

Stowe Shoemaker, Ph.D.

I. Employment History

A. Academic Employment History

- 2013-current Dean, Andrew and Peggy Cherng Deanship
William F. Harrah College of Hospitality
University of Nevada, Las Vegas
- 2012-2012 Full Professor with tenure, Lincy Professor
William F. Harrah College of Hotel Administration
University of Nevada, Las Vegas
- 2011-2012 Adjunct Professor
University of Texas MD Anderson Cancer Center
- 2004-2012 Full Professor with tenure, Donald Hubbs Distinguished Professorship
Associate Dean of Research
University of Houston
- 1995-2004 Associate Professor with tenure
William F. Harrah College of Hotel Administration
University of Nevada, Las Vegas
- 1991-1995 Graduate Assistant, graduate research assistant for four years while earning Ph.D.
School of Hotel Administration
Cornell University

B. Academic Degrees, Dates, and Institutions Where Awarded

Cornell University School of Hotel Administration, Ph.D. (August 1995)

Major: Services Marketing; Minor: Statistics and Biometry; Consumer Behavior

Dissertation was entitled “The Impact of Different Types of Actions on Script Learning,” where scripts can be thought of as procedural knowledge -- the knowledge of how to do things. In the dissertation, I argued that for satisfaction to occur in a service situation, customers and employees must be working from the same script. If they are not, then management needs to correct or replace the ineffective script (of both employees and customers) while retaining the effective portions of the existing script. To understand how to best change these scripts, management needs to understand how consumers and employees learn scripts and the impact of different types of actions on this learning.

University of Massachusetts, Master of Science in Hotel Restaurant and Travel Administration
(August 1986)

Master’s thesis entitled “Segmenting the Senior Citizen Market Based on Benefits Sought.” This study was one of the first in the travel and tourism literature to show that the senior market, defined as those 55 years of age or older, is not homogeneous in terms of their wants and needs when it comes to taking avacation. The article based on this thesis was selected as the article of the year in the *Journal of Travel Research*.

University of Vermont School of Business, Bachelor of Science (May 1977)

C. Industry Employment History

1991 – 1986 *I/H/R Research Group: Vice-President - Tustin, California*

Full-service marketing research firm concentrating in the hospitality industry. Major clients included Taco Bell, Foodmaker (Jack-in-the-Box), Marriott Corporation (all divisions), Stuart Anderson's Black Angus, Carl's Jr., Baker's Square Restaurants and Bob Evans Farms Restaurants.

Minor clients included a variety of Los Angeles advertising agencies. Responsibilities included all aspects of project management from research design, questionnaire development, and data collection, to analysis and final written report. As in-house statistician, was responsible for all multivariate analysis.

1991 – 1986 *Scientific Telephone Samples: Minority Partner, Tustin, California*

Co-developed Scientific Telephone Samples, a company that supplies computer generated random digit phone numbers to both the academic and marketing research communities. Sold interest in 1991.

1986 – 1984 *University of Massachusetts: Research Assistant
Department of Hotel, Restaurant, and Travel Administration*

Research assistant for all four semesters of graduate school. During first three semesters assisted in major study on consumer preferences, attitudes and behaviors concerning ordering seafood in restaurants, with special attention to non-traditional species of fish; during fourth semester assisted in all phases of research projects undertaken by Student Affairs Research and Evaluation Office.

1984 – 1977 *Middlebury Inn: Director of Marketing - Middlebury, Vermont*

Actively involved in all areas of the successful turnaround of a hotel corporation, from housekeeping to menu development to marketing. Developed the senior citizen motor-coach tour market, which resulted in a yearly 20% rise in occupancy. Additionally, developed hotel's direct sales program, as well as package programs, in cooperation with several airlines, vacation wholesalers, and Amtrak.

1984 – 1981 *University of Vermont: Lecturer, Department of Human Nutrition and Foods*
Taught "Quantity Food Production" to college juniors and seniors. Course material included foodservice marketing, merchandising, sanitation, food cost control, menu design, recipe standardization, and kitchen layout and design. As part of the course requirement, students prepared and served meals to approximately 50 paying guests.

