

BILL CARROLL
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CAREER SUMMARY

A Ph.D. economist, author, teacher, and recognized expert in the areas of marketing management, digital media marketing, pricing, revenue management, hospitality distribution, and strategic planning. A senior executive, military leader, college professor, innovator and team builder. Demonstrated P&L success through the creative application of technology, organization, and process change. International experience gained through global assignments and international responsibilities. Noted accomplishments in the areas of business development, marketing and sales, pricing, revenue management, and information technology.

ACADEMIC EMPLOYMENT SUMMARY

CORNELL UNIVERSITY SCHOOL OF HOTEL ADMINISTRATION, Ithaca, NY

Clinical Professor of Marketing

2002 to 2015

Teach, research, represent and serve on the faculty at the School of Hotel Administration

- Center for Hospitality Research Relevancy Award, 2014-2015
- Teacher of the Year for Freshman courses, 2006-2007, 2007-2008, 2009-2010
- Teacher of the Year for upper level electives, 2010-2011, 2013-2014
- Dean's Distinguished Teaching Excellence Award, 2008-2009, 2010 -2011
- Ye Hosts Honorary Member, 2009
- Co-developed four online courses in new media for e-Cornell 2012-2013
- Taught the core microeconomics course to SHA undergraduates 2005-2014
- Taught a senior/graduate courses in marketing distribution, pricing, and new media marketing 2007-2015
- Taught a senior/graduate course in hospitality revenue management 2010
- Teach "Marketing Essentials," Entrepreneurship Boot Camp for Veterans with Disabilities, Pillsbury Hospitality Institute for Entrepreneurship, 2012 to present
- Executive Education instructor for the General Managers' Program, Professional Development Program and numerous custom programs 2004 to present
- Conduct research with and produce publications for academic journals in marketing and hospitality with junior and senior faculty.
- Represent the school at various industry conferences as a keynote speaker, panelist and participant.
- Faculty student advisor 2004-2015
- Led both the Revenue Management and Marketing Career Tracks for the masters' program from 2005 to 2010
- Faculty Advisor for the Cornell University lacrosse team

NEW YORK UNIVERSITY, New York, NY

2001 to 2002

Adjunct Instructor, Graduate School of Hospitality, Tourism and Travel Administration

Taught courses in distribution and information systems applied to travel management and administration.

- Developed courses on the distribution evolution and knowledge-based systems' impacts on hospitality, tourism and travel.
- Provided recommendations on developing a research center funded by private corporations as part of the graduate program development.
- Invited lecturer, Columbia University Engineering School Ph.D. program on the application of revenue management in the car rental industry, Spring 2002.

DREW UNIVERSITY, Madison, NJ

Assistance Professor of Economics

1975 to 1980

Taught undergraduate courses in econometrics, statistics, public finance, regional economics and labor economics

- Authored articles and papers on statistics and econometrics.
- Served on the Admissions, Compensation and Computer Advisory Committees.
- Founded the Economics Honor Society.
- Formed and coached the university lacrosse team.

BUSINESS EMPLOYMENT SUMMARY

MARKETING ECONOMICS, Ithaca, NY

1999 to Present

Private consulting firm serving clients in the travel, hospitality and investment industries with a focus on strategic planning, digital media marketing, pricing, mergers and acquisitions, technological and organizational change. Clients included Charletowne Hotels, Orbitz, Priceline, Vail Resorts, Leading Hotels of the World, Air Canada, Cendant, American Express, LVMH, Hilton International Hotels, Wyndham Hotel Group, SynXis, Hotel Bookings Solutions, TripAdvisor, Hershey Parks and Resorts, and others.

CEO and Founder

- Built a consulting practice in cooperation with Phocuswright Inc., the preeminent travel intelligence company. Engagements include strategy development, IT analysis, mergers and acquisitions, strategic planning, organization and process change.
- Judge, Phocuswright Travel Innovation Summit, 2013 to present
- Frequent speaker and panelist at travel industry events.
- Author of numerous articles on key industry issues

REED ELSEVIER'S TRAVEL GROUP, London and New Jersey

1997 to 1999

A US\$200 million unit that produced major US travel industry trade publications, plus airline, accommodation and destination information in print and online.

