

PHILLIP E. PFEIFER

CURRICULUM VITA

January 18, 2016

EDUCATION

- 1979 *Georgia Institute of Technology* Ph.D.
Dissertation title: "Spatial-Dynamic Modeling"
Outstanding Ph.D. Dissertation Award, 1979
President's Fellowship, 1973-1974
- 1976 *Georgia Institute of Technology* M.S.O.R.
Major field: Operations Research
- 1974 *Georgia Institute of Technology* M.S.
Major field: Applied Statistics
- 1973 *Lehigh University* B.S.I.E.
Member of Alpha Pi Mu and Tau Beta Pi

EXPERIENCE

- 2012 Visiting Professor
Mendoza School of Business Notre Dame, IN
University of Notre Dame
- 2010 Visiting Professor
Stevens Institute of Technology Hoboken, NJ
- 1980- Present Faculty of Business Administration
Darden Graduate School of Business Charlottesville, VA
University of Virginia
- Full Professor, 1991-present
Richard S. Reynolds Chair Professor, 2007-present
Alumni Research Professor, 2002-2006
Associate Professor, 1983-1991
Assistant Professor, 1980-1983
- Wachovia Award for Distinguished Darden Case Writer, 2008
Director of Doctoral Program, 1989-1995
LEAD Curriculum Director, 1989-1991
Faculty Marshal, Class of 1982
- Courses Taught:** Marketing, Quantitative/Decision Analysis,
Direct/Interactive Marketing, Data Analysis and Optimization,
Bargaining and Negotiating, E-business, Marketing Research,
Doctoral Seminars

1974- School of Industrial and Systems Engineering
1978 *Georgia Institute of Technology* Atlanta, GA
Research Engineer, 1978-1980
Graduate Research Assistant, 1974-1978

PROFESSIONAL ACTIVITIES

The Direct Marketing Association, member

Editorial Review Board for the *Journal of Interactive Marketing* 2007-present.
2008 Best Reviewer Award, *Journal of Interactive Marketing*.

BOOKS

Bendle, N., Farris, P.W., Pfeifer, P.E., and Reibstein, D. *Marketing Metrics: The Manager's Guide to Measuring Marketing Performance*, Third Edition, Pearson Education Limited, 432 pages, 2015.

Farris, P.W., Bendle, N., Pfeifer, P.E., and Reibstein, D. *Marketing Metrics: The Definitive Guide to Measuring Marketing Performance*, Pearson Education Limited, 403 pages, 2010. This expanded second edition to our 2006 book won Darden's 2010 Wachovia Award and has sold 20,845 copies.

Farris, P.W., Bendle, N., Pfeifer, P.E., and Reibstein, D. *Marketing Metrics: 50+ Metrics Every Executive Should Master*, Wharton School Publishing, 309 pages, 2006. (Named best Marketing Book of 2006 by *Strategy + Business*. Available in Japanese, German, Portuguese, Korean, Italian, and Chinese. Over 40,000 copies sold.)

Bodily, S.E., Carraway, R.L., Frey, S.C. Jr., and Pfeifer, P.E., *Quantitative Business Analysis Text and Cases*, Chicago: Richard D. Irwin, 1998.

Bodily, S.E., Carraway, R.L., Frey, S.C. Jr., and Pfeifer, P.E., *Quantitative Business Analysis Casebook*, Chicago: Richard D. Irwin, 279 pages, 1996.

Bodily, S.E., Carraway, R.L., Frey, S.C. Jr., and Pfeifer, P.E., *Instructor's Manual to accompany Quantitative Business Analysis Casebook*, Irwin, Chicago, 566 pages, 1996.

REFEREED PUBLICATIONS

Citation Counts (Google Scholar) Citations: 2385, h-index: 23 (September, 2015).

In Process

“Share of Requirements, Double Jeopardy, and Loyalty,” draft, 24 pages, August, 2013.

“When Forecasters Compete, You Win,” First Draft, Tuesday, July 13, 2010, 16 pages.

Published

Pfeifer, P.E. “The Promise of Pick-the-Winners Contests for the Purpose of Producing Crowd Probability-Forecasts,” *Theory and Decision*, 2015, 24 pages.

