

# Ju-Yeon Lee

(November 2020)

Ivy College of Business  
Iowa State University  
2167 Union Drive  
Ames, IA 50011

Email: [leejy@iastate.edu](mailto:leejy@iastate.edu)  
Office: +1 (515) 294-5402

---

## PROFESSIONAL EXPERIENCE

---

### Employment

<b>Associate Professor of Marketing</b>	2020–Present
<b>Assistant Professor of Marketing</b> Ivy College of Business, Iowa State University, Ames, IA	2017–2020
<b>Assistant Professor of Marketing</b>	2013–2017
<b>Alison &amp; Norman H. Axelrod '74 Endowed Summer Research Fellow (2016–2017*)</b> Lehigh University, Bethlehem, PA	
<b>ESL Camp Instructor</b> Camp Korea, Seoul, South Korea	2005–2006

### Honorary Appointments

<b>Research Fellow</b> Sales and Marketing Strategy Institute (SAMS Institute)	2019–Present
<b>Affiliated Scholar</b> Collaborative for Customer-Based Execution & Strategy (CUBES)	2017–Present
<b>Affiliated Researcher</b> Center for Sales and Marketing Strategy, University of Washington	2014–Present

---

## EDUCATION

---

<b>University of Washington, Foster School of Business, Seattle, WA</b> <b>Ph.D.</b> in Marketing, 2013 <b>M.S.</b> in Business Administration (Marketing), 2011	2008–2013
<b>Yonsei University, Seoul, South Korea</b> <b>B.B.A.</b> in Business Administration <b>B.A.</b> in Applied Statistics Minor in Economics Exchange Student, University of Washington, Seattle, WA (2006–2007)	2004–2008

---

\* Awarded a two-year fellowship (2016–2018) but started a new academic position at Iowa State University in 2017.

## RESEARCH

---

### Research Interests

#### Substantive

**Customer centrality:** My research investigates (1) how a firm can use its organizational structure to achieve marketing objectives (i.e., *customer-centric structural marketing*), (2) how a firm's realignment of various organizational design elements toward customers can create value for both customers and the firm (*customer-centric organizations*), (3) how a firm that relies on online platforms and digital channels might deepen its understanding of customers and apply it to enhance the effectiveness of its strategy (*customer centrality for digital channels*), and (4) how a firm that sells to government agencies should manage its strategies and offerings to serve these customers (*customer centrality for business-to-government relationships*).

#### Methodological

Panel data econometrics, applied econometrics, event studies, meta-analytic methods, and Bayesian methods

### Journal Publications

- 1) Kozlenkova, Irina V., **Ju-Yeon Lee**, Diandian Xiang, and Robert W. Palmatier, "Sharing Economy: International Marketing Strategies" (Forthcoming), *Journal of International Business Studies*.
- 2) Chen, Yixing, **Ju-Yeon Lee**, Shrihari Sridhar, Vikas Mittal, Katharine McCallister, and Amit G. Singal (2020), "Improving Cancer Outreach Effectiveness through Targeting and Economic Assessments: Insights from a Randomized Field Experiment," *Journal of Marketing*, 84 (3), 1-27.
  - Lead article.
  - Featured in the *Journal of Marketing* Webinar Series.
  - Media Coverage: *JM Scholarly Insights*, *Rice University News & Media*, *Medical Xpress*, *EurekAlert!*, *The Horizons Tracker*, *Iowa State University News Releases*, *Discover Business: Ivy Research on the Move*, *Iowa State Alumni Association newsletter*.
- 3) Quach, Sara, Park Thaichon, **Ju-Yeon Lee**, Scott Weaven, and Robert W. Palmatier (2020), "Toward a Theory of Outside-In Marketing: Past, Present, And Future," *Industrial Marketing Management*, 89, 107-28.
  - Accompanied by a commentary: Musarra, Giuseppe and Neil A. Morgan (2020), "Outside-in Marketing: Renaissance and Future," *Industrial Marketing Management*, 89, 98-101.
- 4) Josephson, Brett W., **Ju-Yeon Lee**, Babu John Mariadoss, and Jean L. Johnson (2019), "Uncle Sam Rising: Performance Implications of Business-to-Government Relationships," *Journal of Marketing*, 83 (1), 51-72.
  - The first two authors contributed equally to this work.
  - Invited for *Journal of Marketing Insights in the Classroom*.
  - Media Coverage: *Washington Technology*, *News at Mason*.
- 5) Crecelius, Andrew T., Justin M. Lawrence, **Ju-Yeon Lee**, Son K. Lam, and Lisa K. Scheer (2019), "Effects of Channel Members' Customer-Centric Structures on Supplier Performance," *Journal of the Academy of Marketing Science*, 47 (1), 56-75.
  - Featured in *UAB Collat News*.
- 6) **Lee, Ju-Yeon**, Eric Fang, Jisu J. Kim, Xiaoling Li, and Robert W. Palmatier (2018), "The Effect of Online Shopping Platform Strategies on Search, Display, and Membership Revenues," *Journal of Retailing*, 94 (3), 247-64.
  - **Winner of the 2019 Davidson Award** (best paper published in the *Journal of Retailing* in 2018).
  - Lead article.
  - Featured in *Iowa State University News Releases*.
- 7) Ye, Jun, Beibei Dong, and **Ju-Yeon Lee** (2017), "The Long-Term Impact of Service Empathy and

