experience? A Fluency Explanation," *Journal of the Academy of Marketing Science*, 45 (4), 569-585.
- 18 Whitler, Kimberly A., and Neil A. Morgan (2017), "Why CMOs Never Last and What to Do About It," *Harvard Business Review*, 95 (July-August), 45-54.
- **Top 10 HBR article in impact (2017); Achieved "Home Run" status<sup>2</sup>**
  - **2019 Wells Fargo Award for "significant publication aimed at the practicing manager"**
- 19 Whitler, Kimberly A., D. Eric Boyd, and Neil A. Morgan (2017), "The Power Partnership: CMO & CIO," *Harvard Business Review*, 95 (July-August), 55.
- 20 Whitler, Kimberly A., and Paul Farris (2017), "The Impact of Cyber Attacks on Brand Image," *Journal of Advertising Research*, 57 (1), 3-9.
- 21 Whitler, Kimberly A., D. Eric Boyd, and Neil A. Morgan (2017), "The Criticality of CMO-CIO Alignment," *Business Horizons*, 60 (3), 313-324.

---

<sup>1</sup> For descriptions of awards, please see the 'Honors, Awards, and Media Coverage' section on pages 5-7.

<sup>2</sup> Home Run status was defined as exceeding 40,000 unique visitors and garnering significant media attention: the article delivered 77,000 unique visitors in first five months and over 132,000 views (as of June 2019).

- 22 Krause, Ryan, Kimberly A. Whitler, and Matthew Semadeni (2014), "Power to the Principals! An Experimental Look at Shareholder Say-on-Pay Voting," *Academy of Management Journal*, 57 (1), 94-115.
- 23 Lewis, Michael, Kimberly A. Whitler, and JoAndrea Hoegg (2013), "Customer Relationship Stage and the Use of Picture-Dominant versus Text-Dominant Advertising: A Field Study," *Journal of Retailing*, 89 (3), 263-280.

#### **MARKETING SCIENCE INSTITUTE PUBLICATIONS**

Whitler, Kimberly A., Neil A. Morgan, and Lopo Rego (2020), "The Impact of Chief Marketing Officer Role Variance on Marketing Capability," *Marketing Science Institute*, 20-112.

· **2022 Robert D. Buzzell Award Finalist**

Whitler, Kimberly A., Ryan Krause, and Donald Lehmann (2015), "When and How Does Board-Level Marketing Experience Impact Firm Performance," *Marketing Science Institute*, 15-109.

· **2017 Robert D. Buzzell Award Winner**

Lewis, Michael, Kimberly A. Whitler, and JoAndrea Hoegg (2009), "No Second Chance to Make a First Impression: A Field Study of Relationship Initiation and Development," *Marketing Science Institute*, 09-122.

#### **BOOKS**

Whitler, Kimberly A., and Jay Hodgkins (2022), *Athlete Brands: How to Benefit from Your Name, Image, and Likeness*, Darden Business Publishing: Virginia.

Whitler, Kimberly A. (2021), *Positioning for Advantage: Techniques and Strategies to Grow Brand Value*, Columbia Publishing: New York.

#### **HARVARD BUSINESS REVIEW, MIT SLOAN MANAGEMENT REVIEW, AND DIRECTORS & BOARDS DIGITAL PUBLICATIONS**

Whitler, Kimberly A., and Jonathan Metrick (2024), "CMO Success, Stage by Stage," *MIT Sloan Management Review*, June 26, 2024, <https://sloanreview.mit.edu/article/cmo-success-stage-by-stage/>.

Whitler, Kimberly A., and Richard Mosely (2024), "A Five-Step Guide to Improving Your Employer Brand," *MIT Sloan Management Review*, March 25, 2024, <https://sloanreview.mit.edu/article/a-five-step-guide-to-improving-your-employer-brand/>.

Whitler, Kimberly A. (2023), "C," *Harvard Business Review*, February 20, 2023, <https://hbr.org/2023/02/reading-between-the-lines-of-a-c-suite-job-description>.

Whitler, Kimberly A., Julia Mahoney, and Mary Kate Cary (2023), "Why Are Corporate Boards Doing the Opposite of What Consumers Want?," *Directors & Boards*, December 4, 2023, <https://www.directorsandboards.com/articles/article-corporate-policies/why-are-corporate-boards-doing-the-opposite-of-what-consumers-want/>.

Whitler, Kimberly A. and Jonathan Metrick (2023), "Design Your Marketing Organization to Fit Your Company's Growth Stage," *MIT Sloan Management Review*, September 18, 2023, <https://sloanreview.mit.edu/article/design-your-marketing-organization-to-fit-your-companys-growth-stage/>.

Whitler, Kimberly A. and FD Wilder (2023), "Why Digital Ability Trumps IQ," *MIT Sloan Management Review*, February 24, 2023, <https://sloanreview.mit.edu/article/why-digital-ability-trumps-iq/>.

Venkatesan, Raj, and Kimberly A. Whitler (2021), "How Marketers Can Address Data Challenges to Drive Growth," *MIT Sloan Management Review*, December 8, 2021, <https://sloanreview.mit.edu/article/how-marketers-can-address-data-challenges-to-drive-growth/>.

Whitler, Kimberly A. (2021), "How Research Can Mislead Marketers on Brand Activism," *MIT Sloan Management Review*, October 18, 2021, <https://sloanreview.mit.edu/article/how-research-can-mislead-marketers-on-brand-activism/>.