<http://link.springer.com/article/10.1007/s11238-015-9533-9>

Farris, P.W., Haskins, M.E., Lynch, L.J. and Pfeifer, P.E. “Executive Compensation: Do Economic Profits Matter?” *Compensation & Benefits Review* 45(5-6), 2015, 276-286.

Pfeifer, P.E., Gruschka-Cocayne, Y. and Lichtendahl, K.C., Jr. “The Promise of Prediction Contests,” *The American Statistician* 68 (4), 2014, 264-270.

Farris, P.W. and Pfeifer, P.E., “Marketing Metrics,” article in *The Blackwell Encyclopedia of Management, Volume 9, Marketing, 3rd Edition* by Dale Littler (Editor). Wiley-Blackwell, Oxford. (to appear).

Ovchinnikov, A.S. Boulu, Beatrice, and Pfeifer, P.E. “Balancing Acquisition and Retention Spending for Firms with Limited Capacity,” *Management Science* 60 (8), 2014, 2002-2019.

Lichtendahl, K.C. Jr., Gruschka-Cockayne, Y., and Pfeifer, P.E., “The Wisdom of Competing Crowds,” *Operations Research* 61(6), 2013, 1383-1398. Named in 2015 as finalist for the Decision Analysis Society Publication Award for 2013.

Pfeifer, P.E. and Ovchinnikov, A.S., “A Note on Willingness to Spend and Customer Lifetime Value for Firms with Limited Capacity,” *Journal of Interactive Marketing* 25(3), August 2011, 178-189.

Pfeifer, P.E., “On Estimating Current-Customer Equity Using Company Summary Data,” *Journal of Interactive Marketing* 25(1), 2011, 1-14. First runner-up for the Journal’s 2012 best paper award. With published comments from Scott A. Neslin; Peter S. Fader and Bruce G.S. Hardie; Rajkumar Venkatesan; and Thorsten Wiesel, Bernd Skiera, and Julian Villanueva. With Rejoinder from the author.

Bodily, S.E., and Pfeifer, P.E., “Darden’s Luckiest Student: Lessons from a High-Stakes Risk Experiment,” *Decision Sciences* 7(4), December 2010, 331-345. A synopsis of this paper appeared in the Journal Highlights column of *OR/MS Today*, Barry List, December 2010.

Bendle, N., Farris, P.W., Pfeifer, P.E., and Reibstein, D., “Metrics that Matter – to Marketing Managers,” *Marketing - Journal of Research and Management* (6), 1/2010, 18-23.

Zhao, H., Bang, H., Wang, H., and Pfeifer, P.E., “On the Equivalence of Some Medical Cost Estimators with Censored Data,” *Statistics in Medicine*, 26(24), October, 2007, 4528-30.

Pfeifer, P.E., and Farris, P.W., “Defending the Traditional Approach,” 1 page, *Marketing Research: A Magazine of Management and Applications*, 18(3), BACK TALK Column (not

peer reviewed), 2006, 52.

Pfeifer, P.E., and Bang, H., “Non-parametric Estimation of Mean Customer Lifetime Value,” 31 pages, *Journal of Interactive Marketing* 19(4), 2005, 48-66.

Farris, P.W., Pfeifer, P.E., Nierop, E., Reibstein, D., “Why is Five a Crowd in the Market Share Attraction Model: The Dynamic Stability of Competition,” *Marketing – Journal of Research and Management*, Issue 1, Quarter 1 2005, 29-45.

Pfeifer, P.E., Haskins, M.E., and Conroy, R.M., “Customer Lifetime Value, Customer Profitability, and the Treatment of Acquisition Spending,” *Journal of Managerial Issues*, Vol. XVII No. 1, Spring 2005, 11-25.

Pfeifer, P.E., “The Optimal Ratio of Acquisition and Retention Costs,” *Journal of Targeting, Measurement and Analysis for Marketing* 13(2), 2005, 179-188.

Pfeifer, P.E., and Farris, P.W., “The Elasticity of Customer Value to Retention: the Duration of a Customer Relationship,” *Journal of Interactive Marketing* 18(2), 20-31, Spring 2004. (Full text downloaded 503 times, abstract 394 in calendar 2004—5th most of 187 items in the *Journal of Interactive Marketing*.)

Pfeifer, P.E., Bodily, S.E., Carraway, R.L., Clyman, D.R., Frey, S.C., Jr., “Preparing Our Students to be News Vendors,” *Interfaces*, 31(6), November-December 2001 (pp. 112-122).