Responsiveness on Customer Satisfaction and Profitability: A Longitudinal Investigation in a Healthcare Context," *Marketing Letters*, 28 (4), 551-64.

- 8) **Lee, Ju-Yeon**, Shrihari Sridhar, and Robert W. Palmatier (2017), "The Effect of Firms' Structural Designs on Advertising and Personal Selling Returns," *International Journal of Research in Marketing*, 34 (1), 173-93.
  - An earlier version of this article was a finalist for the 2012 *ISBM Doctoral Dissertation Award Competition*.
- 9) **Lee, Ju-Yeon**, Shrihari Sridhar, and Robert W. Palmatier (2015), "Customer-Centric Org Charts Aren't Right for Every Company," *Harvard Business Review* (print and online), [available at <https://hbr.org/2015/06/customer-centric-org-charts-arent-right-for-every-company> ].
  - A version of this article appeared in the July–August 2015 issue, as "Customer Centricity: First, the Pain" (p. 22).
  - Mentioned by *Econsultancy*.
- 10) **Lee, Ju-Yeon**, Shrihari Sridhar, Conor M. Henderson, and Robert W. Palmatier (2015), "Effect of Customer-Centric Structure on Long-Term Financial Performance," *Marketing Science*, 34 (2), 250-268.
  - Highlighted in *Journal Selections from MSI* (November 2015), selected as noteworthy for its managerial relevance and potential to improve marketing practice.
  - An earlier version of this article was reprinted as a *MSI Working Paper* (recognized as one of the *Top 10 Most-Read MSI Articles in 2012*).
  - Featured in *Insights from MSI, The Biz Times (MK News)*.
- 11) **Lee, Ju-Yeon**, Irina V. Kozlenkova, and Robert W. Palmatier (2015), "Structural Marketing: Using Organizational Structure to Achieve Marketing Objectives," *Journal of the Academy of Marketing Science*, 43 (1), 73-99.
  - Featured in *Marketing Weekly News*.

## Books

- 12) Palmatier, Robert W., Christine Moorman, and **Ju-Yeon Lee** (2019), *Handbook on Customer Centricity: Strategies for Building a Customer-Centric Organization*. Cheltenham: Edward Elgar Publications.

## Book Chapters

- 13) **Lee, Ju-Yeon**, and George S. Day (2019), "Designing Customer-Centric Organization Structures: Toward the Fluid Marketing Organization" in *Handbook on Customer Centricity: Strategies for Building a Customer-Centric Organization*, Robert W. Palmatier, Christine Moorman, and Ju-Yeon Lee, eds. Cheltenham: Edward Elgar Publications.
- 14) Palmatier, Robert W., Christine Moorman, and **Ju-Yeon Lee** (2019), "Introduction: Customer Centricity," in *Handbook on Customer Centricity: Strategies for Building a Customer-Centric Organization*, Robert W. Palmatier, Christine Moorman, and Ju-Yeon Lee, eds. Cheltenham: Edward Elgar Publications.

