

Michael D. Johnson, Ph.D.
Dean Emeritus and E.M. Statler Professor Emeritus, Cornell University
Marketing Department Chair, Wisconsin School of Business



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SUMMARY

A distinguished scholar, experienced academic administrator, and social scientist by training, Michael D. Johnson is Dean Emeritus and E.M. Statler Professor Emeritus at the Nolan School of Hotel Administration, SC Johnson College of Business, Cornell University, and Marketing Department Chair at the Wisconsin School of Business, University of Wisconsin-Madison. Professor Johnson is one of the world's leading experts on customers satisfaction with over 30,000 Google Scholar citations. He has published over 100 academic articles and industry reports and six books over the course of his career. His most recent book, co-authored with Fred Selnes, is *Customer Portfolio Management: Creating Value with a Large Leaky Bucket of Customers* (MIT Press). His research interests include customer satisfaction and loyalty, customer portfolio management, marketing strategy, and innovation. Dr. Johnson previously served as President and Professor of Marketing at John Carroll University, Provost and Professor of Marketing at Babson College, the Bradley H. Stone Dean and E.M. Statler Professor at the Nolan School of Hotel Administration at Cornell University, and the D. Maynard

Phelps Collegiate Professor of Business Administration and Professor of Marketing at the University of Michigan's Ross School of Business. Dr. Johnson serves on the Board of Directors of the Center for Advanced Business Studies, an affiliate of the University of Wisconsin-Madison and the Wisconsin School of Business, in support of executive education opportunities. He is a member of the Corporate Governance and Compensation Committee. From 2016-2023 he served as a member of the President's International Advisory Board of BI Norwegian Business School in Oslo, Norway. From 2011 to 2022 he served as an Independent Director, Audit Committee member, and Nominating and Corporate Governance Committee member on the board of Carey Watermark Investors I and II, which became Watermark Lodging Trust, a Chicago-based real estate investment trust focused on lodging properties. The REIT was sold to Brookfield Properties in October of 2022.

EDUCATION

Ph.D., Behavioral Science and Marketing, University of Chicago, Booth School of Business, 1983.

M.B.A., Marketing, University of Chicago, Booth School of Business, 1980.

B.S., Economics and Psychology, University of Wisconsin-Madison, College of Letters & Science, 1978.

ACADEMIC APPOINTMENTS

Marketing Department Chair, University of Wisconsin-Madison, Wisconsin School of Business, 2022-present.

Visiting Scholar, University of Michigan, Stephen M. Ross School of Business, 2021-2022.

Professor of Marketing, John Carroll University, John M. and Mary Jo Boler College of Business, 2018-2022.

President, John Carroll University, 2018-2021.

Provost and Professor of Marketing, Babson College, 2016-2018.

Dean Emeritus and E.M. Statler Professor Emeritus, Nolan School of Hotel Administration, SC Johnson College of Business, Cornell University, since 2016.

The Bradley H. Stone Dean and E.M. Statler Professor, Nolan School of Hotel Administration, SC Johnson College of Business, Cornell University, 2006-2016.

D. Maynard Phelps Collegiate Professor of Business Administration, University of Michigan, Stephen M. Ross School of Business, 1998-2006.

Professor of Marketing, University of Michigan, Stephen M. Ross School of Business, 1995-2006.

Associate Professor of Marketing, University of Michigan, Stephen M. Ross School of Business, 1987 to 1995.

Assistant Professor of Marketing, University of Michigan, Stephen M. Ross School of Business, 1983 to 1987.

Lecturer in Marketing, University of Michigan, Stephen M. Ross School of Business, 1982 to 1983.

AT JOHN CARROLL UNIVERSITY

Michael D. Johnson served as the 25th President of John Carroll University from 2018 to 2021. John Carroll is one of 27 Jesuit universities in the United States and comprised of two colleges, the College of Arts & Sciences and the Boler College of Business. President Johnson focused his efforts on the University's academic accreditations, fundraising, strategic planning, adapting to the pandemic, reducing cost structures, and improving facilities. His accomplishments include:

Academic Accreditations and University Ranking: During academic year 2018-2019 John Carroll received highly successful reaccreditations from three major accrediting bodies, the Higher Learning Commission, the Association to Advance Collegiate Schools of Business (both in Business and Accounting), and the Council for the Accreditation of Educator Preparation. In 2020, John Carroll University's overall ranking in *US News & World Report* rose from #6 to #2 among Regional Universities Midwest.

Fundraising: In June of 2018 President Johnson announced a \$10 million gift from the Boler family to name the John M. and Mary Jo Boler College of Business and another \$5 million in matching gifts from the University's Board of Directors. The College received two subsequent gifts in May 2019 as part of its \$25 million *Inspired Lives* campaign to name the Christine M. and Richard J. Kramer School of Accountancy and Information Sciences and the Susan C. and William P. Donnelly School of Leadership and Social Innovation. Fiscal year 2019 was a record-high year of fundraising for the University with over \$36 million in new gifts and commitments. In 2020 President Johnson established the Debra L. Pawl Professorship in Biology through an estate gift from the late Debra Paul '74.