Pfeifer, P.E. and Carraway, R.L., “Modeling Customer Relationships using Markov Chains,” *Journal of Interactive Marketing*. 14(2), 43-55, Spring 2000.

Pfeifer, P.E., “On the Use of Customer Lifetime Value as a Limit on Acquisition Spending,” *Journal of Database Marketing*, 7(1), 81-86, 1999.

Pfeifer, P.E., “The Economic Selection of Sample Sizes for List Testing,” *Journal of Interactive Marketing*, 12(3), 5-20, 1998.

Pfeifer, P.E., “A General Piecewise Linear Canning Problem Model,” *Journal of Quality Technology*, 31(3), 326-337, July 1999.

Pfeifer, P.E., “On Using the Beta-Logistic Model to Update Response Probabilities Given Nonresponse,” *Journal of Interactive Marketing*, 12(2), 23-32, 1998.

Pfeifer, P.E., “Are We Overconfident in the Belief that Probability Forecasters are Overconfident?” *Organizational Behavior and Human Decision Processes*, 58, 203-213, 1994.

Weatherford, L.A. and Pfeifer, P.E., “The Economic Value of Using Advance Booking of Orders,” *Omega, the International Journal of Management Science*, 22(1), 105-111, 1994.

Weatherford, L.A., Bodily, S.E. and Pfeifer, P.E., “Modeling the Customer Arrival Process and Comparing Decision Rules in Perishable Asset Revenue Management Situations,” *Transportation Sciences*, 27(3), 239-251, 1993.

Bodily, S.E. and Pfeifer, P.E., "Overbooking Decision Rules," *Omega, the International Journal of Management Science*, 20(1), 129-133, 1992.

Schmidt, R.L. and Pfeifer, P.E., "Economic Selection of the Mean and Upper Limit for a Canning Problem with Limited Capacity," *Journal of Quality Technology*, 23(4), 312-317, 1991.

Pfeifer, P.E., Bodily, S.E. and Frey, S.C. Jr., "Pearson-Tukey Three-Point Approximations Versus Monte Carlo Simulation," *Decision Sciences*, 22(1), 74-90, 1991.

Pfeifer, P.E. and Schmidt, R.L., "A Decision-Theoretic Valuation of Information in Sealed-Bid Auctions for Items of Known Value," *Decision Sciences*, 21(2), 461-470, 1990.

Pfeifer, P.E. and Bodily, S.E., "A Test of Space-Time ARMA Modeling and Forecasting of Hotel Data," *Journal of Forecasting*, 9, 225-272, 1990.

Clawson, J.G. and Pfeifer, P.E., "Global Markets," *Organizational Behavior Teaching Review*, XIV(II), 70-82, 1989-1990.

Schmidt, R.L. and Pfeifer, P.E., "An Economic Evaluation of Improvements in Process Capability for a Single-Level Canning Problem," *Journal of Quality Technology*, 21(1), 16-19, 1989.

Pfeifer, P.E., "The Airline Discount-Fare Allocation Problem," *Decision Sciences*, 20(1), 149-157, 1989.

Pfeifer, P.E., "The Single-period Inventory-mix Problem with Early Discount Pricing," Proceedings of the Decision Sciences Institute's 18th Annual Meeting, November 1986, Honolulu, Hawaii.

Pfeifer, P.E., "Market Timing and Risk Reduction," *Journal of Financial and Quantitative Analysis*, 20(4), 451-459, December 1985.

Pfeifer, P.E. and Deutsch, S.J., "A Probabilistic Model of Volleyball: Application to the Value of Serving First," *Volleyball Technical Journal*, VI(3), 67-70, 1982.

Deutsch, S.J. and Pfeifer, P.E., "Space-Time ARMA Modeling with Contemporaneously Correlated Innovations," *Technometrics*, 23(4), 401-409, 1981.

Pfeifer, P.E. and Deutsch, S.J., "A Probabilistic Model for Evaluation of Volleyball Scoring Systems," *Research Quarterly*, 59(3), 330-338, 1981.

Pfeifer, P.E. and Deutsch, S.J., "Seasonal Space-Time ARIMA Modeling," *Geographical Analysis*, 13(2), 117-133, 1981.