Whitler, Kimberly A. (2021), "Why Short CMO Tenure Is Not Always a Problem," *MIT Sloan Management Review*, June 21, 2021, <https://sloanreview.mit.edu/article/why-short-cmo-tenure-is-not-always-a-problem/>.

Korst, Jeremy, and Kimberly A. Whitler (2020), "Why the Best Tech Firms Keep Customers Front-of-Mind," *Harvard Business Review*, January 8, 2020, <https://hbr.org/2020/01/why-the-best-developers-keep-customers-front-of-mind>.

Whitler, Kimberly A. and Ram Janakiraman (2018), "How One CMO Revamped Her Role," *Harvard Business Review*, October 3, 2018, <https://hbr.org/2018/10/how-one-cmo-revamped-her-role>.

Morphis, Gene, and Kimberly A. Whitler (2013), "CMOs, Build a Relationship with Your CFOs," *Harvard Business Review*, March 6, 2013, <https://hbr.org/2013/03/cmcs-build-a-relationship-with>.

Whitler, Kimberly A. (2012), "How CMOs can Work with CIOs to Gain Customer Insight," *Harvard Business Review*, November 9, 2012, <https://hbr.org/2012/11/why-cmos-and-cios-need-to-team>.

**53 additional articles published in the following outlets:** *Washington Post*, *CEO Briefing* newsletter, *Chief Executive*, The Conference Board Director Notes, *Economic Times*, CMO.com, IBM's Smarter Planet, Chief Marketer, *Ad Age*, CMO Council, *Marketing Journal*, and *Ideas to Action*, among others.

## **FORBES SENIOR CONTRIBUTOR**

**4,985,173 Views of Forbes Articles:** Promoted to senior contributor based on impact (2018)

## **HONORS, AWARDS, AND MEDIA COVERAGE**

---

### **RESEARCH HONORS AND AWARDS**

**Distinguished Scholars Award: The University of Virginia (2024)** – One of five recipients honored for "sharing their expertise, research, books, and depth of knowledge with members of the UVA community across the globe."

**Journal of Marketing Sheth Foundation Best Paper Winner (2023)** – honors the best paper published in the *Journal of Marketing* that has made long-term contributions to the field of marketing

**Journal of the Academy of Marketing Science Sheth Foundation Best Paper Finalist (2022)** – annual award to the best paper published in the *Journal of the Academy of Marketing Science*

**Robert D. Buzzell Best Paper Award Finalist (2022)** – annual award to the best paper published by the Marketing Science Institute that has made the "most significant contribution to marketing practice and thought" over a two-year period

**Faculty Fellow, AMA-Sheth Foundation Doctoral Consortium (2022)** – "The premier consortium in the marketing discipline, bringing together the very best doctoral students and faculty from business schools across the world."

**Wells Fargo Fund for Excellence (2022-23)** – \$15,120

**Dean's Research Fund Award (2021-2022)** – \$10,500

**Journal of the Academy of Marketing Science Sheth Foundation Best Paper Award Winner (2020)** – annual award to the best paper published in the *Journal of the Academy of Marketing Science*

**Journal of Marketing MSI/H. Paul Root Award Finalist (2019)** – annual award to the *Journal of Marketing* paper that makes a significant contribution to marketing practice

**Journal of International Marketing S. Tamer Cavusgil Award Finalist (2019)** – annual award given to the paper that has made the most significant contribution to the advancement of the practice of international marketing management

**Wells Fargo Award for Outstanding Research Publication (2019)** – award given every two years by the Darden School of Business to the publication that has had significant impact on practice

**Robert D. Buzzell Best Paper Award Winner (2017)** – annual award to the best paper published by the Marketing Science Institute that has made the “most significant contribution to marketing practice and thought” over a two-year period

**Best Paper Award (2014)** – Marketing Strategy Track, American Marketing Association, 2014

## TEACHING HONORS AND AWARDS

**Outstanding Faculty Award Nominee, Residential Program, selected by students**

2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024

**Outstanding Faculty Award Nominee, EMBA Program, selected by students (2024)**

**Wells Fargo Award for Excellence in Course Material Development (2022)**

**Frederick S. Morton Faculty Leadership Award, Darden School of Business (2021)**

Given annually to a graduating MBA student in recognition of exceptional leadership and to the faculty member who best fostered the student’s leadership ability

**Mead Honored Faculty Award Recipient (2020-2021)**

**Wells Fargo Award Finalist for Outstanding Case Series or Course (2021)**

Darden School of Business

**Favorite MBA Professors of the Class of 2020 (2020)**

Poets&Quants

**Frederick S. Morton Faculty Leadership Award, Darden School of Business (2019)**

Given annually to a graduating MBA student in recognition of exceptional leadership and to the faculty member who best fostered the student’s leadership ability

**Darden Faculty Diversity Award Nominee, selected by students (2019)**

Given annually to a faculty member who promotes diversity and inclusion

**Darden Graduate Women in Business’s Mentor Award Nominee, selected by students (2017)**

**Favorite Professors of Top MBAs (2017)**

Poets&Quants

**Darden Faculty Diversity Award Recipient, selected by students (2016)**

Given annually to a faculty member who promotes diversity and inclusion

**Dean’s Recognition for Top 10% in Student Evaluations of Teaching**

2015–2016 (core), 2016–2017 (core), 2017–2018 (elective), 2018–2019 (core), 2019–2020 (elective), 2023–2024 (core)

**MBA Advisory Committee Representative, residential program (2017, 2018, and 2019)**

Chosen by students as one of two faculty representatives

**MEDIA INTERVIEWS AND COVERAGE**

**Over 9,800 global media mentions with over 16 billion impressions and an earned media value exceeding \$84 million, including:**