Strategic Plan 2021-2026: From fall of 2019 through fall of 2020 President Johnson led the University community through the development of *Igniting the Future: The Strategic Plan for John Carroll University 2021-2026*. Focused on new academic programs and an integrated approach to the student experience, the plan was formally approved by the Board of Directors in December 2020. Highlights include:

- A vision that builds upon John Carroll's strengths in the arts and sciences while enhancing its reputation through distinction in health, business, analytics, and experiential learning.

- A strong commitment to building and sustaining a more diverse living, learning, and working environment.
- Growing underleveraged degree programs in biology and business while developing new programs in health, business, STEM concentrations, and integrated analytics.
- Expanding student populations with a focus on graduate and transfer students.
- Reimagining academic structures to be more impactful, effective and efficient.
- Development of an integrated student success model that continues to foster a culture of care.
- Significant investments in enrollment management, marketing, and campus facilities in support of undergraduate and graduate enrollment and retention.

Pandemic Response: By March 2020, in the midst of the strategic planning process, the COVID-19 pandemic created unprecedented uncertainty in John Carroll's finances and fundamentally changed how the University interacts with its students and other stakeholders. Through the efforts of a COVID-19 Task Force focused on campus operations and reopening plans, and a Scenario Planning Task Force focused on academic and financial planning, the University effectively transitioned to an online environment, controlled costs, invested in classroom technology and extensive faculty training, and successfully reopened campus in January 2021 using a HyFlex (hybrid) model of instruction.

Cost Restructuring: Like many colleges and universities, John Carroll has faced a declining and more price-conscious population of college applicants, flat revenues, and an unsustainable cost structure, a problem amplified by the pandemic. President Johnson's plan for John Carroll focused on enrollment growth through implementation of the strategic plan and the reduction of historically high cost structures. In May 2020 he announced a three-year restructuring effort to reduce John Carroll's pre-COVID staff, faculty, and general expense costs by \$15 million. The plan included an additional \$5 million in temporary savings for fiscal year 2021 directly related to the uncertainties of the pandemic. By January 2021, over \$10 million in structural cost savings were implemented and/or identified and over \$5 million in temporary savings achieved.

Facilities: In 2018, President Johnson engaged John Carroll's Student Government to identify and implement a set of facilities projects on campus that would directly enhance the student experience. Over summer 2019 and summer 2020, \$3 million was invested to create new or renovated campus fitness facilities, music facilities, student organization offices, student meeting and lounge spaces, remote dining options, and an outdoor patio. Other projects launched during his tenure include a two-phase, \$30 million planned renovation of the University library and student learning center, a \$15 million renovation of iconic Dolan Hall (residence hall), and construction of the \$2 million Short Family Tennis Complex.

AT BABSON COLLEGE

Michael D. Johnson served as the Provost of Babson College from 2016 to 2018. As the senior academic officer of the College, he led all academic affairs including oversight of the Undergraduate School, the F.W. Olin Graduate School of Business, and the Babson Executive and Enterprise Education division that includes the Babson Executive

Conference Center. He was responsible for the vision and overall coordination for academic and student affairs, including academic operations, accreditation, admissions, student services, career services, centers and institutes, institutional research, athletics, and academic budgeting.

Provost Johnson led the approval of a new intellectual property policy for the College and developed a new governing policy for research centers and institutes. He co-led a college-wide task force, with the Chief Information Officer, to develop a comprehensive strategy for online learning and co-led another task force, with the Chief Business and Financial Officer, to explore growth of the undergraduate student body and plan for associated growth in faculty, staff and facilities. Provost Johnson worked with the Babson College leadership to advance the College's 2019 Centennial Campaign and "hub strategy" to grow its physical footprints both domestically (in Boston, San Francisco and Miami) and abroad. He worked closely with the academic leadership, faculty and students from the Olin College of Engineering and Wellesley College to advance the BOW (Babson-Olin-Wellesley) Consortium. Provost Johnson was the executive sponsor for the Weissman Foundry, an innovation and design space for Babson, Olin and Wellesley students on the Babson campus that opened in September, 2018. He co-led, with President Kerry Healey, a major renovation and expansion of Horn Library. During academic year 2017-2018, Provost Johnson led Babson's successful reaccreditation by the Association to Advance Collegiate Schools of Business.

AT CORNELL UNIVERSITY

Michael D. Johnson served as the sixth Dean of the Nolan School of Hotel Administration at Cornell University from 2006 to 2016. As dean of an independent school, he reported directly to the Cornell University Provost. During his tenure at Cornell Dean Johnson focused his efforts on investing in faculty, expanding students' learning and career opportunities, increasing diversity, building an effective fundraising organization, and growing the school's global platform. His accomplishments include:

Improved Academic Excellence and Diversity: Dean Johnson raised the standards for academic excellence for the School's faculty and students. Approximately two-thirds of the School's tenure-track and lecturer faculty members were hired during his tenure. The diversity of the faculty, student body and staff steadily increased under Dean Johnson's leadership with a particular emphasis on increasing the diversity of the School's faculty. In September of 2014, AACSB (the Association to Advance Collegiate Schools of Business) granted the School of Hotel Administration inaugural, unit-level accreditation at Cornell. The AACSB report praised the quality of the School's students, faculty, facilities, and leadership.