Pfeifer, P.E. and Deutsch, S.J., "Variance of the Sample Space-Time Auto-correlation Function," *Journal of the Royal Statistical Society, Series B*, 43(1), 28-33, 1981.

Pfeifer, P.E. and Deutsch, S.J., "Variance of the Sample Space-Time Auto-correlation Function of Contemporaneously Correlated Variables," *SIAM Journal of Applied Mathematics*, Part A, 40(1), 133-136, 1981.

Pfeifer, P.E. and Deutsch, S.J., "Stationarity and Invertibility Regions for Low-Order STARMA Models," *Communications in Statistics*, B9(5), 551-560, 1980.

Pfeifer, P.E. and Deutsch, S.J., "Independence and Sphericity Tests for the Residuals of Space-Time ARMA Models," *Communications in Statistics*, B9(4), 533-549, 1980.

Pfeifer, P.E. and Deutsch, S.J., "A Comparison of Estimation Procedures for the Parameters of the STAR Model," *Communications in Statistics*, B9(3), 255-270, 1980.

Pfeifer, P.E. and Deutsch, S.J., "A STARIMA Model Building Procedure with Application to Description and Regional Forecasting," *Transactions of the Institute of British Geographers*, 5(3), 330-349, 1980.

Pfeifer, P.E. and Deutsch, S.J., "Identification and Interpretation of First-Order Space-Time ARMA Models," *Technometrics*, 22(3), 397-403, 1980.

Deutsch, S.J. and Pfeifer, P.E., "Normative Forecasting: Application of Stochastic Models to Crime Rates," *International Journal of Comparative and Applied Criminal Justice*, 4(2), 139-145, 1980.

Pfeifer, P.E. and Deutsch, S.J., "A Three-Stage Iterative Procedure for Space-Time Modeling," *Technometrics*, 22(1), 35-47, 1980.

Deutsch, S.J., Sims, L.A. and Pfeifer, P.E., "Identification and Modeling of Dynamic Intervention Effects Associated with Public Policy Decisions," *Proceedings of the 2nd International Conference on Mathematical Modeling*, St. Louis, 1979.

COURSE MATERIALS

M-0870 "List Testing Exercise" with handout M-0870H and teaching note M-0870TN (19 pages). Upgrade of M-0653, 2015.

QA-0842 "Nightlights and Nearsightedness (A) and (B)" 1 and 2 pages, respectively, with spreadsheet and 10-page TN, 2015.

QA-0813 "The Judgment of Princeton," 5 pages, with spreadsheet and 11-page TN, 2013.

QA-0804 "Saving Customers at Virgil Home Securities," 5 pages, with spreadsheet and 13-page TN, 2013.

QA-0797 "Thomas Jefferson Had Girls (B)," 1 page, with spreadsheet, 2012.

QA-0794 "City Salary Freezes," 3 pages, 2012, with spreadsheet and TN, 5 pages.