II. Teaching Activities

A. Courses taught

Revenue Management: Undergraduate and Graduate
Hospitality Marketing; Undergraduate and Graduate
Strategic Hospitality Management; Undergraduate and Graduate
Consumer Behavior; Graduate
Services Marketing; Graduate Research
Methods; Graduate Multivariate
Statistics; Graduate Statistics; Graduate
Marketing Research; Graduate
Mathematics of casino games; graduate and undergraduate

B. Off-campus teaching (e.g., visiting professorships)

Cornell University, School of Hotel Administration. Member of the Executive Education Faculty; 1996-2021

Ecole Hôtelière de Lausanne. 1999-2008 Visiting Professor for different courses and modules

Harvard Business School, Fall 2001. Invited as Visiting Scholar in the department of Marketing. Invited for full year, although elected to stay only one semester

III. Research Activities

A. Publications

1. Refereed journal publications

Shum, C., Gatling, A., & Shoemaker, S. (2018). A model of hospitality leadership competency for frontline and director-level managers: Which competencies matter more?. *International Journal of Hospitality Management*, 74, 57-66. <https://doi.org/10.1016/j.ijhm.2018.03.002>

Vilert, A. Loving, M.D, Richard L. Ellis, MD, Robert Rippee, MBA, Joseph R. Steele, MD, Donald F. Schomer, MD, Stowe Shoemaker, PhD (2017) Time Is Not on Our Side: How Radiology Practices Should Manage Customer Queues," *Journal of the American College of Radiology*, No. 14 pp. 1481-1488 (Note, in science journals the last name on the article represents the major author).

Steele, J. R., Jones, A. K., Ryan K. Clarke, Giordano, S. H., Shoemaker, S. (2016) "Oncology Patient Perceptions of the Use of Ionizing Radiation in Diagnostic Imaging." *Journal of the American College of Radiology*, Vol. 13No. 7 pp. 768-774 (Note, in science journals the last name on the article represents the major author).

Tanford, S., Shoemaker, S., & Dinca, A., (2016). "Back to the future: progress and trends in hotel loyalty marketing", *International Journal of Contemporary Hospitality Management*, Vol. 28 Iss 9 pp. 1937 - 1967

Joseph Rodgers Steele, Kyle Jones, Ryan K. Clarke, Shoemaker, S. (2015). "Health Care Delivery Meets Hospitality: A Pilot Study in Radiology," *Journal of the American College of Radiology* Vol. 12 No 6 June (Note, in science journal the last name on the article represents the major author).

Dina Marie V Zemke, Jay Neal, Stowe Shoemaker, Katie Kirsch. (2015). "Hotel cleanliness: Will guests pay for enhanced disinfection?", *International Journal of Contemporary Hospitality Management*, Vol. 27 Iss 4 pp. 690 - 710

Chen, C., Stowe Shoemaker, Dina Marie V. Zemke, (2013). "Segmenting Slot Machine Players: A Factor-Cluster Analysis", *International Journal of Contemporary Hospitality Management*, Vol. 25 Iss: 1

Raab, C., Mayer, K., & Shoemaker, S. (2010). Menu engineering using activity-based costing. *Journal of Hospitality & Tourism Research*, Vol. 34, 2.

- Dawson, M., Abbott, J., & Shoemaker, S. (2011) Hospitality culture scale: A measure of organizational culture and personal attributes, *International Journal of Hospitality Management*. Forthcoming
- Raab, C., Mayer, K., Kim, Y-S., and Shoemaker, S. (2009). Price-Sensitivity Measurement: A Tool for Restaurant Menu Pricing. *Journal of Hospitality & Tourism Research*, Vol. 33, No. 1, 93-105.
- Zemke, D.V., & Shoemaker, S. (2009). An Overview of Consumer Non-Problem Gaming Research. *Worldwide Hospitality and Tourism Themes. Vol 1, 4, 355-365*.
- Milla, S., & Shoemaker, S. (2008). Three decades of revenue management: What's next? *Journal of Revenue and Pricing Management*, 7, 110-114.
- Zemke, D.V., & Shoemaker, S. (2008). A sociable atmosphere: Ambient scent's effect on social interaction. *Cornell Hotel and Restaurant Administration Quarterly. Vol 49, 3 pp. 317-329*
- Zemke, D. V., & Shoemaker, S. (2007). Scent across a crowded room: Exploring the effect of ambient scent on social interactions. *International Journal of Hospitality Management*.
- Raab, C., Shoemaker, S., & Mayer, K. (2007). The Feasibility of Activity-Based Costing in the Restaurant Industry: An Innovative Way to Analyze your Menu. *International Journal of Hospitality and Tourism Administration*.
- Shoemaker, S., & Zemke, D.V. (2006). "The 'locals' market: A new gaming segment." *Journal of Gambling Studies*.
- Robinson, C., Abbott, J., & Shoemaker, S. (2006), "Recreating Cheers: An Analysis of Relationship Marketing as an Effective Marketing Technique for Restaurants" "*International Journal of Contemporary Hospitality Management*," Volume 17, Numbers 6 and 7.
- Shoemaker, S., Dawson, M., & Johnson, W. (2006). "How to Increase Menu Prices without Alienating Your Customers." Manuscript accepted by *International Journal of Contemporary Hospitality Management*. Volume 17, Numbers 6 and 7.
- Shoemaker, S. (2005), "*Pricing and the Consumer*," *Journal of Revenue and Pricing Management*, Volume Four, #3, pp 228-236.
- Shoemaker, S., & Bowen, J. (2003), "Antecedents and Consequences of Customer Loyalty: an Update" *Cornell Hotel and Restaurant Administration Quarterly, Vol. 6, 4 31-52*.
- Shoemaker, S. (2003), "The Future of Pricing," *Journal of Revenue and Pricing Management, Vol. 2, #3 page 271-279*.
- Shoemaker, S., & Baloglu, S. (2001), "Prediction of Senior Travelers' MotorCoach Usage from Demographic, Psychological and Psychographic Characteristics," *Journal of Travel Research*. 40(1), pp. 12-18.
- Deighton, J., & Shoemaker, S. (2001). *Hilton HHonors Worldwide: Loyalty Wars*. 50-010 Harvard Business School Publishing.