*Wall Street Journal*, Bloomberg, Associated Press, Reuters, *Washington Post*, *New York Times*, BBC News, BBC Radio, *USA Today*, ABC, NBC, MSN, Yahoo!, *Financial Chronicle*, Fox Business, POTUS (Sirius/XM), Harvard Law School Forum on Corporate Governance and Financial Regulation, CBC News (Canada), *Boston Globe*, U.S. News & World Report, *Washington Times*, *Chicago Tribune*, *Chicago Sun-Times*, *New York Daily News*, Fox Sports, The Athletic, National Association of Corporate Directors, *Ad Age*, *Telegraph*, The Economist Group, International Finance News (China), *Business Standard II* (India), DNA (India), TimesLIVE (Africa), *Telegraph* (UK), Independent (Ireland), MediaBUZZ (Asia), CMO.com (Australia), Retail Watching (Netherlands), Tech in Asia (Asia), Business Day (New Zealand), World News (Sweden), *Daily Mail* (UK), *Dinero* (Colombia), Observatoire de l'Immateriel (France), Finance Sina (China), among others.

**ACADEMIC CONFERENCES, CONSULTING, AND EVENTS**

---

**ACADEMIC CONFERENCE, TRACK, AND SESSION CHAIR POSITIONS**

Track Co-Chair, American Marketing Association (AMA) (winter 2021)

Track Co-Chair, AMA (summer 2020)

Conference Co-Chair, Theory + Practice in Marketing Conference, Darden School of Business (2017)

Session Co-Chair, Winter AMA, "Marketing's Role at the Top: Understanding How Marketing Experience of CEOs Impacts Firm Strategy and Performance" (2017)

Track Co-Chair, AMA, Marketing Strategy and Organization Track (2015)

Chair, AMA Doctoral Student Special Interest Group (2011-2012)

Symposium Chair, AMA Doctoral Student Symposium (Winter 2012)

Vice Chair, AMA Doctoral Student Special Interest Group (2010–2011)

Symposium Co-Chair, AMA Doctoral Student Symposium (summer 2011)

Session Chair, AMA, "Where's My Glass Slipper: Strategies for Finding the 'Right' School and Career Success" (2012)

Session Chair, AMA, "Writing a Publishable Paper: The Theory, the Story, the Process" (2012)

Session Chair, AMA, Doctoral Student SIG Mentor's Breakfast (2011)

**ACADEMIC / UNIVERSITY PRESENTATIONS**

Winter AMA: "When Chief Marketing Officers Impact Sales Growth," with Tracey Swartz, Frank Germann, and Peter Ebbes (2024)

Winter AMA: "Bridging the Gap: Crafting Practical Marketing Research for Industry Impact," with Michael Hei, Koen Pauwels, and Kay Peters (2024)

Women in Marketing Strategy: "How to Amplify your Research Impact" (2024)  
University of Connecticut (2024)  
University of Rochester (2024)  
Summer AMA: "Marketing-Experienced Board Members' Impact on Firm Performance," with Ryan Krause and Don Lehmann (2023)  
Theory + Practice in Marketing Conference: "The Mechanisms through Which Marketing-Experienced Board Members Influence Firm Performance," with Ben Lee, Neil Morgan, and Lopo Rego (2023)  
ISMS Marketing Science Conference: "Marketing Activism: Pushing the Boundaries of the Firm and Pushing the Boundaries of Marketing," with Sundar Bharadwaj, Peeter Verlegh, and Peren Ozturan (2023)  
Marketing Science Institute's "State of Marketing Science Summit": "Ways Companies Are Mismanaging Brand Activism and Brand Purpose" (2023)  
Summer AMA Conference: "Increasing Impact through Practitioner Engagement," with Willy Bolander (2022)  
Marketing Strategy Consortium Keynote: "Growing the Scope and Impact of Marketing Strategy," with Lisa Scheer, Neil Morgan, and Werner Reinartz (2022)  
Sheth Consortium: "Marketing's Impact on Firm Value" (2022)  
Decision Sciences Institute Conference: "Chief Marketing Office Compensation: The Impact of Employing Different Internal and External Benchmarks," with Hui Feng (2021)  
Decision Sciences Institute Conference: "The Mechanisms by Which Marketing-Experienced Board Members Influence Firm Performance," with Ben Lee, Neil Morgan, and Lopo Rego (2021)  
Florida State University's Wells Fargo Distinguished Speaker Series (2021)  
Winter AMA: "How Do Board Members with Marketing Experience Influence Firm Performance?" with Ben Lee, Neil Morgan, and Lopo Rego (2021)  
Marketing Strategy Consortium: "Marketing's Role within the Firm," Discussion Facilitator (2020)  
Winter AMA Conference: "The CMO Role Design Challenge," with Neil Morgan and Lopo Rego (2020)  
Winter AMA Conference: "Upper Echelons Marketing Strategy," with Ben Lee and Neil Morgan (2020)  
Georgia Tech (2019)  
Marketing Strategy Meets Wall Street: "How the CMO Role Contributes to CEO Dissatisfaction and CMO Failure," with Neil Morgan and Lopo Rego (2019)  
Marketing Strategy Consortium: "Marketing Leadership," with Ben Lee, Neil Morgan, and Lopo Rego (2019)  
Winter AMA Conference: "How Board Members with Marketing Experience Influence Board Member and TMT Decisions," with Ryan Krause, Don Lehmann, and Neil Morgan (2019)  
Winter AMA Conference: "How CMO Roles Vary and Why It Matters," with Neil Morgan and Lopo Rego (2019)  
University of Auckland (2018)  
Marketing Strategy Meets Wall Street: "How and When Do Marketers on the Board Influence Firm Performance?" with Ryan Krause and Donald R. Lehmann (2017)  
Winter AMA Conference: "How CEOs Impact Marketing Capability," with Neil Morgan and Lopo Rego (2017)  
Winter AMA Conference: "The Impact of Chief Marketing Officer Pay Reference Point on Firm Performance," with Hui Feng (2017)