- QA-0793 “Nathan Baker,” with Anton Ovchinnikov, 3 pages, 2012, with TN.
- QA-0792 “Alumni Giving,” 5 pages, 2012, with spreadsheet and TN, 11 pages.
- QA-0780 “Circadian Advantage in Major League Baseball,” with Dr. W. Christopher Winter, 7 pages, with spreadsheet, 2011. TN 13 pages, 2011. Submitted to ECCH hot topics case competition, 3/15/12.
- QA-0771 “The Lady Tasting Tea,” 1 page, 2011. TN, 7 pages, 2011.
- QA-0770 “The IQ Experiment,” with Anton Ovchinnikov, 3 pages, 2011. TN, 8 pages, 2011.
- M-0807 “Pricing Jonstan’s,” with Paul W. Farris, 3 pages, 2011. TN, 16 pages, 2011.
- QA-0769 “A Bayesian Examines the Lady Tasting Tea,” 6 pages, 2011.
- QA-0768 “A Bayesian Examines the Lady Tasting Tea (Abridged),” 4 pages, 2011, technical note used in DAO.
- QA-0753 “Salmones Puyuhaupi Production Planning,” with Rafael Echeverria, 9 pages, 2011, 8-page TN. DAO final exam S11.
- M-0791 “Media Modeling and Budgeting at PMI,” with Paul W. Farris, 7 pages, 2010.
- QA-0752 “Thomas Jefferson Had Girls.” 4 pages, 2010, with 16-page TN . Split into A and B cases, 2012.
- QA-0749 “Salmones Puyuhaupi (A),” 13 pages, with Rafael Echeverria, 2011. Also (B) and (C) cases and TN. DA final exam of S11.
- M-0785 “Acquisition Cost Allocation at Progressive Insurance,” with Ben Potter, 11 pages, 2010. Taught in DM F10.
- F-1610 “Valuation of Netflix, Inc.” 13 pages, with Bob Conroy, 2009, 6-page TN 2013.
- F-1592 “Netflix, Inc. 2007,” 15 pages, with Bob Conroy, 2009.
- QA-0724 “JCG Global Air Services,” 4 pages, 2008, 6-page TN, 2008.
- M-0762 “Progressive Insurance: Multivariable Testing,” 9 pages, 2008. 13-page TN, 2008.
- QA-0719 “Wunderdog Sports Picks,” 3 pages, 2008. TN, 4 pages, 2011.
- QA-0718 “The Roulette Wheel,” 4 pages, 2008. TN, 6 pages, 2011.
- QA-0717 “Darden’s Luckiest Student 2008,” 10 pages, with Samuel E. Bodily, 2008.
- QA-0716 “Berclays Capital: Corn and Ethanol Prices,” 3 pages, Todd Dryer under the supervision of P.E. Pfeifer, 2008.
- M-0758 “Progressive Insurance: Not your Standard Insurance Story,” 11 pages, Alan Zimmerman under the supervision of P.W. Farris and P.E. Pfeifer, 2007. Replaces M-0663.

- M-0756 “Changing Channels: Progressive Drive Insurance.” 5 pages, Alan Zimmerman under the supervision of P.W. Farris and P.E. Pfeifer, 2007.
- QA-0704 “Screening for Chronic Kidney Disease.” 7 pages, with Heejung Bang (Weill Cornell Medical College), 7-page TN, 2007.
- QA-0702 “Sarah Gets a Diamond.” 13-pages, with Greg Mills, 15-page TN, 2007.
- M-0799 “Customer Profit.” 7 pages, with Paul W. Farris and Neil Bendle, this note is an excerpt from the more comprehensive treatment of customer metrics found in “Customer Profitability” UVA-M-0718.
- M-0800 “Customer Lifetime Value.” 8 pages, with Paul W. Farris and Neil Bendle, this note is an excerpt from the more comprehensive treatment of customer metrics found in “Customer Profitability” UVA-M-0718.
- QA-0697 “Options Granting.” 5 pages, with Robert Jenkins, 2007.
- QA-0695 “Time Series.” 16 pages, 2006.
- QA-0694 “Chi-Square Contingency Table Analysis.” 8 pages, 2006.
- QA-0693 “Regression: Forecasting Using Explanatory Factors.” 53 pages, based on Chapter 14 of *Quantitative Analysis: Text and Cases*, compilation of material found in QA-0271, QA-0329, QA-0330, QA-0377, and QA-0600, 2006.
- QA-0692 “Chi-Square Goodness-of-fit Test.” 9 pages, 2006.
- QA-0691 “Logistic Regression: Modeling Dummy Dependent Variables.” 14 pages, 2006.
- QA-0680 “Progressive Insurance War Game.” 7 pages, with Paul W. Farris and Matthias Hild, extension of QA-0623, 2006.
- QA-0679 “Analytical Probability Distributions with Excel.” 19 pages, revision of QA-0437 (Clyman, Frey, and Oksman), 2006.
- OM-1220 “The Collections Subsidiary.” 7-pages, with Doug Fuller and William Scherer, 2005.
- M-0731 “Information Based Credit Card Design,” 5 pages, 2005. TN, 7 pages, (replaces “Capital One Financial Corporation: Product Design” which never got released).
- M-0723 “Pricing Metrics and Concepts,” 24 pages, with Neil Bendle and Paul W. Farris, 2005. This note is an excerpt from the book, *Marketing Metrics: 50 Metrics Every Executive Should Master*.
- M-0718 “Customer Profitability,” 13 pages, with Neil Bendle and Paul W. Farris, July, 2005.
- M-0694 “Tivo,” 8 pages, with Craig Wiese and Paul W. Farris, 2004.