Deighton, J., & Shoemaker, S. (2001). Hilton HHonors Worldwide: Loyalty Wars. Teaching Note: (Case A) TN 5501059 Harvard Business School Publishing.

Shoemaker, S. (2000), "Segmentation of the Senior Pleasure Travel Market: 10 Years Later," *Journal of Travel Research*. Vol. 39, pp.11-26.

Shoemaker, S., & Lewis, R. (1999), "Customer Loyalty in Hotels," *International Journal of Hospitality Management*. Vol. 18, No. 4 pp. 345-370.

Shoemaker, S. (1998), "Strategic Approach to Segmenting the University Dining Population: It is More than Class Rank," *Journal of Restaurant & Foodservice Marketing*, Vol. 3, No. 1, pp.1-33.

Bowen, John & Shoemaker, S. (1998), "The Antecedents and Consequences of Customer Loyalty," February, *Cornell Hotel and Restaurant Administration Quarterly*. Vol. 39, No. 1, (February), pp. 12-25. (Note: authors contributed equally and are listed alphabetically).

Shoemaker, S. (1997), Guest Editor: *Hospitality Research Journal*, Vol. 21, No. 1. Lewis,

Robert C., & Shoemaker, S. (1997), "Value Pricing: Another View and a Research Example," *Cornell Hotel and Restaurant Administration Quarterly*, Vol. 38, No. 2, (April), pp. 44-54.

Shoemaker, S. (1996), "Scripts: Precursor of Consumer Expectations," *Cornell Hotel and Restaurant Administration Quarterly*, Vol. 37, No. 1, (February), pp.42-53.

Dev, Chekitan, Michael Morgan, & Shoemaker, S. (1995), "Positioning Analysis of Hotel Brands Based on Travel Manager Perceptions," *Cornell Hotel Restaurant Administration Quarterly*, Vol. 36, No. 6, (December), pp. 48-55.

Shoemaker, S. (1994), "A Proposal to Improve the Overall Price Value Perception of a Product Line," *Journal of Restaurant & Foodservice Marketing*, Vol. 1, No. 1, pp. 89- 101.

Shoemaker, S. (1994), "Understanding the Marketing Research Process: A Guide to Using an Outside Supplier," *International Journal of Hospitality Management*, Vol. 13, No. 1, pp. 39-56.

Shoemaker, S. (1994), "Segmenting the U.S. Travel Market Based Upon Benefits Realized," *Journal of Travel Research*, Vol. 32, No. 3, (Winter), pp. 8-21.

Shoemaker, S. (1989), "Segmentation of the Senior Pleasure Travel Market," *Journal of Travel Research*, Vol. 27, No. 3 (Winter), pp. 14-21.

Shoemaker, S. (1984), "Marketing to Older Travelers," *Cornell Hotel Restaurant Administration Quarterly*, Vol. 25 No. 2, (August), pp. 84-91.

2. Books

Shoemaker, S., & Yesawich, P. (2023). *Hospitable healthcare: (Just what the patient ordered!)*. Indigo River Publishing. Pensacola, FL.

Shoemaker, S., & Shaw, M. (2007). *Marketing essentials in hospitality and tourism: Foundations and practices*. Upper Saddle River, NJ: Prentice Hall.