Improved Learning and Career Opportunities: Through a combination of new programs within SHA and cross-college collaboration, Dean Johnson led the expansion and enrichment of academic programs, learning opportunities and related career opportunities for both undergraduate and graduate students. This included the establishment and development of the Pillsbury Institute for Hospitality Entrepreneurship, the Center for Real Estate and Finance, the Cornell Institute for Hospitality Labor and Employee Relations (with the ILR School), and the Cornell Institute for Healthy Futures (with the College of Human Ecology). Throughout Dean Johnson's

tenure, the School's undergraduate students graduated with the highest rated educational experience and highest career placement rates at Cornell University.

External Relationships and Fundraising: Dean Johnson led the School's capital campaign, completed in December of 2015, which raised over \$160 million for students, faculty and programs. This fundraising included gifts to fund the Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship (\$15 million), the Bradley H. Stone Deanship (\$10 million), the Richard and Lisa Baker Program in Real Estate (\$10 million), the Burton M. Sack Professorship in Food and Beverage Management (\$3 million), the John and Melissa Ceriale Professorship in Hospitality Human Resources (\$3 million), the Michael D. Johnson Family Professorship in Services Marketing (\$3 million), the Marriott Student Learning Center (\$3 million) and countless scholarships to support students who would otherwise not be able to attend Cornell. Dean Johnson strengthened the School's ties to both its alumni network and the greater hospitality industry, as evidenced through the growth of formal industry events, partnerships and sponsorships. This included the annual Cornell Hospitality Icon & Innovator Awards gala in New York City.

Growing the School's Global Platform: Dean Johnson grew the School's global platform to extend its global reach and influence, capitalize on its global brand name, and drive the revenues needed to support its continued growth and preeminence in hospitality education. The School launched a dual degree (MBA and MMH) program with the China Europe International Business School (CEIBS) in Shanghai, China and established a collaborative agreement with the Shanghai Municipal Education Commission to establish a China Faculty Development Program to develop faculty for Cornell-affiliated programs in China. Dean Johnson also worked with developers in Shanghai, China to create the Cornell SHA Shanghai Center as a research and teaching center.

Service to the University and Hospitality Industry: Dean Johnson worked with Cornell's provost, deans, vice provosts, college officers and faculty on the University's strategic plan to "Reimagine Cornell." The plan detailed where Cornell should focus its resources for excellence and how to reduce its expenditures. This included creation of the Business at Cornell Consortium aimed to leverage the collective impact of management education at Cornell. Across campus, Dean Johnson chaired the Business at Cornell Consortium, which launched a university-wide minor in business, and chaired the board of governors of Entrepreneurship at Cornell. He served as a member of the Board of Directors of eCornell, Cornell University's wholly-owned online learning company, and the Administrative Board of the Cornell University Council.

Dean Johnson was appointed to the Governor's New York State Tourism Advisory Council in 2011, on which he served until 2016. He was a member of the Hospitality Infrastructure Committee for the Council. During this time the Council was responsible for expanding the "I Love New York" campaign from a New York City focus to a state-wide campaign that drove significant increases in tourism revenues across the State of New York. Johnson's service to the hospitality industry included membership on the International Council on Hotel, Restaurant, and Institutional Education (ICHRIE) and the Urban Land Institute's Hotel Development Council.

ACADEMIC HONORS AND AWARDS

Membership in *Alpha Sigma Nu*, the Jesuit Honor Society, awarded April 2019.

Icon and Innovator of the Year Award, for 10 years of service to the Cornell Nolan School of Hotel Administration, awarded June 2016, New York, NY.

Outstanding Paper Award, Literati Network Award for Excellence 2010, for “Joy and Disappointment in the Hotel Experience: Managing Relationship Segments,” published in *Managing Service Quality*.

Finalist, *Journal of Service Research*'s “Excellence in Service Research” Award for 2003.

Executive Book Summaries Award for publishing one of the best business books of 2000 (*Improving Customer Satisfaction, Loyalty and Profit*, co-authored by Anders Gustafsson, published by Jossey-Bass).

Best Paper Award, *Proceedings of the Annual Conference of the Academy of Marketing Science*, 2000.

Finalist, Association for Consumer Research's 1987 *JCR* Award for best *Journal of Consumer Research* contribution, 1984-1987.

Dissertation Award Winner (First Place), from Consumer Psychology Division 23 - American Psychological Association, 1984.

COURSES TAUGHT

Degree Program Courses at Wisconsin:

- Marketing Strategy (BBA Program)
- Foundations of Marketing Theory and Strategy (Ph.D. Program)

Executive Education Courses at Wisconsin:

- Marketing Strategy (Toward Executive Management Program)
- Marketing Strategy (Quad Communications Executive Development Program)
- Customer Centricity (Chief Marketing Officer Program)

Degree Program Courses at Cornell:

- Distinguished Lectures in Hospitality Management (BS & MMH Programs)
- Hospitality Management Seminar (BS Program)
- Distinguished Lectures in Hospitality Management Discussion Forum (MMH Program)

Executive Program Courses at Cornell:

- Competing in a Service Economy (General Managers Program)

Degree Program Courses at Michigan:

- Marketing Principles (BBA Program)
- Consumer Behavior (BBA & MBA Programs)
- Marketing Management (MBA Program)
- Marketing Management (Asia Global MBA Program) New
- Product Development (MBA Program)
- Customer Satisfaction Seminar (MBA Program)
- Services Marketing Management (MBA Program)
- Competing in a Service Economy (MBA Program)
- Multidisciplinary Action Projects (MBA Program)
- Global Multidisciplinary Action Projects (Asia Global MBA Program)
- Behavioral Seminar on Customer Satisfaction (Ph.D. Program)
- Survey of Judgment and Choice (Ph.D. Program)
- Survey of Economic Psychology (Ph.D. Program)
- Evolution of Marketing Theory (Ph.D. Program)

Executive Program Courses at Michigan:

- The American Customer Satisfaction Research Symposium
- Applied Methods in Marketing Research
- Business to Business Marketing Strategies
- Competing in Energy Services
- Customer Satisfaction Management (taught as part of the *Joint University of Michigan - University of Maryland Program in Survey Methodology*)
- Daewoo Global Executive Program
- The Executive Program
- Linking Customer Satisfaction, Quality and Financial Performance
- Heath Care Leadership Institute: Leadership Development Program
- Management Development Program
- Manufacturing Executive Program
- Marketing for Non-Marketing Managers
- Spectrum Health: Executive Leadership Institute
- SsangYong General Manager Program
- Strategic Marketing Management (US, Asia, Europe, and South America)
- Strategic Quality Management Program

DISSERTATION COMMITTEES (At Michigan)

- Michael Tschirhart (2005, Psychology)
- Jonas Matthing (2004, Karlstad University, Karlstad, Sweden – served as Opponent)
- Kerimcan Ozcan (2004, Marketing)
- John Godek (2003, Marketing)
- Kunal Gupta (2003, McGill University, Montreal, Canada)
- Line Lervik Olsen (2002, Norwegian School of Management BI, Oslo, Norway)
- Seigyoung Auh (2000, Marketing)*
- Utpal Dholakia (1998, Marketing)
- C. V. Harquail (1995, Organizational Behavior)

John Wayne Mosser (1993, School of Education)
Steven Earl Salterio (1993, Accounting)
Daniel Raymond Horne (1993, Marketing)*
Lori Strauss Feldman (1992, Marketing)
Sandra J. Burke (1992, Marketing)*
James Paul Frantz (1992, Industrial and Operations Engineering)
Richard Paul Larrick (1991, Psychology)
Gerald Lee Lohse (1991, Computers and Information Systems)
Carol Pluzinski (1990, Marketing)
David Michael Frederick (1986, Accounting)

* Committee Chair

RESEARCH UNDER REVIEW AND IN PROGRESS

“The Longevity of Relationships Involving Intangible Assets,” with Tohid Ghanbarpour and Anders Gustafsson, under review at the *Journal of Marketing*.

“Building Brand Loyalty through Brand Adaptation”, with Fred Selnes and Even Johan Lanseng, in preparation for submission to the *Journal of Service Research*.

“The Opportunity Cost of Customer Satisfaction”, with Claes Fornell and Eugene W. Anderson, in preparation for submission to the *MIT Sloan Management Review*.

BOOKS

Selnes, Fred and Michael D. Johnson (2025), *Customer Portfolio Management: Creating Value with a Large Leaky Bucket of Customers*, Cambridge, MA: MIT Press.

Gustafsson, Anders and Michael D. Johnson (2003), *Competing in a Service Economy: How to Create a Competitive Advantage through Service Development and Innovation*, San Francisco, CA: Jossey-Bass.

Published in Spanish as: *Competir en una Economía de Servicios: Cómo Crear una Ventaja Competitiva por Medio del Desarrollo y la Innovación en el Servicio*, San Rafael, Mexico: Panorama Editorial.

Published in Chinese as: *Competing in a Service Economy* (translation), Beijing, China: China Labor and Social Security Publishing House.

Johnson, Michael D. and Anders Gustafsson (2000), *Improving Customer Satisfaction, Loyalty and Profit: An Integrated Measurement and Management System*, San Francisco, CA: Jossey-Bass.

Published in Japanese as: *Improving Customer Satisfaction, Loyalty and Profit* (translation), Tokyo, Japan: Diamond Publishers.

Published in Chinese as: *Improving Customer Satisfaction, Loyalty, and Profit* (translation), John Wiley & Sons and Shanghai Jiao Tong University Press.

Published in Italian as *Customer Satisfaction: Un sistema integrato di valutazione e gestione per incrementare la soddisfazione del cliente, la fedeltà e il profitto*. Guerini & Associates, Milan, Italy.

Edvardsson, Bo, Anders Gustafsson, Michael D. Johnson, and Bodil Sandén (2000), *New Service Development and Innovation in the New Economy*, Lund, Sweden: Studentlitteratur.

Johnson, Michael D. (1998), *Customer Orientation and Market Action*, Upper Saddle River, NJ: Prentice Hall.

Published in German as: *Kundenorientierung und Markthandlung*, Munich, Germany: Oldenbourg Verlag.

Johnson, Michael D., Andreas Herrmann, Frank Huber, and Anders Gustafsson (1997), *Customer Retention in the Automotive Industry: Quality, Satisfaction and Loyalty*, Wiesbaden, Germany: Gabler Verlag.