- M-DRAFT “Media Modeling and Budgeting at Progressive Insurance,” 7 pages, with Paul W. Farris, 2004, release pending 12/4/04.
- QA-0657 “Palmetto Paper,” 11 pages, with Raiford Smith and Samuel E. Bodily, (TN draft, Feb. 2014, 12 pages) 2005.
- QA-0649 “Using StatTools™” 6 pages, 2005.
- QA-0624 “Supplement to Alfonso’s Department Store,” 3 pages, 2004. TN, 14 pages, 2004.
- QA-0623 “Progressive Insurance Pricing Exercise,” 4 pages, 2004.
- QA-0622 “Risk Assessment at Progressive Insurance,” 3 pages, with Andrew P. Rose, 2005. TN, 21 pages, 2004.
- QA-0584 “Select Collections, Inc.,” 6 pages, with Thomas A. Pomroy and William Scherer, 2002. TN, 16 pages, 2003.
- M-0653 “List Testing Exercise: Economic Selection,” 4 pages, extension of M-0597, 2001. TN, 10 pages.
- M-0650 “Identifying the VIPs at eTOTS,” 1 page exercise instructions, with Ichiro Vic Shiraki and Paul W. Farris, 2001.
- M-0649 “Customer Care at E-TOTS.com,” 7 pages, with Ichiro Vic Shiraki and Paul W. Farris, 2001. TN, 9 pages, with Paul Farris, 2002.
- M-0645 “The Value of Networks,” 2 pages, Richard R. Johnson, co-supervised with Paul W. Farris, 2001.
- M-0639 “ITurf,” 11 pages, Richard R. Johnson and Katrina Jones, co-supervised with Paul W. Farris, 2000.
- M-0638 “An Introduction to B2B Exchanges,” with Richard R. Johnson and Paul W. Farris, 14 pages, 2000.
- M-DRAFT “Online Grocery: How the Internet is Changing the Grocery Industry,” 11 pages, Richard R. Johnson, Lauren Killgallon, and Kimberly Lockhart, co-supervised with Paul W. Farris and Erv Shames, at editing, 2001.
- M-0659 “General Motors OnStar,” 11 pages, William McCormack and Richard R. Johnson, co-supervised with Paul W. Farris, 2000, revised 10/02. Multimedia TN contains in-class and studio interviews plus radio and TV commercials, with Paul W. Farris, 2002.
- M-DRAFT “MusicToday.com: Building an Internet Franchise,” 17 pages, Divya Bhansali, Robert Galinsky, and Christopher Schaefer, co-supervised with Paul W. Farris, company did not release the case, 2000.
- M-0667 “Personalization, Collaborative Filtering and Net Perceptions,” 20 pages, Linsley Craig

(D '00) and Erin McCool (D '00) under the supervision of Marjorie Adams, Paul Farris, and Phillip E. Pfeifer, 2000.

- M-0633 "Progressive Insurance," 13 pages, with Paul W. Farris 1999. TN, 6 pages, with Paul W. Farris, 1999. M-0633TN including 20 classroom slides, with Paul Farris, 15 pages, 2001. To appear, IJME, 2004.
- M-0597 "List Testing Exercise: Budget Constraint," 4 pages, 1999, R5/01. TN, 9 pages, draft 8/01.
- QA-0537 "Chance Encounters," 8 pages, 1998, released on 8/18/99. TN, 23 pages, 2002.
- QA-0517 "A Brief Primer on Probability Distributions," 5 pages, 1997, Rev. 8/98, 10/01, and 1/06.
- QA-0516 "Vesta Corporation," 7 pages, 1997, (revision of and replacement for QA-0366, (B) designation dropped at the suggestion of editors on 10/97).
- QA-0515 "NCM Personal Computer Displays," 8 pages, 1997. Supplement, QA-0522, 4 pages, in system 4/7/97. TN, 15 pages, 1997.
- M-0537 "Uncle Wiley's Authentic American Soul Food," 26 pages, 1997.
- QA-0514 "National Resources Defense Fund (B)," 4 pages, 1996. TN, 17 pages, 1997, Rev. 8/98.
- QA-0513 "Sampling," 27 pages, 1997, Rev. 8/98.
- QA-0500 "Introduction to Least-Squares Modeling," major revision of QA-0270, 12 pages, 1996.
- QA-0482TN "Maxco, Inc. and the Gambit Company Teaching Note," 11 pages, 1996.
- QA-0477 "Three Simulation Problems You Can Work at Home," 2 pages, 1997.
- QA-0473 "National Resources Defense Fund (A)," 5 pages, 1995, (TN, 9 pages, 1995) (in bibliography 1996) (used in QA S95, S96, S97, S98, S99).
- M-0507 "Capital One Financial Corporation: Response Modeling," 7 pages, 1996. TN, 4 pages, to editors 7/02. Release pending. Used in DM 95 through 99 and IM F01 through F06.
- M-0506 "Capital One Financial Corporation: Product Design," 5 pages, 1996. TN, 7 pages, to editors 7/02, release pending. Used in DM 95 through 99, IM F01 through F06.
- M-0496 "Intuit: QuickBooks Upgrade Mailing," 8 pages, 1996, Rev. 8/98. TN, 5 pages, 2002. Used in DM 96 through 99).
- M-0456 "Problems in Pricing," 5 pages, with Paul W. Farris, 1994, Rev. 8/96. TN, 10 pages, 1993, Rev. 8/96. Case and TN updated in 2010. In bibliography, 1995. Used in Marketing F94, F95, F96, F97.
- M-0451 "The Independent Adviser for Vanguard Investors," 9 pages, 1994. TN, 14 pages, 1994. In bibliography, 1994. Used in DM 95 through 99, IM F01 through F06. Submitted to JIM 4/12/99.