Shoemaker, S., Lewis, R. C., & Yesawich, P. C. (2006). *Marketing leadership in hospitality and tourism: Strategies and tactics for a competitive advantage*. Upper Saddle River, NJ: Prentice Hall.

3. Chapters of Books

Shoemaker, S. & Gorin, T (2008) Pricing and Revenue Management *Hospitality Operations Management* – Peter Jones Editor.

Shoemaker, S., & Robinson, C. (2008) Customer Loyalty *Handbook of Hospitality & Tourism Marketing*

Shoemaker, Stowe and Matila, Anna (2008) Pricing in Services. In *Handbook of Pricing Research in Marketing*. Edited by Vithala Rao. Edward Elgar Publishing Limited. Northampton, MA. pp. 535-537.

Dube, Laurette, & Shoemaker, S. (2000), "Loyalty Marketing and Brand Switching," in *Handbook of Services Marketing and Management*. Ed. Terry Swartz and Dawn Iacobucci. Sage Publications, pp. 381-400.

Dev, Chekitan, Michael Morgan, and Stowe Shoemaker (1999), "Positioning Analysis of Hotel Brands Based on Travel Manager Perceptions," *Economic and Management Methods for Tourism and Hospitality Research*, Ed. Thomas Baum and Ram Mudambi: John Wiley and Sons: New York. pp. 85-99.

Shoemaker, S. (1996), "Managing Service Quality," in *Casino Management*, edited by Mr. Vince Eade: UNLV International Gaming Institute. pp 73-104.

Shoemaker, S. (1996), "Hotel Positioning - An Illustration," in *The International Hospitality Business*, edited by Richard Kotas, et al. New York: John Wiley, pp. 339-350.

4. Grantsmanship

All grants listed were funded.

Delta Airlines: Project Cost \$30,000: Redesigning Boarding Area and Boarding Processes. April 2018.

IGT: Project Cost \$48,094: Understanding Motivations for Gambling. June 2015.

MDAnderson Cancer Center: Amount Given: \$25,995.00. To investigate how to improve the patient experience in the Diagnostic Unit. December 2012

MDAnderson Cancer Center: Amount Given: \$103,763.44. To investigate how to improve the patient experience in the Diagnostic Unit. September 2011

Marina Bay Sands: Amount Given: \$27,000. To undertake monthly surveys to monitor customer satisfaction and other strategic initiatives undertaken by Marina Bay Sands. April 2011.

City of Beverly Hills: Amount Given: \$100,000. To undertake research to develop a strategic plan for the Beverly Hills CVB. December 2010.

Expedia: Amount given: \$12,000. To undertake research on third party travel companies. Spring 2007

Texas Department of Agriculture: Amount given: \$290,000. Three grants to develop a strategic plan for the Texas Wine Industry. One grant for quality assurance, a second for consumer research, and third a 5-, 10-, and 20-year plan. Fall 2006

Chung's Seafood: Amount given: \$10,000. To undertake research on food products. Spring 2006

Combination Grant from Lettuce Entertain You, Lawry's, Red Lobster, and Customer Connection. Amount given: \$6,000. To fund student thesis research

Memorial Hermann Hospital System: Amount given: \$32,000. To fund research to improve the patient experience for the cardiac care units. Fall 2004

MEI International: Amount given: \$28,900. To fund research to investigate strengths and weaknesses in bill acceptors used as self-service technologies. Fall 2004

Mikohn Gaming: Amount given: \$8,000. To fund Ph.D. student research. Spring 2003

Postnet. Awareness Trial and Usage. \$3000 to fund Ph.D. Student.

International Gaming and Wagering Business Amount given: \$2000. To help fund research. August 2000

Crowne Plaza Hotels and Resorts Amount given: \$28,263. Proposal was not accepted for November, 1999 ARI round. Was strongly encouraged to submit proposal in next round, as was told that I did not get money in this round because they wanted to give money to those who had not received money before. Crowne Plaza did not want to wait, so funded all \$28,263 themselves. The William F. Harrah College of Hotel Administration will be listed in all publications in which the data appears. This will be many, as the goal of the study is to get public relations for Crowne Plaza Hotels and Resorts. Funded in December 1999, data collection January 2000. Grant not run through university so all money could be spent on data collection.

Konami Gaming Inc. Amount given: \$1000. To understand customers' attitudes towards different multi-line slot machines. January 2000.