## Research Reports

- 15) **Lee, Ju-Yeon**, and Robert W. Palmatier (2016), "Creating and Appropriating Alliance Value through Customer-Centric Structures," No. 16-127, *Marketing Science Institute (MSI) Working Paper Series*.
  - Featured in MSI's *What Marketers Are Talking About* (January 2017).
- 16) **Lee, Ju-Yeon**, Mengzhou Zhuang, Irina V. Kozlenkova, and Eric Fang (2016), "The Dark Side of Mobile Channel Expansion Strategies," No. 16-119, *Marketing Science Institute (MSI) Working Paper Series*.
  - Mentioned by *MetroMBA* and *Phys.org*.
  - Featured in *Lehigh Business* and *Lehigh University News*.
- 17) **Lee, Ju-Yeon**, Shrihari Sridhar, and Robert W. Palmatier (2015), "Customer Centricity and Performance,"

in *Empirical Generalizations about Marketing Impact*, 2d ed., Dominique M. Hanssens, ed. Cambridge, MA: Marketing Science Institute Relevant Knowledge Series.

- 18) **Lee, Ju-Yeon**, Shrihari Sridhar, Conor M. Henderson, and Robert W. Palmatier (2012), “Effect of Customer-Centric Structure on Firm Performance,” No. 12-111, *Marketing Science Institute (MSI) Working Paper Series*.
  - Recognized as one of the *Top 10 Most-Read MSI Articles in 2012*.
  - Featured in *Insights from MSI* (2013), “Does Customer-Centric Realignment Pay Off?” 1, 5-6.

### Conference Proceedings

- Yan, Shuai, **Ju-Yeon Lee**, and Brett W. Josephson (February 2020), “Effects of Customer and Product Configurations on Acquisition Performance: Insights from Business-to-Government Markets,” *AMA Winter Marketing Educators’ Conference Proceedings*.
- Josephson, Brett W., **Ju-Yeon Lee**, and Shrihari Sridhar (February 2020), “Effect of Customer E-Commerce Migration on Customer Profitability,” *AMA Winter Marketing Educators’ Conference Proceedings*.
- Crecelius, Andrew T., Son Lam, Justin Lawrence, **Ju-Yeon Lee**, and Lisa Scheer (2018), “The Impact of Buying Firm Customer-Centric Structure on Selling Firm Profitability: A Dual Process Model,” *AMA Winter Educators’ Conference Proceedings*.
- Zhuang, Mengzhou, **Ju-Yeon Lee**, Eric Fang, and Irina V. Kozlenkova (2018), “The Dark Side of Mobile Channel Expansion Strategies,” *AMA Winter Educators’ Conference Proceedings*.
- **Lee, Ju-Yeon** and Robert W. Palmatier (2014), “How Customer-Centric Structures Leverage the Effects of Advertising and R&D on Brand Equity and Firm Performance,” *AMA Winter Educators’ Conference Proceedings*.
- **Lee, Ju-Yeon**, Conor M. Henderson, Robert W. Palmatier, and Shrihari Sridhar (2011), “Effect of Structural Sources of Customer Centricity on Firm Performance: An Empirical Examination,” *AMA Summer Educators’ Conference Proceedings*.