Vice President for Operations and Development

Responsible for publishing, circulation, content development, mergers, acquisitions plus Internet sales and marketing. Managed central services including marketing, research, industry relations and customer service. Part of a turn around team charged with stemming revenue decline and launching Internet products to complement existing print products.

- Developed and initiated a strategic plan to integrate print and Internet information delivery for a newly formed travel group.
- Evaluated 20 multi-million dollar acquisition targets culminating in a selected set of strategic acquisitions to extend Internet presence.
- Organized, built and managed an Internet sales and service organization that provided content, ad service and advertising sales and marketing for Expedia's hotel website.
- Directed reorganization of the world's largest hotel content database to allow integration with other internal and external digital systems and databases. Enhancements included geo-coding and mapping functionality.

Vice President, Global Marketing, Reed Travel Group

Responsible for all aspects of global marketing of directories, periodicals, and web sites with destination, hotel, and general travel information.

- Addressed a major circulation issues that ultimately led to a US\$325 million advertiser rebate program and an overhaul of circulation practices.
- Introduced value based pricing for global advertising sales.
- Eliminated marginally performing periodicals to enhance yield

HERTZ CORPORATON, Park Ridge, NJ and London 1984 to 1997
US\$2.5 billion global car and equipment rental car ompany

Division Vice President, Global Marketing Planning Responsible for pricing, yield management, marketing information, distribution, e-commerce, counter revenue generation, and strategic planning.

- Built a global marketing planning organization with over 70 managers and staff that measurably enhanced the ability to detect and react to market activity; identify profitable market segments; and increase market share by 2% to 4%.
- Introduced sophisticated price, cost and market analysis systems that gained media attention for innovation and industry contribution.
- Developed and managed a counter point-of-sale effort that produced over US\$100 million in incremental annual revenue
- Implemented a comprehensive revenue management system that produced an US\$30 million increase in annual contributory revenue.
- From 1995 to 1997 built a marketing planning organization for European operations, adapting many US innovations.

AT&T, Bedminster NJ 1980 to 1984

US\$50 billion telecommunications provider

Staff Manager, Economic Analysis Staff

Held progressively more responsible positions with the market forecasting and rate change evaluation organization.

- Led development of a highly sophisticated econometric model to estimate the effect of price changes, increased competition and general economic activity on the demand for telecommunications message volume and revenue.
- Produced documentation for rate filings with the Federal Communications Commission and state regulatory boards on industry revenue performance and price effects.
- Served as an AT&T expert witness before regulatory bodies.
- Invited to present papers and lectures at universities and conferences on demand estimation and econometric modeling.

MILITARY SERVICE SUMMARY

Lieutenant, US Army Vietnam

1969 to 1970

Commodity manager for vehicles and weapons with the Inventory Control Center for Vietnam. Managed theatre of operations stockage levels of small arms and vehicles.

Company Grade to Field Grade Officer, US Army Reserve

1970 to 1995

Held command and staff positions in company to brigade level combat service support units and the Department of Army:

- Executive Officer of light equipment maintenance company, 1971 to 1975.
- Commander for the headquarters company of maintenance battalion, 1976 to 1981.
- Chief of Staff and Operations Officer of an ammunition group with responsibility for European theatre support, 1982 to 1987.
- Command and General Staff College of the Army, 1983.
- Special Assistant to the Commanding General for the Army Logistics Command for mobility preparedness planning, 1987 to 1991.
- Operations officer for the Army Logistics Tactical Operations Center, Alexandria, Virginia during the Gulf War, 1991 to 1994.
- Retired as a Lieutenant Colonel, 1995.

Awards and Decorations

Bronze Star Medal

Air Medal

Army Commendation Medal

EDUCATION

Pennsylvania State University, 1976 Ph.D., Economics

Dissertation: “Measuring the Impact of Government Activity Using Residential Property Values: A Times Series and Cross Sectional Approach.”