ARTICLES

Selnes, Fred and Michael D. Johnson (2025), "What Leaders Still Get Wrong About Customer Portfolio Management," *MIT Sloan Management Review*, book excerpt from *Customer Portfolio Management: Creating Value with a Large Leaky Bucket of Customers*. (<https://sloanreview.mit.edu/article/what-leaders-still-get-wrong-about-customer-portfolio-management/>)

Ghanbarpour, Tohid, Lawrence A. Crosby, Michael D. Johnson and Anders Gustafsson (2024), "The Influence of Corporate Social Responsibility on Stakeholders in Different Business Contexts," *Journal of Service Research*, 27 (1), 141-155. (<https://journals.sagepub.com/doi/full/10.1177/10946705231207992>)

Selnes, Fred and Michael D. Johnson (2022), "Manage Your Customer Portfolio for Maximum Lifetime Value," *MIT Sloan Management Review*, 63 (Fall), 22-27. (<https://sloanreview.mit.edu/article/manage-your-customer-portfolio-for-maximum-lifetime-value/>)

Richter, Maximilian, Nikolaus Lang, Markus Hagenmaier, Andreas Herrmann and Michael D. Johnson (2022), "Whose Disruptions are Winning the Autonomous Driving Race? When Disruptive Innovations Come to Cities," *California Management Review Insights*. (<https://cmr.berkeley.edu/2022/06/whose-disruptions-are-winning-the-autonomous-driving-race/>)

Wittell, Lars, Anders Gustafsson and Michael D. Johnson (2014), "The Effect of Customer Information during New Product Development on Profits from Goods and Services," *European Journal of Marketing*, 48 (9/10), 1709-1730.

- Johnson, Michael D., Lena L. Olsen and Tor Wallin Andreassen (2009), "Joy and Disappointment in the Hotel Experience: Managing Relationship Segments," *Managing Service Quality*, 19 (1), 4-30.
- Guenzi, Paolo, Michael D. Johnson, and Sandro Castaldo (2009), "A Comprehensive Model of Customer Trust in Two Retail Stores," *Journal of Service Management*, 20 (3), 290-316.
- Johnson, Michael D., Andreas Herrmann and Frank Huber (2006), "The Evolution of Loyalty Intentions," *Journal of Marketing*, 48 (April), 122-132.
- Gustafsson, Anders, Michael D. Johnson and Inger Roos (2005), "The Effects of Customer Satisfaction, Relationship Commitment Dimensions and Triggers on Customer Retention," *Journal of Marketing*, 47 (October), 210-218.
- Johnson, Michael D. and Fred Selnes (2005), "Diversifying Your Customer Portfolio," *MIT Sloan Management Review*, 46 (Spring), 11-14.
- Auh, Seigyoung and Michael D. Johnson (2005), "Compatibility Effects in Evaluations of Satisfaction and Loyalty," *Journal of Economic Psychology*, 26 (1), 35-51.
- Gustafsson, Anders and Michael D. Johnson (2004), "Determining Attribute Importance in a Service Satisfaction Model," *Journal of Service Research*, 7 (November), 124-141.
- Johnson, Michael D. and Fred Selnes (2004), "Customer Portfolio Management: Toward a Dynamic Theory of Exchange Relationships," *Journal of Marketing*, 68 (April), 1-17.
- Viswanathan, Madhu, Seymour Sudman and Michael D. Johnson (2004), "Maximal versus Meaningful Discrimination in Scale Response: Implications for Validity of Measurement of Consumer Perceptions about Products," *Journal of Business Research*, 57 (2), 108-124.
- Auh, Seigyoung, Michael D. Johnson and Linda Court Salisbury (2003), "Order Effects in Satisfaction Modeling," *Journal of Marketing Management*, 11 (3-4), 379-400.
- Gustafsson, Anders, Lars Nilsson and Michael D. Johnson (2003), "The Role of Quality Practices in Service Organizations," *International Journal of Service Industry Management*, 14 (2), 232-244.
- Olsen, Line Lervik and Michael D. Johnson (2003), "Service Equity, Satisfaction, and Loyalty: From Transaction-Specific to Cumulative Evaluations," *Journal of Service Research*, 5 (February), 184-195.
- Johnson, Michael D. and Lars Nilsson (2003), "The Importance of Customization and Reliability from Goods to Services," *Quality Management Journal*, 10 (1), 8-19.
- Johnson, Michael D., Andreas Herrmann, and Anders Gustafsson (2002), "Comparing

Customer Satisfaction across Industries and Countries," *Journal of Economic Psychology*, 23 (6), 749-769.

Hahn, Carsten, Michael D. Johnson, Andreas Herrmann and Frank Huber (2002), "Capturing Heterogeneity in Customer Satisfaction Models: A Finite Mixture PLS Approach" *Schmalenbach Business Review*, 54 (July), 243-269. Reprinted in Friedhelm Bliemel, Andreas Eggert, Georg Fassott and Jörg Henseler (2005), *Handbuch PLS-Pfadmodellierung: Methode, Anwendung, Praxisbeispiele*, Stuttgart, Germany: Schäffer-Poeschel Verlag.

Gustafsson, Anders and Michael D. Johnson (2002), "Measuring and Managing the Satisfaction-Loyalty-Performance Links at Volvo" *Journal of Targeting, Measurement and Analysis for Marketing*, 10 (3), 249-258.

Johnson, Michael D. and John Ettlie (2001), "Technology, Customization and Reliability," *Journal of Quality Management*, 6, 193-210.