### Scholarly Presentations

- Yan, Shuai, **Ju-Yeon Lee**, and Brett W. Josephson (February 2020), “Effects of Customer and Product Configurations on Acquisition Performance: Insights from Business-to-Government Markets,” *AMA Winter Marketing Educators’ Conference*, San Diego, CA.
- Josephson, Brett W., **Ju-Yeon Lee**, and Shrihari Sridhar (February 2020), “Effect of Customer E-Commerce Migration on Customer Profitability,” *AMA Winter Marketing Educators’ Conference*, San Diego, CA.
- Josephson, Brett W., **Ju-Yeon Lee**, Shrihari Sridhar, and Robert W. Palmatier (May 2018), “Effect of Customer E-Commerce Migration on Customer Profitability,” *AMA Global Marketing SIG Special Conference*, Santorini, Greece.
- Crecelius, Andrew T., Son Lam, Justin Lawrence, **Ju-Yeon Lee**, and Lisa Scheer (February 2018), “The Impact of Buying Firm Customer-Centric Structure on Selling Firm Profitability: A Dual Process Model,” *AMA Winter Marketing Educators’ Conference*, New Orleans, LA.
- Zhuang, Mengzhou, **Ju-Yeon Lee**, Eric Fang, and Irina V. Kozlenkova (February 2018), “The Dark Side of Mobile Channel Expansion Strategies,” *AMA Winter Marketing Educators’ Conference*, New Orleans, LA.
- **Lee, Ju-Yeon**, and Robert W. Palmatier (April 2017), “Creating and Appropriating Alliance Value through Customer-Centric Structure,” *AMA Global Marketing SIG Special Conference*, Havana, Cuba.

- **Lee, Ju-Yeon**, and Robert W. Palmatier (August 2016), “Alliance Value Creation and Appropriation through Customer-Centric Structure,” *ISBM Academic Conference*, Atlanta, GA.
- **Lee, Ju-Yeon**, Shrihari Sridhar, and Robert W. Palmatier (June 2015), “Influences of Customer-Centric Structures on Marketing Mix Effectiveness,” *MSI/JAMS Thought Leaders Conference on Customer Engagement and Customer Relationship Management*, Paris, France.
- **Lee, Ju-Yeon**, and Robert W. Palmatier (February 2014), “How Customer-Centric Structures Leverage the Effects of Advertising and R&D on Brand Equity and Firm Performance,” *AMA Winter Marketing Educators’ Conference*, Orlando, FL.
- **Lee, Ju-Yeon**, Shrihari Sridhar, Conor M. Henderson, and Robert W. Palmatier (August 2013), “Effects of Customer-Centric Structures on Firm Performance,” *HEC Paris Marketing Research Camp*, Paris, France.
- **Lee, Ju-Yeon**, Shrihari Sridhar, Conor M. Henderson, and Robert W. Palmatier (August 2012), “Effect of Customer-Centric Structure on Firm Performance,” *ISBM Academic Conference*, Chicago, IL.
- **Lee, Ju-Yeon**, Conor M. Henderson, Robert W. Palmatier, and Shrihari Sridhar (August 2011), “Effect of Structural Sources of Customer Centricity on Firm Performance: An Empirical Examination” *AMA Summer Marketing Educators’ Conference*, San Francisco, CA.

### Invited Presentations

Yonsei University, School of Business Research Colloquium, 2018  
 Iowa State University, College of Business, 2017  
 University of Washington, Center for Sales and Marketing Strategy Executive Board Meeting, 2016  
 Colorado State University, College of Business, 2015  
 Iowa State University, College of Business, 2015  
 Case Western Reserve University, Weatherhead School of Management, 2012  
 Southern Methodist University, Cox School of Business, 2012  
 Lehigh University, College of Business and Economics, 2012  
 Clark University, Graduate School of Management, 2012  
 University of Hong Kong, School of Business, 2012  
 University of Oklahoma, Price College of Business, 2012

### Programming Skills

SAS, STATA, WinBUGS, R, MATLAB, SPSS, Arc, Minitab, EViews, Perl, C language

## HONORS AND AWARDS

---

<b>Faculty Early Achievement in Research Award</b> , Ivy College of Business, Iowa State University	2020
<b>Marketing Strategy Consortium, Faculty Fellow</b>	2020
<b>2019 Davidson Award</b> (best paper published in <i>Journal of Retailing</i> in 2018)	2019
<b>Marketing Strategy Consortium, Faculty Fellow</b>	2019
<b>AMA-Sheth Foundation Doctoral Consortium, Faculty Fellow</b>	2018
<b>Best Reviewer Award</b> , <i>Journal of the Academy of Marketing Science</i>	2017
<b>Alison and Norman H. Axelrod ’74 Endowed Summer Research Fellowship</b> , Lehigh	2016–2017