Assistant Varsity Lacrosse Coach

University of Massachusetts, 1969, M.S., Labor Studies

Freshman Lacrosse Coach

Rutgers University, 1967, B.A., Economics

Football and Lacrosse Player

ASSOCIATIONS AND MEMBERSHIPS

Associate Editor, Cornell Hospitality Quarterly, 2013 to present

Advisory Group, Expedia, 2016 to present

Advisory Board, Passkey International, 2010 to 2013

Advisory Board, Red Global, 2010 to present

Advisory Board, Stash Loyalty, 2010 to present

Editorial Board, Journal of Vacation Marketing, 2010 to present

Advisory Board, Hotel Bookings Solutions, Inc., 2005 – 2007

Internet Marketing Committee Member, Hotel Sales and Marketing International, 2007 – 2013

Advisory Board, SynXis Corporation, 2004

Technology Advisory Board, School of Hotel, Restaurant and Recreation Management, The Pennsylvania State University, 2002

Board of Directors, Travel Industry Association, 1997 to 1998

Board of Directors, Hotel Sales and Marketing International, 1998

BOOKS, REFEREED ARTICLES and PUBLIC DOCUMENTS

Book Chapters

“Demand Management.” *The Cornell School of Hotel Administration on Hospitality: Cutting Edge Thinking and Practice*, New York: Wiley, April 2011.

“New Media.” *The Cornell School of Hotel Administration on Hospitality: Cutting Edge Thinking and Practice, Practice*, New York: Wiley, with Lisa Klein Pearo, April 2011.

“Preparing for a Successful Career in the Hospitality Industry.” *New York: Wiley: The Cornell School of Hotel Administration of Hospitality: Cutting Edge Thinking and Practice*, with Kate Walsh and Michael Sturman, April 2011.

“The Movement of Travel Services Online: Intermediaries and Branded Distribution,” *Hospitality Strategic Management: Concepts and Cases* written by Cathy Enz., John Wiley, 2009.

Articles

“Teaching Revenue Management at the Cornell University School of Hotel Administration,” with Chris Anderson and Sheri Kimes, *Inform*, 2009.

“Demand Management: Beyond Revenue Management,” with Chris K. Anderson, *Journal of Revenue and Pricing Management*, Vol. 6, 2007.

“Evolution in Electronic Distribution”, with Judy Siguaw, *Cornell Quarterly*, Fall 2003.

“Evolutionary Change in Product Management: Experiences in the Car Rental Industry,” with Richard Grimes. *Interfaces*, September 1995.

Managing Pricing in the Travel Industry.” *Journal of Pricing Management*, November 1990.

“Telecommunications Message Demand Forecast Methodology.” Testimony before the New Jersey Board of Public Utilities, March 1987.

“Domestic Message Telecommunications Service Rate Change Methodology,” AT&T Tariff Filing Reference Package, January 1985.

“The Effect of Crime on Residential Rents and Property Values: A Comment.” *American Economist*, March 1981.

Review of The Nation’s Housing: 1975-1985 by Bernard J. Frieden and Arthur Solomon. *Annals of Regional Science*, March 1980.

Measuring Change in the Housing Market: A Comment,” with Stephen P. Coelen. Conference on Research in Income and Wealth: Economics of Residential Location and Urban Housing Markets, New York: National Bureau of Economic Research 1977.

“Incentive Effects of a Per Capita Tax on Life Expectancy.” *Frontiers in Economics*, Volume 2, 1976.

“Some Thoughts on the Recent Studies of the Redistributive Impact of Public Sector Activity,” with Bernard H. Booms. *The Review of Regional Studies*, Fall 1975.

Films for Economics Education, editor. The Pennsylvania State University, Office of Continuing Education 1975.

Public Documents

Center for Hospitality Research Tools

“Managing a Hotel’s Reputation: Join the Conversation,” with Amy Newman and Judi Brownell, 2012.

“Measuring the Performance of Search Engine Marketing: Two Tools for the Hospitality Industry,” with Anil Aggarwal, 2010.

“Travel Packaging: An Internet Frontier,” with Robert Kwortnik and Norman Rose, *Center for Hospitality Research Report*, Vol. 7, 2007.

“A Comprehensive Guide to Merchandising Bed and Breakfast Inns,” with Betsy Gomez, Anna Huen, Pamela Lanier, and Iris Lui, 2006.

Center for Hospitality Research Reports

“Assessing the Benefits of Reward Programs: A Recommended Approach and Case Study from the Lodging Industry,” with Clay Voorhees and Michael McCall, 2014.

“Network Exploitation Capability: Model Validation,” with Gabriele Piccoli, 2013.

“Network Exploitation Capability: Mapping the Electronic Maturity of Hospitality Enterprises,” with Gabriele Piccoli, 2011.