- M-0438 “Nashua Photo,” 26 pages, 1994, Rev. 1995. (TN, 18 pages, 1994), (in bibliography, 1995) (used in MKT, DM 95, 96, used in IM F01, F02).
- M-0437 “Piedmont Home Products Inc.,” 19 pages, 1994 (used in MKT).
- M-0427 “The Crutchfield Corporation,” 5 pages, 1994, Rev. 7/01. TN, 11 pages, 1994, Rev. 7/01. Bibliography, 1994. Used in DM 95, 96, 97, 98, 99, IM F01 through F06.
- M-0447 “European Beer Brewery,”
M-0448 “Imported Beer Distributor, Inc.,”
M-0449 “Regional Beer Wholesaler, Inc.,”
M-0450 “Regional Chain Grocers,” a set of 1-page cases, with Paul W. Farris, 1994.
- QA-0461 “Pfeifer’s Pforest: Five Trees for the Budding Arborist,” 11 pages, 1994.
- QA-0459 “The Commerce Tavern,” 10 pages, with Sherwood C. Frey, Jr., 1983, (TN, 11 pages, 1984), (in bibliography).
- QA-0453TN “Waite First Securities Teaching Note,” with Samuel E. Bodily, (14 pages), 1994.
- QA-0440 “Calambra Olive Oil (A) and (B),” 16 and 6 pages, with Dana Clyman, 1993, Rev. 1994. (Appeared in *Making Hard Decisions with Decision Tools*, 3rd Edition, Clemen and Reilly, 2013)
- QA-0417 “Bidding for Timber,” 8 pages, with Lance Brannman, 1991, (TN, 22 pages, 1991), (in bibliography).
- QA-0416 “Problems in Regression,” 5 pages, 1991, Rev. 1/95, (TN, 12 pages, 1984, Rev. 1/96), (in bibliography, 1996).
- OB-0356 “Global Markets,” 9 pages, with James G. Clawson, 1991.
- QA-0388 “Credit Scoring at First Citizens Bank,” 10 pages, with Lawrence Weatherford, 1988.
- QA-0387 “Major League Baseball Salary Arbitration,” 22 pages, with Michael Shreve, 1988.
- QA-0386 “Data Analysis with Two Groups,” 11 pages, 1989.
- QA-0385 “The Sophomore Jinx,” 8 pages, 1989, Rev. 1990, Rev. 2013. (TN, 10 pages, 1991. Bibliography, 1994.)
- QA-0371 “Predicting Corporate Bankruptcy,” 9 pages, with Mark Haskins, 1988, (in bibliography).
- QA-0370 “Market Timing,” 5 pages, 1988.
- QA-0369 “GNP Forecasting,” 3 pages, 1989.
- QA-0368 “The Sante Fe Daily Record,” 17 pages, 1988.