University (in recognition of outstanding accomplishments)	
<b>Peller Research Award</b> , Lehigh University	2015
<b>Evert McCabe Endowed Fellowship</b> , University of Washington	2012–2013
<b>ISBM Doctoral Dissertation Award Competition Finalist</b> , Institute for the Study of Business Markets (ISBM)	2012
<b>Dean’s List</b> , University of Washington	2006–2007
<b>Merit-Based Scholarship</b> , Yonsei University	2004–2006
<b>Honors Student</b> , Yonsei University	2005

## RESEARCH GRANTS

<b>Summer Research Grant</b> , Ivy College of Business, Iowa State University	\$17,000	2020
<b>Research Acceleration Grant</b> , Ivy College of Business, Iowa State University (teaching load reduction for two academic years, 2020–2022).	—	2019
<b>Research Mini Grant</b> , Ivy College of Business, Iowa State University	\$750	2019
<b>Foreign Travel Grant</b> , Iowa State University, “Effect of Customer E-Commerce Migration on Customer Profitability”	\$977	2018
<b>Research Acceleration Grant</b> , Ivy College of Business, Iowa State University (teaching load reduction for two academic years, 2018–2020).	—	2017
<b>Research Mini Grant</b> , Ivy College of Business, Iowa State University	\$750	2017
<b>Marketing Science Institute (MSI) Grant</b> , RA 4000085, Co-Principal Investigator (with Robert W. Palmatier and Christine Moorman), “Effects of Customer-Centric Organizational Strategies on Firm Performance”	\$4,800	2016
<b>Research Travel Grant from Office of Provost</b> , Lehigh University, Principal Investigator, “Alliance Value Creation and Appropriation through Customer-Centric Structure”	\$1,200	2016
<b>Marketing Science Institute (MSI) Grant</b> , RA 4-1908, Co-Principal Investigator (with Robert W. Palmatier), “Effects of Customer-Centric Structural Elements on Marketing and R&D Alliance Performance”	\$16,000	2015
<b>Research Travel Grant from the Office of Provost</b> , Lehigh University, Principal Investigator, “Influences of Organizational Structures on Marketing Mix Effectiveness”	\$1,500	2015
<b>Faculty Research Grant from the Office of Vice President</b> , Lehigh University, Principal Investigator, “Enhancing the Effects of Technological Capabilities on Innovation Performance: Why Customer-Centric Organizational Structure Is Key”	\$6,000	2014
<b>Research Travel Grant from the Office of Provost</b> , Lehigh University, Principal Investigator, “How Customer-Centric Structures Leverage the Effects of Marketing Mix on Brand and Firm Performance”	\$1,000	2014

## TEACHING

---

### **Teaching Interests** (managerially focused courses at both undergraduate and MBA/graduate levels)

Marketing Analytics	Marketing Strategy	Data-Driven Marketing
Marketing Channels	Principles of Marketing	Marketing Research

### **Teaching Experience** (course ratings in parentheses, when available)

#### *Iowa State University*

##### **Ph.D.**

##### **Marketing Strategy II**

- SP 2021 (scheduled)

##### **Undergraduate**

##### **Spreadsheet-Based Marketing Analytics**

- SP 2021 (scheduled)
- FL 2020 (ongoing)
- FL 2019 (4.57/5.00)

##### **Strategic Marketing Management**

- SP 2019 (4.76/5.00)

##### **Principles of Marketing**

- FL 2018 (4.74/5.00, 4.71/5.00, 4.36/5.00)
- SP 2018 (4.31/5.00, 3.82/5.00)
- FL 2017 (4.56/5.00)

#### *Lehigh University*

##### **MBA**

##### **Marketing Analytics**

- FL 2015 (5.00/5.00)

##### **Undergraduate**

##### **Customer Insights through Data Analysis**

- FL 2016 (4.69/5.00)
- FL 2015 (3.67/5.00)

##### **Principles of Marketing**

- SP 2017 (4.68/5.00, 4.31/5.00)
- SP 2016 (4.64/5.00, 4.07/5.00)
- SP 2015 (4.77/5.00)
- FL 2014 (4.86/5.00, 4.35/5.00)
- FL 2013 (4.50/5.00, 4.28/5.00, 4.31/5.00)