“The Impact of Health Insurance on Employee Job Anxiety, Withdrawal Behaviors, and task Performance,” with Sean Way, Alex Susskind, and Joe C.Y. Leng, 2011.

“The Job Compatibility Index: A New Approach to Defining the Hospitality Labor Market,” with Michael Sturman, 2009.

“Travel Packaging: An Internet Frontier,” with Robert Kwortnik and Norman Rose, 2007

“An Examination of Internet Intermediaries and Hotel Loyalty Programs: How Will Guests Get Their Points?” with Judy Siguaw, 2006.

PRESENTED PAPERS

“Do Loyalty Programs change Guest Stay Behavior,” with Clay Voorhees and Michael McCall, Center for Hospitality Research Summit, March 2014.

"Network Exploitation Capability: Implementing Digital Strategy for Performance Growth." with Gabriel Piccoli Center for Hospitality Research Summit, Cornell School of Hotel Administration, Ithaca, New York, October 9, 2012.

"Simulation for Teaching Revenue Management", CHRIE, San Juan, July 29, 2010.

“Demand Analysis at AT&T Communications in the Post-Divestiture Environment.” Rutgers University Advanced Workshop on Public Utility Economics and Regulation, May 1984.

“Demand Estimation Using Pooled Times-Series and Cross-Sectional Data: AT&T Revenue Forecasting Model.” University of Massachusetts School of Business Administration Invited Lecture Series, March 1983.

“Computational Efficiency with Pooled GLS Estimators through Deviation Analysis.” Demand Analysis Conference, AT&T, Philadelphia November 1981.

“Regional Economic Indicators: A Practical Approach to Generating Regional Economic Performance Data.” Southern Regional Science Association, Spring 1980.

“Computer Training for Faculty,” with James Metzler and Gregory Nelson. National Education Computing Conference, 1979.

“Aggregation Bias and the Choice of Observational Data in Hedonic Estimation,” with Stephan P. Coelen. Southern Regional Science Association, Spring 1976.

“Quantification of the Distributional Consequences of a Class of Environmental Programs,” with Stephen P. Coelen. Eastern Economics Association, Spring 1976.

PUBLIC SPEAKING

“Evaluating Loyalty Programs,” Stash Users Conference, Chicago, May 9, 2013.

“Reputation Management,” Boston University MBA Series, November 8, 2013.

"Opportunities for Independents: Future of Distribution", Leadership Conference, Trump International, Chicago, Illinois, December 11, 2012.

"Digital Marketing", Webinar Series, Hotel Sales and Marketing International, Washington, D.C. July 1, 2012.

"Challenges in Future Distribution", Client Conference, Sabre Hospitality Solutions, London, England, Conference, April 25, 2012.

"Leadership in Marketing, General Managers Meeting, EAME, Vienna, Austria," Conference, March 30, 2012.

"Future Challenges in Hospitality Distribution," Client Forum, Sabre Hospitality Solutions, Dallas, Texas, Conference, February 29, 2012.

"Conference Moderator", Digital Marketing Conference, Hotel Sales and Marketing International, New York, Conference, February 28, 2012.

"Digital Marketing", Hotel Sales and Marketing International, Hotel Sales and Marketing International, Webinar, December 2011.

"Virtual Meeting Space", Hospitality Design Roundtable, Center for Hospitality Research, Cornell, October 7, 2011.

"Consumer View of I Love NY" with Robert Kwortnik. New York State Department of Tourism, May 2011.

"State of the Economy on Hospitality", SAS-Ideas Webinar, SAS, February 28, 2011.

"Revenue Management for Owners", National Golf Course Owners Association Meeting. February 7, 2011.

"Internet Marketing and Social Media" Cornell Hospitality Research Summit, Cornell's Center for Hospitality Research, Ithaca, NY, October 7, 2010.

"Revenue Management and New Media", Revenue Management & Internet Marketing Strategy Conference, HSMIAI, Orlando, FL. June 21, 2010.

"Insights into Social Media Research" with Lisa Pearo. Marketing Roundtable, Cornell's Center for Hospitality Research, Ithaca, NY, May 3, 2010.

Cornell's Center for Hospitality Research, "Preparing for Recovery." with J. A. deRoos and K. McGuire, CHR Webcasts, February 12, 2010.