Summer AMA Conference: General Session Presentation of “The Role of Marketing in the Firm and C-Suite.” Also served as Session Moderator (2016)

Theory + Practice in Marketing Conference: “A Role Theory Explanation for Why Some CMOs Have Impact and Others Don’t,” with Neil Morgan and Lopo Rego (2016)

Theory + Practice in Marketing Conference: “The Impact of Board-Level Marketing Experience on Firm Performance,” with Neil Morgan and Lopo Rego (2016)

Theory + Practice in Marketing Conference: “Does CMO Compensation Matter? A Benchmarking Perspective,” with Hui Feng and Neil Morgan (2015)

Denver University (2015)

Winter AMA Conference: “Chief Marketing Officer: A Role Theory Perspective,” with Neil Morgan. Also served as Session Chair (2015)

Texas Christian University (2015)

Academy of Management (AOM) Conference: “Gaining a Seat at the Table: A Mediated Model of Functional Representation on Top Management Teams,” with Ryan Krause and Albert Cannella Jr. (2014)

Winter AMA Conference: “Marketing on the Board: The Impact of Board-Level Marketing Experience on Firm Performance,” with Ryan Krause (2014)

#### ***Best Paper Award – Marketing Strategy Track***

Winter AMA Conference: “CMO Compensation: How Much Is Enough? Exploring the Consequences of CMO Under/Overpay,” with Hui Feng and Neil Morgan (2014)

Winter AMA Conference: “Causes and Consequences: The Organization of Marketing,” with Neil Morgan (2013)

Darden School of Business (University of Virginia), “Marketing on the Board: Marketing Experience at the Very Top” (2013)

AOM Conference: “That’s Not Fair! Deviations from Economic Rationality in Shareholder Say-on-Pay Voting,” with Ryan Krause (2012)

Winter AMA Conference: “Adding Insult to Injured Brands: When CEO Pay Becomes a Marketing Problem” (2012)

Haring Symposium: “Firm Marketing Capabilities and Financial Performance: How Board of Director Network Ties Impact the Relationship” (Discussant)

#### ***Best Discussant Runner-Up***

### **MANAGERIAL: CONSULTING, SPEAKING, WORKSHOPS, AND EVENTS**

Hearst Corporation (2024): Hearst Management Institute

Council of Insurance Agents and Brokers (2024): Conference with CMOs and CHROs

Chief Communication Officer Council Meeting (2024): Sociopolitical activism

Oliver Wyman (2022-2024): CEO workshops on minimizing business risk from activism

Large Cap Women’s Leadership Forum (2023): “Solving the Sociopolitical Activism Challenge”

Stop the Addiction Fatality Epidemic (SAFE) Project (2023)

Navy PEO Strategic Submarines (2023)

FBI (2022)



Hazelden Betty Ford Foundation (2022)

Atlanta CMO Roundtable (2022): “Board-Level Impact on CMO Performance: Are You Positioned for Success?”

PGAN Large Cap CEO Forum (2022): “CEO Blind Spots: How the Role of the CEO is Evolving”

Marketing Accountability Standards Board (2022): “Designing a Better CMO Role”

South by Southwest (SXSW, 2021): Procter & Gamble sponsored panel discussion on COVID’s effect on start-ups

Chief of Staff, Air Force (2021)

14<sup>th</sup> Annual Tech CMO Conference (2020)

The Coca-Cola Company/McDonald’s G2 (2019)

Gartner (2018–2019)

Gartner CMO Workshop: “Creating and Influencing Disruptive Growth from the C-Suite” (2019)

E. & J. Gallo (2018)

Gartner Influencer Roundtable: Contemporary C-Level Marketing-Sales Issues (2018)

*Forbes* Inaugural Senior Contributor Summit (2018)

Brand 50 (top marketers from 50 largest global companies): “CMO Role Design” (2018)

Atlanta CMO Roundtable: “Setting CMOs Up for Success” (2018)

Accounting CMO Conference: Keynote speech (2018)

Mobile Marketing Association Board of Directors (2017)

*Forbes* Webinar: “The Last Mile: How to Consistently Extract Value from Data Analytics,” with Raj Venkatesan (2017)

G2 The Coca-Cola Company/McDonald’s Conference: “Five Emerging Marketing Disruptions” (2017).