LaQuinta Hotels and Resorts and GreenPoints.Com Amount given: \$25,000 (\$15,000 from LaQuinta and \$10,000 from GreenPoints.com). To provide money to study customer loyalty and the value of frequency programs. \$19,000 matched by UNLV for total budget of \$44,000. Spring 2000

Funded grant from the William F. Harrah College of Hotel Administration to examine customer loyalty among Australian business travelers. Funding also received from Hilton Australia. (Hilton to pay majority of costs.) With John Bowen. Stowe Shoemaker 100% responsible for grant application and money from Hilton.

Gaming Manufacturers Association Amount given: \$10,000. To provide money to conduct a needs assessment of industry. \$6,000 matched by UNLV for total budget of \$16,000. Spring 2000

Game Works, Inc. Amount given: \$5,300. Understand gaming customers reactions to a new gambling device. Fall 1998

Rio Suites Hotel and Casino Amount given: \$12,000. Study the Las Vegas gaming market. This amount matched by UNLV for total budget of \$24,000. Fall 1998

MARS Electronics Amount given: \$30,000. Study alternative payment systems in casinos. This amount matched by UNLV for total budget of \$60,000. Spring 1998

Hyatt Hotels and Resorts Amount given: \$28,000. Study antecedents and consequences of customer loyalty in business class segment. With John Bowen. This amount matched by UNLV for total budget of \$56,000. Summer 1998

Lady Luck Gaming Corp Amount given: \$2,000. Study psychology of blackjack players. This amount matched by UNLV for total budget of \$4,000. Fall 1997

Caesars Palace Amount given: \$2,100. Study business traveler needs for a business center. Spring 1997

Kotschevar Fund Amount given: \$1,430. (Professional development fund awarded by William F. Harrah College of Hotel Administration) Used to for professional development in Spring and Fall 1998

Barrit Travel Grant Amount given: \$700. (Professional development fund awarded by the University of Nevada, Las Vegas). \$350 in Fall 1995 and \$350 in Fall 1996

William F. Harrah College of Hotel Administration Amount given: \$1,200. Study Segmentation of the Elderly. Fall 1996

Center for Hospitality Research at Cornell University Amount given: \$17,700. Study the Antecedents and Consequences of Loyalty. With John Bowen. Fall 1995

4. Non-refereed publications: A Variety Available by Contacting Stowe Shoemaker directly
5. Proceedings and abstracts: A Variety Available by Contacting Stowe Shoemaker directly
6. Editorial responsibilities

Editorial board of *Cornell Hotel and Restaurant Administration Quarterly Journal of Travel Research*, *International Journal of Hospitality Management*, *Journal of Restaurant and Foodservice Marketing*, *Journal of Travel and Tourism*, *Journal of Pricing and Revenue Management*

7. Paper Presentations: A variety available by contacting Stowe Shoemaker directly

IV. Research Awards and Honors

- 2003 Michael D. Olsen Research Award. Presented to me in January 2003.
“This award is given to academics who have concentrated on producing work that will have a lasting contribution. In order to move the research in hospitality to a higher level, their work represents serious scientific endeavor that goes beyond descriptive inquiry and enters into the scientific realm of new knowledge contribution (description of award).”
- 2001 Graduate faculty member of the year for William F. Harrah College of Hotel Administration
- 2001 Recognized by President Harter as one of the top researchers at UNLV. Presented to Board of Regents
- 2001 Case study on Hilton Honors Loyalty Wars selected as Case to prepare by MBA students at University of Texas at Austin Business School Annual Case Competition
- 2000 Ace Denken Distinguished Professor Award for Research (2-year position)
- 1999 Boyd Award for Superior Research for 1998. University of Nevada, Las Vegas
- 1999 Van Nostrand Reinhold Research Award for the best article published in Hospitality in 1998
- 1998 Van Nostrand Reinhold Research Award for the best article published in Hospitality in 1997
- 1995 Van Nostrand Reinhold Research Award for the best article published in Hospitality in 1994
- 1989 The Travel Research Association: Article the article of the year

V. Industry/Professional Services:

Executive Education Faculty Cornell University: Teach a variety of courses around the world
1996 - current

Executive Education on Behalf of University of Houston:

Memorial Herman Healthcare	One	3-day course on customer loyalty
British Airways	Two	3-day classes on pricing
	Six	1-day classes in 2007
Conrad Hilton Uruguay	One	3-day course on strategy
Orbis Hotel Group Poland	Three	3-day class in 2007
Romania Hotel Group	One	3-day class in 2007

VI. Student counseling and advising: A variety of master thesis committees over the years

Ph.D. Dissertation (Name, Title, Date of Graduation, Role)

Diana Zemke The Role of the Physical Environment in Creating Interpersonal Linkages
2003, chair

Carola Raab Activity-Based Costing; 2003, chair