Nilsson, Lars, Michael D. Johnson and Anders Gustafsson (2001), "The Impact of Quality Practices on Customer Satisfaction and Business Results: Product versus Service Organizations," *Journal of Quality Management*, 6, 5-27. (Lead Article)

Johnson, Michael D., Anders Gustafsson, Tor Wallin Andreassen, Line Lervik and Jaesung Cha (2001), "The Evolution and Future of National Customer Satisfaction Index Models," *Journal of Economic Psychology*, 22 (April), 217-245.

Edvardsson, Bo, Michael D. Johnson, Anders Gustafsson, and Tore Strandvik (2000), "The Effects of Satisfaction and Loyalty on Profits and Growth: Products versus Services," *Total Quality Management*, 11 (7), 917-927. Reprinted in James W. Cortada and John A Woods (eds.), *The Quality Yearbook: 2002*, New York: McGraw Hill, pp.116-129.

Gustafsson, Anders, Fredrik Ekdahl, Kurt Falk, and Michael D. Johnson (2000), "Linking Customer Satisfaction to Product Design: A Key to Success for Volvo," *Quality Management Journal*, 7 (1), 27-38.

Dubé, Laurette, Michael D. Johnson, and Leo Mark Renaghan (1999), "Adapting the QFD Approach to Extended Services Transactions," *Production and Operations Management*, 8 (Fall), 301-317.

Viswanathan, Madhu, Michael D. Johnson and Seymour Sudman (1999), "Understanding Consumer Usage of Product Magnitudes Through Sorting Tasks", *Psychology & Marketing*, 16 (8), 643-657.

Herrmann, Andreas, Michael D. Johnson, Anders Gustafsson, and Frank Huber (1999), "Transformation von Kundenzufriedenheitsurteilen in Produktqualitätsvorgaben" ("Bridging the Quality-Satisfaction Gap: Implications for German Firms"), *Zeitschrift für Planung*, 10 (2), 117-131.

- Johnson, Michael D., Andreas Herrmann, and Hans H. Bauer (1999), "The Effects of Price Bundling on Consumer Evaluations," *International Journal of Research in Marketing*, 16 (2), 129-142.
- Herrmann, Andreas and Michael D. Johnson (1999), "Die Kundenzufriedenheit als Bestimmungsfaktor der Kundenbindung" ("The Relationship between Customer Satisfaction and Customer Loyalty"), *Zeitschrift für betriebswirtschaftliche Forschung*, 51 (June), 579-598.
- Hart, Christopher W. and Michael D. Johnson (1999), "Growing the Trust Relationship," *Marketing Management*, 8 (Spring), 9-22. Reprinted in: *CTAM Quarterly Journal*, 2000, 8 (Winter), 34-39.
- Johnson, Michael D., Andreas Herrmann, and Frank Huber (1998), "Growth through Product-Sharing Services," *Journal of Service Research*, 1 (November), 167-177.
- Johnson, Michael D. and Andreas Herrmann (1998), "Taking a Customer Orientation," *Die Unternehmung*, 52 (3), 131-143.
- Gustafsson, Anders and Michael D. Johnson (1997), "Bridging the Quality-Satisfaction Gap," *Quality Management Journal*, 4 (3), 27-43.
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- Johnson, Michael D. and Elania J. Hudson (1996), "On the Perceived Usefulness of Scaling Solutions in Market Analysis," *Psychology & Marketing*, 13 (October), 653-675.
- Nader, Georg, Michael D. Johnson, and Wilhelm Bühler (1996), "Kundenzufriedenheit und Unternehmenserfolg (Customer Satisfaction and Profitability)," *Oesterreichisches BankArchiv*, 9.
- Johnson, Michael D., Georg Nader, and Claes Fornell (1996), "Expectations, Perceived Performance, and Customer Satisfaction for a Complex Service: The Case of Bank Loans," *Journal of Economic Psychology*, 17 (2), 163-182. Reprinted in: Philip Stone and Mark Cannon (eds.), *Organizational Psychology: Volume III (International Library of Management)*, January 1998, Dartmouth Publishing Company.
- Block, Lauren Goldberg and Michael D. Johnson (1995), "The Locus of Context Effects on Product Proximity Judgments," *International Journal of Research in Marketing*, 12 (1), 121-135.
- Johnson, Michael D., Andreas Herrmann, and Jens Gutsche (1995), "A Within-Attribute Level Model of Variety-Seeking Behavior," *Marketing Letters*, 6 (3), 235-243.