*Forbes* CMO Summit: Speaker (2017)

11<sup>th</sup> Annual High-Tech CMO Conference: Keynote Speaker (2017)

US Department of Defense – Intelligence Units (USDI): Analytic Objectivity Symposium (2017)

San Francisco CEO-CMO Summit: “How CMOs Can Succeed In-and-Out of the Boardroom” (2017)

Marketing Science Institute’s Trustee Meeting: “The Future of Marketing: Talent, Capabilities, and Organizational Structure” (2016)

Enterprise Marketing Conference Roundtable: “The CMO of the Future” (2016)

Eureka College Board of Trustees: “The Making of a Superior Higher Ed Brand” (2016)

*Forbes* CMO Network Webinar: “The Transformative CMO” (2016)

UVA Foundation Presentation: “Brand Development” (2016)

Marketing Live 2016: “CMO Challenges, Opportunities, and Predictions for 2016” (2016)

Converge Conference 2015: “Helping Higher Ed CMOs Educate Key Stakeholders, Track Results, and Share Accomplishments throughout the University System” (2015)

IBM CMO Huddle: San Diego, California (2015)

IBM CrowdChat: “Changing the Learning Culture: The 70:20:10 Rule” (2015)

*Forbes* CMO Network Webcast: “Data-Driven and Digitally Savvy” (2014)

CMO Salon: AMA Symposium for the Marketing of Higher Education, “The Role of the Higher Education CMO: Challenges and Opportunities” (2014)

Allegis Partners (2013)

Marketing Forum, USA, “The Chief Marketing Officer: Scapegoat or Hero?” (2013)

CMO Exchange Conference, “Evolution of a Chief Marketing Officer: The Past, Present, and Future” (2013)

CMO Club, “Methods for Dealing with Big Data” (2012)

## **TEACHING**

---

### **Darden School of Business, University of Virginia**

Average Ratings – All Courses: 4.79 (course) and 4.87 (instructor)

Course Head: Marketing (residential MBA core, 2023–present)

Marketing Core (residential MBA, 2014–present)

Marketing Simulation Core (residential MBA, 2014–present)

Marketing Leadership (Executive MBA [EMBA] elective, 2022–present, and Part-Time MBA [PT MBA] elective, 2024)

Brand Management: Creating, Testing, and Analyzing New Brand Strategies (MBA elective, 2018–2022)

Positioning Your Business and Professional Brand for Success (Executive MBA LR2 elective, 2022–present)

Marketing II (EMBA core, 2021)

Managing Consumer Brands (MBA elective, 2016–2018)

Darden before Darden (MBA fall orientation, 2015)

### **Executive Education, Darden School of Business, University of Virginia**

Secretary of Defense Corporate Fellows Program (2016–present)

The Executive Program: Strategic Leadership from the Top (2018–present)

Sewell (2024)

AARP (2024, 2005)

PBS (2023)

Edward Jones (2023)

International Foodservice Distribution Association (2022)

Capital One (2019)

PAD School of Management: Executive Masters Format (2019)

PAD School of Management: Part-Time Masters Format (2019)

HWZ (2017, 2019)

### **Global Business Experience Course, Darden School of Business, University of Virginia**

China (2018, 2019, 2020)

## **TEACHING MATERIALS**

---

**Total case sales: 60,264 (through June 2024); developed 21 cases/exercises, 24 teaching notes and supplemental files, and 12 technical notes**

- Kimberly A. Whitler, Serena Hagerty, Julie Daum, and Giorgi Ben-Meir (Darden '25), "Using AI to Assess Creative Concepts," UVA-M-1055, UVA-M-1055H1, UVA-M-1055H2, and UVA-M-1055TN (2024)
- Zhihao Zhang, Kimberly A. Whitler, and Raj Venkatesan, "Three Empirical Methods for Calculating Customer Lifetime Value," (Technical Note), UVA-M-1056 and UVA-M-1056X (2024)
- Zhihao Zhang, and Kimberly A. Whitler, "A Conceptual Introduction to Customer Lifetime Value," (Technical Note), UVA-M-1053 (2024)
- Kimberly A. Whitler, Serena Hagerty, and Zhihao Zhang, "Leveraging the Zone of Possible Agreement (ZOPA) to Make Pricing Decisions," (Technical Note), UVA-M-1045 (2024)
- Kimberly A. Whitler, Christopher P. Puto, and Stephen E. Maiden, "The Good Feet Store: Sponsoring College Athletes in the Name, Image, and Likeness (NIL) Era," UVA-M-1050, UVA-M-1050TN1, and UVA-M-1050TN2 (2023) *Note: For use outside of UVA*
- Kimberly A. Whitler, Christopher P. Puto, and Stephen E. Maiden, "The Good Feet Store: Sponsoring University of Virginia Athletes in the Name, Image, and Likeness (NIL) Era," UVA-M-1038, UVA-M-1038TN1, and UVA-M-1038TN2 (2023) *Note: For use within UVA*
- Kimberly A. Whitler, Dan Baum, and Emily Pasquinelli (UVA '24), "Managing Brand Crisis: Bud Light Cracks Open a Can of Controversy," UVA-M-1043 and UVA-M-1043TN (2023)
- Kimberly A. Whitler and Katherine Brown (MBA '23), "Brian Gursky: Using Social Media to Build an Athlete Brand in the Name, Image, Likeness (NIL) Era," UVA-M-1039 and UVA-M-1039TN (2023)
- Kimberly A. Whitler and F. D. Wilder, "Assessing and Improving Digital Ability: Procter & Gamble's Approach to Raising Brands' Digital Competency," (Technical Note), UVA-M-1035 (2023)
- Kimberly A. Whitler, Alex Goodman (MBA '22), Mark McNeilly, and Adam Goodman, "Mickey Mouse Takes a Stand: Does Sociopolitical Activism Change the Disney Story?" UVA-M-1031 and UVA-M-1031TN (2022)
- Kimberly A. Whitler and Patrick Fasano (MBA '22), "Miche Mix: Designing a CMO Role," UVA-M-1029, UVA-M-1029TN, and UVA-M-1029TNP (2022)
- Kimberly A. Whitler and Steven Soltis, "Pause and Refresh: Rethinking Coca-Cola's Response to the Georgia Voting Reform Law," UVA-M-1020 and UVA-M-1020TN (2021)
- Kimberly A. Whitler, David Wooten, and Liam Nolan (UVA '24), "Coke Puts Its Brand between a Rock and a Hard Place: Aligning Activism with Brand Purpose," UVA-M-1019 and UVA-M-1019TN (2021)
- Kimberly A. Whitler and Mark Pohl (MBA '21), Liam Nolan (UVA '24), and Sarah Young (UVA '23), "Brand Purpose" (Technical Note), UVA-M-1016 (2021)
- Kimberly A. Whitler, "Branding the Master Brander (B): Implementing Procter & Gamble's Employer Brand," UVA-M-1005 and UVA-M-1005TN (2020)
- Kimberly A. Whitler and Kyle Wyper (MBA '20), "Branding the Master Brander (A): Positioning Procter & Gamble's Employer Brand," UVA-M-1004, UVA-M-1004TN, and UVA-M-1004TNP (2020)
- Kimberly A. Whitler and Sarah Young (UVA '23), "Employer Branding: What It Is and Why It Matters" (Technical Note), UVA-M-1003 (2020)
- Luca Cian, Lalin Anik, Tami Kim, Thomas J. Steenburgh, Kimberly A. Whitler, Ryan Ferrera (MBA '20), and Winfred Hills (MBA '20), "Conjoint Analysis: Estimating Consumer Preference," UVA-M-1002 and UVA-M-1002X (2020)
- Kimberly A. Whitler and Adrian Viesca Trevino (MBA '17), "Brand Positioning in Sports," UVA-M-0969 (2019)