#### *Yonsei University*

##### **Ph.D.**

**Marketing Seminar**, Guest Instructor, April 2018

## SERVICE

---

### Professional Service

#### *Editorial Review Board*

- *Journal of the Academy of Marketing Science*
  - Received **Best Reviewer Award**, 2017
- *Journal of Public Policy & Marketing*

#### *Ad Hoc Reviewer*

- *Journal of Marketing*
- *Journal of Marketing Research*
- *Industrial Marketing Management*
- *Journal of Business Research*
- Mary Kay Dissertation Competition
- John A. Howard/AMA Doctoral Dissertation Award
- Global Marketing Conference
- American Marketing Association (AMA) Conference Proceedings

#### *Conference Track Co-Chair*

- Interorganizational Issues Track, American Marketing Association (AMA) Summer Educators' Conference, San Francisco, CA, August 2017.

#### *Conference Session Chair*

- *Journal of Retailing* Thought Leaders' Conference on Privacy in the Retail Environment, Florence, Italy, June 2019.
- *Journal of the Academy of Marketing Science* Thought Leaders' Conference on Marketing Strategy in Digital, Data-Rich, and Developing Environments, Beijing, China, June 2017.

#### *Participant*

- Winter AMA Mentor Networking Breakfast, Austin, TX, February 2019.
- Winter AMA Mentor Networking Breakfast, New Orleans, LA, February 2018.

### Student Advising

#### *Dissertation Committee Chair*

- Shuai Yan (Department of Marketing, Iowa State University), 2017–Present

#### *Dissertation Committee Member*

- Khashayar Afshar (Department of Marketing, Iowa State University), 2020–Present
- Preetinder Kaur (Department of Marketing, Iowa State University), 2019–Present
- Frederick Parker (Department of Apparel, Events, and Hospitality Management, Iowa State University), 2018–Present

#### *Doctoral Student Advising*

- Pingping Gan (Department of Marketing, Iowa State University), 2019

#### *Undergraduate Individual Honors Contract*

- Alina Lu (Iowa State University), 2018

#### *Undergraduate Student Academic Advisor*



- Marketing majors (Lehigh University), 2014–2017

## Department Service

### *Iowa State University*

- Committee Member, Marketing Journal List Task Force, 2020
- Chair, Marketing Ph.D. Program Area Committee, 2018–Present
- Committee Member, Marketing Faculty Recruitment, 2018–2019

### *Lehigh University*

- Co-Chair, Marketing Research Symposium, 2013 (inaugural year)–2015
- Advisor, YMA Fashion Scholarship Case Competition, 2014–2016
  - Three students won the competition (awarded \$5,000 scholarship each)
- Advisor, Geoffrey Beene Case Competition, 2015
- Faculty Recruitment Committee Member, Marketing Faculty Recruitment, 2014
- Faculty Participant
  - Marketing Career Day, 2013–2016
  - Lehigh Life Day, 2015
  - Marketing Department's Spring Career Fair, 2015
  - Major Appreciation Day, 2014
  - CBE Candidates Day Information Fair, 2014
  - Honors Convocation, 2014
  - Spring 2014 Field Trip, 2014
  - CBE Major Fair, 2014

### *University of Washington*

- Student Assistant, 47<sup>th</sup> AMA Sheth Foundation Doctoral Consortium, 2012

## College Service

### *Iowa State University*

- Faculty Participant, *Building Our Community*, 2018
- Committee Member, *Computer Advisory Committee*, 2017–Present

### *Lehigh University*

- Committee Member, *Building Task Force*, 2015–2017
- Committee Member, *College of Business and Economics Database and Software Committee*, 2014–2016

## University Service

### *Lehigh University*

- Committee Member, *Data X Innovation Grant Committee*, 2015–2017
- Recruitment Committee Member, *Librarian Recruitment*, 2015
- Member, *Future of the Internet, Media/Entertainment and Mobility: Envisioning an Innovative Research, Education & Engagement Agenda*, 2013

## Local Community Service

- Volunteer Math Tutor, Eckstein Middle School, Seattle, WA, 2007