- Johnson, Michael D., Eugene W. Anderson, and Claes Fornell (1995), "Rational and Adaptive Performance Expectations in a Customer Satisfaction Framework," *Journal of Consumer Research*, 21 (March), 695-707.
- McGill, Andrew R., Michael D. Johnson, and Karen A. Bantel (1994), "Cognitive Complexity and Conformity: The Effects on Performance in a Turbulent Environment," *Psychological Reports: Perceptual and Motor Skills*, 75 (4), 1451-1472. An abbreviated version of this same paper appears in the *Best Paper Proceedings: Academy of Management Conference*, 1993, pp. 379-383.
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- Fornell, Claes and Michael D. Johnson (1993), "Differentiation as a Basis for Explaining Customer Satisfaction Across Industries," *Journal of Economic Psychology*, 14 (4), 681-696.
- Kujala, Jouni T. and Michael D. Johnson (1993), "Price Knowledge and Search Behavior for Low Involvement Food Purchases," *Journal of Economic Psychology*, 14 (2), 249-266.
- Johnson, Michael D. and David A. Horne (1992), "An Examination of the Validity of Direct Product Perceptions," *Psychology & Marketing*, 9 (3), 221-235.
- Johnson, Michael D., Claes Fornell, Donald R. Lehmann and Daniel R. Horne (1992), "Attribute Abstraction, Feature-Dimensionality, and the Scaling of Product Similarities," *International Journal of Research in Marketing*, 9 (1), 131-147.
- DeSarbo, Wayne S., Michael D. Johnson, Ajay Manrai, Lalita Manrai, and Elizabeth Edwards (1992), "TSCALE: A Multidimensional Scaling Methodology for Operationalizing Tversky's Contrast Model," *Psychometrika*, 57 (1), 43-69.
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PODCASTS

"Building Customer Value: From Theory to Practice", with Fred Selnes, *MIT Sloan Management Review Webinar*, March 25, 2025.

"A New Way to Manage Customer Portfolios for Maximum Value", with Fred Selnes, *MIT Sloan Management Review Webinar*, March 23, 2023.

SCHOLARLY PRESENTATIONS

From 2000 to the present:

"Evolution of the Global Hospitality Industry and Hospitality Education," presented at the XV International Congress of Tourism, Mexico City, Mexico, October 2015.

"Competing in a Service Economy," presented to Cornell Veterinary Business Management Association, Ithaca, NY, October 2014.

"Service Culture: Connecting Quality Standards and Customer Loyalty," presented at the Leading Hotels of the World Annual Convention, New York, NY, November 2013.

“Creating a Competitive Advantage through Innovation in Hospitality Education,” presented at the 87th Annual Hotel Ezra Cornell, Ithaca, NY, April 2012.

“Competing in a Service Economy: Service Maintenance, Improvement and Innovation in the US Hotel Industry,” presented at the Jin Jiang International Holdings Executive Seminar, Ithaca, NY, May 2011.

“The State and Evolution of Hospitality Industry Education,” presented at the South American Hotel & Tourism Investment Conference 2010, Cartagena, Columbia, September 2010.

“What Customers Want: US Hospitality Demand in a New Economy,” presented at the 85th Annual Hotel Ezra Cornell, Ithaca, NY, April 2010.

“Developing Business Leaders in the Gaming Industry,” presented at G2E 2009, Las Vegas, NV, November 2009.

“Meek’s Path: The Evolution of Hospitality Education,” presented at the 2009 International Council on Hotel, Restaurant, and Institutional Education Conference, San Francisco, CA, July 2009.

“Developments in Hospitality Management Educations: The Evolution of Cornell and Plans for China,” presented at the HUBS1 Seminar, Shanghai, China, April 2009.

“Developments in Hospitality Management Education: Lessons from Cornell,” presented at the 10th Cornell-Waseda International Hospitality Management Seminar, Tokyo, Japan, and at the Okinawa Hospitality Management Education Seminar, Okinawa, Japan, December 2008.

“The Global Hospitality Industry and the Evolution of Hospitality Education,” presented at the Executive Forum, School of Hotel and Tourism Management, Chinese University of Hong Kong, May 2008.

“Customer Portfolio Management: Implications for the Asian Hospitality Industry,” Wei Lun Lecture, Chinese University of Hong Kong, May 2008.

“Creating a Competitive Edge in the Hospitality Industry,” presented at the Japan Foodservice Association Seminar,” Tokyo, Japan, October 2007.

“Four Seasons, IKEA, and the Challenges of Service Leadership,” presented at the Cornell Hotel Society Europe, Middle East and Africa Regional Meeting, Cairo, Egypt, February 2007.

“Linking Patient and Healthcare Employee Satisfaction to Performance,” presented to the faculty and staff of the University of Michigan Hospitals and Health Centers, Ann Arbor, MI, February 2005.

"Emotions in Motion: Disappointment, Joy and the Evolution of Relationship Commitment," presented at the 2004 Frontiers in Services Conference, University of Miami, Coral Gables, Florida, October 2004.

"Customer Satisfaction in a Service Economy: Lessons from the National Barometers," plenary session speech at QUIS9, the 9th International Symposium on Service Quality, Karlstad University, Karlstad, Sweden, June 2004.

"Managing Customer Portfolios in a Turbulent Environment," presented at the Markup Management Conference, Oslo, Norway, February 2004.

"Competing in a Service Economy," presented to the marketing staff of Telia, Stockholm, Sweden, February 2004.

"Explaining Loyalty: A Multi-Comparative Performance Standard Approach," presented at the 2003 Frontiers in Services Conference, University of Maryland, College Park, MD, October 2003.

"Managing Customer Satisfaction, Brand Image, and Relationship Strength across Switching Paths," presented at the 2003 Frontiers in Services Conference, University of Maryland, College Park, MD, October 2003.

"Competing in a Service Economy," presented to the Michigan Business School's Alumni Clubs of Southeast Michigan (Ann Arbor, May 2003), San Francisco (San Francisco, June 2003), and Los Angeles (Los Angeles, June 2003).

"Toward a Dynamic Theory of Exchange Relationships: Customer Portfolio Management," presented at the University of Wisconsin School of Business, Madison, WI, March 2003.