- Kimberly A. Whitler and Randle D. Raggio, “Country Market Collection: A Case of Channel Conflict,” UVA-M-0942 and UVA-M-0942TN (2017)
- Kimberly A. Whitler and Ellen Regan (MBA ’17), “Brand Measurement Methods” (Technical Note), UVA-M-0920 (2019)
- Kimberly A. Whitler, “Developing a Superior Positioning Concept for a Product, Service, Idea, or Experience” (Technical Note), UVA-M-0919 (2018)
- Kimberly A. Whitler, “Build Your Brand with Social Media: How to Get Started Using Twitter” (Technical Note), UVA-M-0913 (2016)
- Kimberly A. Whitler, Gerry Yemen, and Graham D. Wells, “Buick at a Crossroads: Building Brand Momentum,” UVA-M-0907 and UVA-M-0907TN (2016) and UVA-M-0907TNP
- Kimberly A. Whitler and Scott A. Vaughan, “Developing a Marketing Technology Blueprint” (Technical Note), UVA-M-0906 (2016)
- Kimberly A. Whitler, Paul W. Farris, and Sylvie Thompson, “David’s Bridal: Customer Relationship Management in the Digital Age,” UVA-M-0899 and UVA-M-0899TN (2015)
- Kimberly A. Whitler and Marian Chapman Moore, “A Note on Market Definition, Segmentation, and Targeting: Three (of Four) Steps in Developing M-Market Strategy” (Technical Note), UVA-M-0895 (2016)
- Kimberly A. Whitler, “A Strategic Marketing Plan to Successfully Deliver Your Professional Brand,” UVA-M-0894 and UVA-M-0894TN (2015)
- Kimberly A. Whitler and Jude Hammerle, “Exercise: Creating a Model of Consumer Behavior,” UVA-M-0893 and UVA-M-0893TN (2016)
- Kimberly A. Whitler, “Developing a Superior Brand Essence Statement” (Technical Note), UVA-M-0892 (2016)
- Kimberly A. Whitler, “Developing a Superior Creative Brief” (Technical Note), UVA-M-0891 (2016)
- Kimberly A. Whitler, “Developing a Superior Strategic Marketing Plan” (Technical Note), UVA-M-0890 (2016)
- Kimberly A. Whitler and Marian Chapman Moore, “Your Professional Brand: Creating a Brand Essence Statement for Your Career,” UVA-M-0887 (2015)
- Kimberly A. Whitler and Marian Chapman Moore, “Your Professional Brand: Creating a Brand Essence Statement for Your Internship,” UVA-M-0881 (2015)
- Kimberly A. Whitler and Marian Chapman Moore, “Your Professional Brand: Creating a Brand Essence Statement,” UVA-M-0881TN (2015)
- Paul W. Farris, Kimberly A. Whitler, and Sylvie Thompson, “David’s Bridal: A Proposal for a New Generation,” UVA-M-0837 (2012) and UVA-M-0837TN (2013)

## SERVICE

---

### SERVICE TO THE DISCIPLINE

AMA Board of Directors (2024–present), Audit and Finance Committee

AMA Foundation Advisory Board (2022–present)

Chair (2024–2025)

Chair-Elect (2023–2024)

Editorial Review Board, *Journal of Marketing*

Editorial Review Board, *Journal of the Academy of Marketing Science*

Editorial Review Board, *International Journal of Research in Marketing*

*Journal of Management* (Ad Hoc)

*Journal of Public Policy and Marketing* (Ad Hoc)

*Journal of Business Review* (Ad Hoc)

Marketing Science Institute's Alden G. Clayton Competition (Reviewer)

PhD Project: Panel on "Corporate Board Diversity—Moving beyond Lip Service" (presented at AMA, 2023)

AMA DocSIG Mentors' Breakfast (2023)

## **SERVICE TO DARDEN / UNIVERSITY OF VIRGINIA**

### Service to the UVA / Darden Brands:

- Media mentions value to Darden/UVA: Over 9,800 media mentions, garnering over 16 billion impressions and over \$84 million of earned media