"Preparing for Recovery" with Jan deRoos and Kelly McGuire, CHR Webcasts, Cornell's Center for Hospitality Research, February 12, 2010.

Panelist, "Effect of the Economy on Travel," PhoCusWright Executive Conference, November 19, 2008.

Session Leader, “Global Issues in Sustainability,” ALIS Conference, January 27, 2009.

Panelist, “Effect of the Economy on Travel,” HSMAI NY Chapter, New York, February 12, 2009.

“Effect of the Economy on Hospitality,” Hotel Sales and Marketing International Webinar Series, February to March 2009.

Moderator, “Revenue Management and Internet Marketing,” HSMAI, Anaheim California, June 24, 2009.

HSMAI Internet Conference, Conference Moderator, December 2 – 4, 2007.

“Revenue Management,” Hotel Sales and Marketing International, Boca Raton, Florida, September 22 – 23, 2007.

Session Leader, “Internet Evolution,” HITEC Conference, Orlando, June 26-27, 2007.

“Emerging Role of Revenue and Channel Management,” Eye for Travel Conference October 2006.

“Search Marketing Evolution,” Vail Leadership Conference, September 2006.

“Web 2.0,” National Tour Operators Association, November 2006.

“Practical Revenue Management Applications,” Professional Association of Innkeepers International, June 2006.

“Online Hospitality Update,” Hotel Sales and Marketing International Hotel Internet Marketing Strategy Conference, Los Angeles, June 2005.

“Certifying Intermediaries: The InterContinental Hotels Case “, Hotel Sales and Marketing International Hotel Internet Marketing Strategy Conference, Los Angeles, December 2004.

“Trends in Travel Distribution” Society for College Travel Management Conference, Vail Colorado, September 2004.

“Internet: Friend or Foe,” Virtuoso Annual Conference, Los Vegas, August 2004.

“Hospitality Internet Marketing,” Hotel Sales and Marketing International Conference, Miami Florida, March 2003.

“Travel Industry Trends.” Keynote Address. Conference on Educational Travel, Los Angeles, February 25, 2002.

“Movement in Online Markets: Path to Recovery.” IATA Passenger Service 2001 Conference, Vienna, October 15, 2001.

“Where is the Online Shakeout Taking the Industry?” E-Tourism Summit 2001, Los Angeles, October 2, 2001.

“Internet Marketing.” Keynote Speech, New Jersey Governor’s Conference on Tourism, Atlantic City, May 7, 2001.

“Consider the Opportunities,” Hawaii Tour Operators: Presidents’ Meeting, Hawaii, November 15, 2000.

“Internet Trends and Predictions for the Tour Industry,” E-Tourism Summit 2000, San Francisco, November 5, 2000.

“Internet Travel Truths,” with Lorraine Sileo. Internet World, New York City, October 24, 2000.

“Hands on Strategy.” Internet World, Los Angeles, March 15, 2000.

“New Economy and Travel.” Non-Profits in Travel Conference, Washington, March 12, 2000.

“Evaluating Advertising Spending with Emergence of the Internet.” Yesowich, Pepperdine and Brown, Orlando, June 16, 1999.

Panelist, “Role of the Internet in Distribution,” International Hospitality Industry Investment Conference, June 7, 1999.

Panelist, “Impact of the Internet on the Travel Industry,” Jupiter Communications Travel Forum, Chicago, May 13, 1999.

“Internet: Challenge or Opportunity for Travel Agents?” Hotel Electronic Distribution Network Association, New Orleans, December 9, 1998.

Internet: Friend or Foe of the Travel Agent,” with Barry Hughes. World Travel Market, London, November 19, 1998.