"Using Innovation to Create a Competitive Service Advantage," presented at the RIT New Product Development Forum, Rochester, New York, October 2002.

"Modeling the Connection between Loyalty and Financial Impact: A Journey," presented at the American Marketing Association's 23rd Annual Marketing Research Conference, Chicago, Illinois, September 2002.

"On the Two Futures of Academic Marketing," presented at the Norwegian School of Management BI, Oslo, Norway, August 2002.

"The Evolution and Future of National Customer Satisfaction Index Models," presented at the Århus School of Business, Århus, Denmark, May 2002.

"Customer Portfolio Management," presented at the Århus School of Business, Århus, Denmark, May 2002.

"Customer Portfolio Management," presented at SAP's Innovation Congress, Tampa, Florida, February 2002.

"Lessons from the Service Economy," presented at the Hosmer Speaker Series, University of Michigan Business School, Ann Arbor, Michigan, October 2001.

"Toward a Dynamic Theory of Markets: Customer Portfolio Management," presented at the Norwegian School of Management BI's Marketing Workshop Series, Oslo, Norway, September 2001.

"Rethinking Services: Integrating Relationship Phases in Customer Satisfaction Modeling," presented at the European Marketing Academy Conference, Bergen, Norway, May 2001.

"Improving Customer Satisfaction, Loyalty and Profit: An Integrated Measurement and Management System," presented to the Marketing, Sales and Services division of Ford Motor Company, sponsored by Siebel eCommerce Systems, Dearborn, Michigan, March 2001.

"Improving Customer Satisfaction, Loyalty and Profit: An Integrated Measurement and Management System," presented at the University of Michigan Business School's Reunion 2000 Weekend, Ann Arbor, Michigan, October 2000.

"Exploring the Role of Equity in a Cumulative Satisfaction Model: Complaining versus Non-Complaining Service Customers," presented at the 2000 Frontiers in Services Conference, Owen School of Management, Vanderbilt University, September 2000.

"Results of the New and Improved Norwegian Customer Satisfaction Barometer," presented at the 2000 Frontiers in Services Conference, Owen School of Management, Vanderbilt University, September 2000.

"Satisfaction versus Equity as Mediators of Service Quality on Service Loyalty," presented at the Seventh International Research Symposium on Service Quality, Karlstad, Sweden, June 2000.

"The 'New and Improved' Norwegian Customer Satisfaction Barometer," presented at the Seventh International Research Symposium on Service Quality, Karlstad, Sweden, June 2000.

"Measuring and Managing the Satisfaction-Loyalty-Performance Links at Volvo," presented at the Seventh International Research Symposium on Service Quality, Karlstad, Sweden, June 2000.

"The Evolution and Future of National Customer Satisfaction Indices," presented at the Norwegian School of Management BI, Oslo, Norway, June 2000.

"The Evolution and Lessons of the ACSI," presented at the 12th Annual AMA/ASQ Customer Satisfaction and Quality Management Conference, San Antonio, Texas, February 2000.

Fifty-one other presentations made from 1980 through 1999.

PROFESSIONAL AFFILIATIONS

At John Carroll:

AJCU (Association of Jesuit Colleges and Universities) Board of Directors
Alpha Sigma Nu, the Jesuit Honor Society
Ignatian Colleagues Program

At Cornell:

Governor's New York State Tourism Advisory Council
International Council on Hotel, Restaurant, and Institutional Education
Urban Land Institute

At Michigan:

Association for Consumer Research
American Marketing Association
National Quality Research Center

PROFESSIONAL SERVICE (University of Michigan)

Editorial Boards:

International Journal of Research in Marketing
International Journal of Service Industry Management
Journal of Consumer Research (Associate Editor 1999-2002)
Journal of Marketing
Journal of Service Research

Ad Hoc Reviewer:

Journal of the Academy of Marketing Science
Journal of Marketing Research Sloan
Management Review
Quality Management Journal

Conferences:

Faculty Director of the American Customer Satisfaction Index Research
Symposium, University of Michigan Business School, Ann Arbor, MI, May 2004.

Scientific Advisory Board Member for the Seventh International Research
Symposium on Service Quality (QUIS7), Karlstad, Sweden, June 2000.

Scientific Advisory Board Member for the Third Annual International QFD Symposium in Linköping, Sweden, October 1997.

Program Committee Member for the Association for Consumer Research Conference, 1987, 1995, and 1996.

Consumer Behavior Track Chair for the 1995 American Marketing Association, Winter Educators' Conference.

Industry Consulting and Seminar Clients

American Water Works Association, Anheuser-Busch, Clickin Research, CTcon GmbH (Germany), Dell Computer Corporation, Dow Chemical Company, Duke Power Company, Florida Gulf Coast University, Galgano and Associates (Italy), General Motors Corporation, GTE, Harley-Davidson Motor Company, MacMillan Bloedel Packaging Inc., National Association of Convenience Stores, Promus Hotel Corporation, ProQuest Company, RWE (Germany), Siebel Systems, Siemens Medical Solutions, Schering Pharmaceutical (Germany), Spire Group, Symmetrics Marketing Corporation, TC Debica (Poland), Telia (Sweden), Volvo Car Corporation (Sweden), Water Environment Federation.