### UVA and Darden Committee Service:

- Residential MBA Program Committee (2023–present)
- Course Head: Residential Core Marketing (2023–present)
- Spring Research Camp Coordinator (2023)
- Darden Branding Committee (2023–2024)
- Marketing Area Research Camp Organizer (2023)
- Executive Education Policy Committee (2019–2020)
- Research, Course Development, and Doctoral Policy Committee (2018–2019)
- Conference Co-Chair, Theory and Practice in Marketing Conference, Darden School of Business (2017)
- Faculty representative on the UVA Communications Cabinet, a 12-person pan-university leadership organization, at the invitation of UVA's CMO (2015–2018)
- MBA Advisory Committee Representative: chosen by students as one of two faculty reps (2017–2019)

UVA Athletic Department: Developed a book for scholar athletes to manage their athlete brands and benefit from NIL (see *Athlete Brands: How to Benefit from Your Name, Image, and Likeness*)

- Invited and organized a visit and fireside chat with NCAA president Charlie Baker (2024)
- Developed and delivered curriculum for UVA baseball team, rowing team, and Curry graduate student athletes (2022–present)
- Worked with individual student athletes: Rebecca Jarrett (soccer), Virginia Bossi (golf), Skylar Dahl (rowing), Brian Gursky (baseball)
- Developed two cases related to college athlete sponsorships and NIL
- Presented at athletic department: "NIL More than the Score," followed by discussion for alumni (2023)
- Led research designed to help college athletes understand how to manage their brands like professionals—published in *Harvard Business Review* print edition (May–June 2024)

Career Development Center/Academy Week Presentations: "Choosing Your First General Management Marketing Job Carefully" (2015, 2016, 2017, 2018), "Professional Branding" (2015, 2017)

## **SERVICE TO STUDENTS**

### Student Service

Faculty Adviser: The Marketing and General Management Club (2022–current); the Marketing Club (2015–2022); and the Basketball Club (2021–present)

Dissertation Committee: Sharon (Ying) Xie (Arizona State University, '26)

Independent Studies: Advised 31 independent study projects

2024–2025: Hunter Firebaugh (Q1); Zach Peak, Robert Simms (Q3)

2023–2024: Ryan Smith (Q1); Ana Torres, Faiza Chowdhury, Grace Collins, Audriana Grey, Annie Stockstill (Q3)

2022–2023: Stuart Symington (EMBA, Q10); Lucy King, Praveen Krisnamurthy, Daniel Torres (Q4)  
2021–2022: Jay Maybank (Q4, 3 hours); Patrick Fasano (Q3); Alex Goodman, Josh Rombach (Q4); Jake Berlin, Kelly Dulin, Rafa Rivera (Q2, 3 hours)  
2020–2021: Scott Mickey, Effie Nicholaou, Nick Sutherland (Q2, 3 hours); Mark Pohl (Q4, 3 hours)  
2016–2020: Jackie Staiger, Kate Maxwell, Christine Thach, Adrian Viesca Trevino, Ellen Regan, Kirstin DiCecca, Kareen Okaka

Created a “Leadership Unscripted” Series Session: 2022

USOAR Undergraduate Research Mentor: 2019, 2020, 2021, 2022, 2023

- Worked with the following undergraduate research assistants: Sarah Young, Graham Twente, Nick Newcomb, Emily Pasquinnelli, Shahir Kasam-Adams, Wilkerson Anthony, Zhen Ye, Jeremy Grossman

Collaborated with Darden/UVA students and recruiting partners: 16 Forbes articles include student/recruiting partner collaborations, co-authored a Sloan Management Review print article with Stephen Mann (Darden '22), co-authored a Harvard Business Review print article with Graham Twente (UVA '23), and co-authored an AMSR publication with Sarah Young (UVA '23)

Out-of-Class Support of Student Events - Invited Presentations, Panelist, and Student Sessions:

- Darden Military Association: “Standing Out in Interviews” (2024)
- Darden Diversity Conference for Admissions (2023, 2022)
- Marketing and General Management Club: “Prepare for Internship” (2021, 2022, 2023, 2024)
- General Management “Pitch Yourself” Practice Session (2020, 2021, 2022, 2023, 2024)
- Mock Interviews – The Marketing Club (2014–2024)
- Faculty Panel Member for Admitted Prospects (2016; 2017; Feb. and Apr. 2018; 2021; 2022; 2023)
- Darden Women in Business DC Conference (2022)
- Curry School of Education: “Building, Activating, and Monetizing an Athlete Brand” (2021)
- Graduate Women in Business Research Talk (2021)
- EMBA Research Talk (2021)
- Preparing for GMO/GMM Interviews (2019)
- Retail Club Presentation (2019)
- Asia Week Presentation (2019)
- GWIB Darden Days Event (2015, 2016, 2018, 2019)
- Mastering the Marketing Interview – The Marketing Club (2015–2016)
- Unsolved Business Mysteries Series (2015)
- McIntire Futures in Fashion Association Presentation (2016)
- Women in Business Admissions Event (2016)
- Admissions Day Moderator for Student Panel (2015, 2018)

Connections and Introductions:

- Brought NCAA president to speak at Darden’s Leadership Speaker Series
- Brought former CMO of the FBI to speak to PT EMBA
- Brought angel investor and CEO of marketing agency for Liquid Death to speak to EMBA
- Brought chief digital officer (P&G) and McKinsey adviser to speak to UVA undergraduate, Darden MBA, and EMBA students
- Brought CMO of Facebook to speak to UVA undergrad/MBA/EMBA students
- Brought founder of executive recruiting firm to speak to PT EMBA/EMBA students
- Brought former McKinsey partner and author of CMO book to speak to PT EMBA students
- Brought DHR partner to speak to EMBA students
- Brought partner of Ballard Partners to speak to EMBA students
- Brought former CMO of Hershey’s to speak to EMBA students
- Brought former CEO of Martin Agency to speak to residential students
- Brought CMO of Regal Entertainment Group to speak to EMBA students