TRADE ARTICLES

- U.S. Hotel 2018 Key Developments*, Phocuswright, December 2018
- Book Direct Debate: Long- vs. Short-Run View*, Phocuswright, April 2018
- The Owner & Manager Dilemma*,” Phocuswright, April 2018
- “Hospitality Distribution Dissected*,” Phocuswright, June 2017
- “Online Travel Agencies: More Than a Distribution Channel*,” Phocuswright with Lorraine Sileo, 2014.
- “The Billboard Effect: A PhoCusWright Evaluation*,” PhoCusWright, August 2012.
- “Sage Advice for Hotels*,” PhoCusWright, June 2012.
- “Hospitality Demand Management in Europe*,” PhoCusWright, June 2011.
- “Hospitality Demand Management: Challenges and Solutions*,” PhoCusWright, November 2011.
- “PhoCusWright's Online Travel Overview: Lodging*,” PhoCusWright, November 2010.
- “U.S. Online Travel Overview: Lodging*,” PhoCusWright, November 2009.
- “Travel Industry Economics: Dismal But Not Desperate*,” PhoCusWright, March 2009.
- “U.S. Online Travel Overview: Lodging*,” PhoCusWright, November 2008.
- “Hotel Distributors are Indebted to IHG Again!”* PhoCusWright, December 2007.
- “U.S. Online Travel Overview: Lodging*,” PhoCusWright, November 2007.
- “Hotel Quality: Are Stars in the Eyes of the Beholder?”* PhoCusWright, April 2007.
- “Groups and Meetings: Market Opportunity Redefined*,” PhoCusWright, December 2006, contributing author.
- PhoCusWright’s *U.S. Online Travel Overview*,” PhoCusWright, December 2006, Chapter 4.
- “Online Hotel Prices: What You See Is NOT What You Get*,” PhoCusWright, July 2006.
- “Hospitality Revenue and Channel Management Converge*,” PhoCusWright, March 2006.

“European Hotels: Managing Hospitality Distribution,” with Peter O’Connor, PhoCusWright, Inc., September 2005.

“Hotel and Lodging Fundamental Shifts in Online Distribution,” with Lorraine Sileo in Online Travel Overview, PhoCusWright, October 2005.

“Amadeus Expands Distribution in Europe,” PhoCusWright, March 2005.

“What’s the Points? An Emerging Issue for Online Travel Agencies,” with Judy Siguaw, PhoCusWright, March 2005.

“Sabre’s SynXis Acquisition: Harbinger of Things to Come,” PhoCusWright, December 2004.

“For Whose Benefit? IHG’s Beef with IAC,” PhoCusWright, August 2004.

“Evolving Distribution and the Luxury Brand,” Leading Hotels of the World 2004 Annual Report.

“From Property to Screen: Managing Online Hotel & Lodging Distribution,” PhoCusWright, July 2004.

“Online Hospitality Merchant Leakage Simplified,” PhoCusWright, January 2004.

“Orbitz and Travelweb: A Public Spat,” PhoCusWright, November 2003.

“IAC’s Hotwire Acquisition: A Hotel Perspective,” PhoCusWright, September 2003.

“Diller Takes the High Ground in Online Agency Hotel Sales - Current and Future” with Lorraine Sileo PhoCusWright, April 2003.

“Priceline Makes Investment in Travelweb Rounds Out Hotel Offerings,” with Lorraine Sileo, PhoCusWright, March 2003.

Hotel & Lodging Commerce 2002-2005, PhoCusWright Report, November 2002.

“What's Next For Airlines Now That Commissions Are Gone?” PhoCusWright Snapshot, April 2002.

“Will Airline Fares Rise in Recovery?” PhoCusWright Snapshot, February 2002.

“Travel e-Commerce Booms When Others Bust.” Wizcom Solutions Newsletter, June 2001.

“Not So New Economics: Revolutionary Change in the Internet-Centric Travel Market.” The Insider, PhoCusWright Executive Conference, November 15, 2001.

“Package Distribution Pioneers Assemble.” WebTravelNews, July 24, 2001.

“Does Orbitz Regulatory Green Light Mean Its Bottom Line Will Be Green?”
PhoCusWright, July 2000.

“ASTA Urges Membership to Adopt Technology.” WebTravelNews, September 2000.

“Orbitz and Hotwire Help the Airlines Lose Money.” The Insider, May 1, 2001.

“Tis the Season (Dismal),” with Jerome Cranmer. The New York Times, December 23, 1979.

ONLINE COURSES

“Introduction to Global Hospitality Management,” with Cathy Enz, Jan deRoos, and Bruce Tracey, edX, 2015.

“Marketing the Hospitality Brand through New Media: Social, Mobile, and Search,” with Robert Kwortnik, eCornell, 2013.

“Hospitality Customer Engagement through New Media Marketing,” with Robert Kwortnik, eCornell, 2013.

“Social and New Media Marketing,” with Robert Kwortnik, eCornell, 2013.