- Brought Spencer Stuart's global consumer practice leader to speak to UVA undergrad/MBA/EMBA students
- Connected CEO of Transparent Media with student interested in private equity
- Connected three C-level individuals with Advancement and Corporate Relations
- Brought executive from Facebook and author of *Superconsumers* to speak to the Marketing Club
- Connected corporate EVP from Tencent with Darden to speak during China GBE
- Connected head of US sales for Merck vaccines to CDC
- Connected CMO of 6 Sense with career services and Marketing Club
- Connected CMO of Gerber with Marketing Club
- Connected president of Nuvo Group with CDC to recruit marketing candidates
- Connected head of recruiting at McAdam with CDC to recruit finance candidates
- Introduced executive from Twitter to Tech and Marketing clubs, which led to Skype session
- Brought CMO of Juniper Networks to grounds to meet with Tech and Marketing clubs; connected with corporate relations, which led to two Juniper Networks data scientists participating in the Darden Innovators' Roundtable
- Brought executive coach to grounds to present to students on how to manage their careers successfully—the presentation led to her connecting the president of AMEX with a student in a mentoring capacity and helping three others set up similar mentoring relationships
- Introduced student to president of JNJ Medical Devices, leading to job offer
- Brought CMO of Dairy Queen to speak at the Marketing Club Conference
- Connected MBA student to co-founder of C2B Solutions for counsel on starting a health care firm
- Connected MBA student to CMO of Chick-fil-A, resulting in internship offer and acceptance
- Connected MBA student to founder of Syntasa, resulting in internship offer
- Referred MBA student to CHRO and chief digital officer of large CPG firm, resulting in full-time offer

Judge for Student Events: Darden Cup (2019, 2023), Marketing Case Competition (2014, 2015, 2016, 2018, 2022), IDEA (2015/16), Brand Challenge Competition (2014, 2015, 2016)

## **SELECT INDUSTRY EXPERIENCE AND HONORS**

---

### **PRIOR WORK EXPERIENCE**

**Chief Marketing Officer – David's Bridal, Inc.**, Philadelphia, PA

**Chief Marketing Officer – Beazer Homes, Inc.**, Atlanta, GA

**Corporate Officer (Marketing Strategy) – PetSmart, Inc.**, Phoenix, Arizona

**General Manager, Breakfast Division – Aurora Foods, Inc.**, St. Louis, Missouri

**The Procter & Gamble Company**, US and Eastern Europe

Global Strategy (Global Fabric Care/Global Personal Care), Cincinnati, Ohio

International Marketing (Laundry, Dish), Czech Republic/Slovakia

Brand Manager (Era, Oxydol), Cincinnati, Ohio

Advertising Agency (Leo Burnett Company), Chicago, Illinois

Sales (Costco), Cincinnati, Ohio, and Seattle, Washington

Assistant Brand Manager (Tide)

Brand Assistant (Tide)

Summer Intern (Dash)

## **BOARDS**

Kalon Aesthetics (2024-present), Independent Board Member, Denver, Colorado

AMA Board of Directors, Audit and Finance Committee Member (2024–present), Chicago, Illinois

AMA Foundation Advisory Board (2022–present), Chicago, Illinois

- Chair (2024–2025)

- Chair Elect (2023–2024)

Transparent Media Advisory Board (2018–2020), Chicago, Illinois

SSA & Company, a G100 Company, CPG/Retailing Advisory Board (2018–2020), New York, New York

Harte Hanks Marketing Advisory Board (2016–2018), San Antonio, Texas

Board of Visitors (2008–2010). University of Arizona Marketing Board, Tucson, Arizona

Board of Trustees (1999–2001), Eureka College, Eureka, Illinois

## **EXPERT WITNESS ENGAGEMENTS**

Expert Opinion: Barington Capital Group LP (2016)

Expert Witness: Virginia Case #CL14-1739, Donna Reighard, Inc. v. Ferguson Enterprises, Inc. (2016)

## **INDUSTRY AWARDS**

Hot 100 Internet Websites – David’s Bridal

Platinum Hermes Creative Award (Catalog Design) – David’s Bridal

Silver Davey Award (Catalog Design) – David’s Bridal

Gold Award for Best Custom Publishing (MAGS award), *Smart Living* – Beazer Homes

Bronze MAGS Award for the redesign of *Someday Starts Today* to *Smart Living* – Beazer Homes

Top Summit Award from HBA for best website design – Beazer Homes

MAME Award (Major Achievement in Marketing Excellence – Radio) – Beazer Homes

NAHB Silver Award for Ad Campaign (top 5 commercial in industry based on business/creative results) – Beazer Homes

Gold Award (GAMMA Awards) for custom publication, *Someday Starts Today* – Beazer Homes

RAC Gold Award (new TV campaign) – PetSmart

Winner, *Ad Age’s* Top 10 Ad for 2005 – PetSmart

DMA Tempo Award for excellence in creative and marketing (new pet parent guide) – PetSmart

Effie for Business Building Advertising – Era Laundry Detergent

P&G Goldstein Award for best global advertising campaign – Tide Laundry Detergent

University of Arizona MBA Alumni Achievement Award (2001)

Eureka College Young Alum Award (1998)