- QA-0367 “First Rate: The Ultimate Movie Rating System,” 19 pages, 1988.
- QA-0366 “Vesta Corporation,” 7 pages, with Michael J. Balok, 1988, Rev. 1989, (TN, 25 pages, 1991), (in bibliography).
- QA-0363 “Richard Florence, I.F.A.S.,” 8 pages, 1987.
- QA-0356 “The Stanford Heart Transplant Program,” 6 pages, 1987.
- QA-0355 “Lesser Antilles Lines: The Island of San Huberto,” 12 pages, with James Gelly, 1987, Rev. 1994, (TN, 10 pages, 1994), (in bibliography, 1994)
- QA-0350 “International Guidance and Controls,” 2 pages, 1986, Rev. 1993, (TN 16, pages, 1992, Rev. 1993), (Appears in *Making Hard Decisions with Decision Tools*, 3rd Edition, Clemen and Reilly, 2013.)
- QA-0347 “Lorex Pharmaceuticals,” 4 pages, 1986, Rev. 1993, (TN, 11 pages, 1987, Rev. 1993), (in bibliography).
- QA-0346 “George’s T-shirts,” 2 pages, with Sherwood C. Frey, Jr., 1986. Rev. 1993, (Appears in *Making Hard Decisions with Decision Tools*, 3rd Edition, Clemen and Reilly, 2013)
- QA-0339 “Piedmont Airlines: Discount Seat Allocation (A),” 12 pages, 1985, Rev. 1993, (in bibliography).
- QA-0333 “Regression Module Overview,” 18 pages, 1985, (in bibliography).
- QA-0331 “Testing Model Significance Using the F-test,” 14 pages, 1985, Rev. 1996, to eds. 6/18/96, ed. corrections 3/97, Rev. 8/98 (in bibliography).
- QA-0330 “Using Dummy Variables to Represent Categorical Variables,” 14 pages, 1985, Rev. 1996, to eds 6/13/96, (in bibliography).
- QA-0329 “Useful Data Transformations,” 9 pages, 1985, Rev. 8/96, (in bibliography).
- QA-0327 “Forecasting Using the Linear Regression Model,” 8 pages, 1985, Rev. 8/96, (in bibliography).
- OM-0576 “Supplement to Edgcomb Metals (A)” 5 pages, 1985, Rev. 1994.
- OM-0549 “Edgcomb Metals (A) (B) and (C),” 12, 6 and 2 pages, with Tanner W. Stewart and Glenn A. Ferguson, 1985, (TN, 18 pages, 1985, Rev. 1994), (in bibliography), (Co-winner of the 1987 First Wachovia Award for Academic Excellence).
- QA-0323 “R. J. Reynolds Tobacco Company (A) and (B),” 12 and 3 pages, 1984.
- QA-0322 “Body Parts (B): Factor Analysis,” 22 pages, 1984.
- QA-0317 “Amore Frozen Foods (A) and (B),” 8 and 1 page, 1984, Rev. 1994, (TN, 11 pages, 1985, Rev. 1993), (in bibliography, 1994).
- QA-0316 “Florida Glass Company (B),” 13 pages, 1984, Rev. 1985, (TN, 12 pages, 1985).

- QA-0304 "Pittsfield Pest Control," 7 pages, 1984.
- QA-0293 "Linear Model Building," 13 pages, 1984, Rev. 8/96.
- M-0275 "WTBS/Jefferson Cable," 6 pages, with Earl Cox, 1983.
- M-0274 "United Products (N.Z.), Ltd. (A)," 11 pages, with Kees deKluyver, 1983, (TN, 42 pages, 1983).
- QA-0283 "The Oakland A's (B)," 5 pages, 1982, Rev. 1994, (TN, 15 pages, 1984, Rev. 1995), (in bibliography, 1995).
- QA-0282 "The Oakland A's (A) and Supplement," 13 and 13 pages, with Ann C. Stephans, 1982, Rev. 1994, (TN, 12 pages, 1984, Rev. 1994), (in bibliography).
- QA-0275 "Imitable Textiles (A) and (B)," 20 and 7 pages, 1983.
- QA-0271 "Assumptions Behind the Linear Regression Model," 10 pages, 1983, Rev. 8/96.
- QA-0270 "Introduction to Modeling Using Least Squares," 16 pages, 1983, Rev. 1987.
- QA-0268 "Hightower Department Stores," 13 pages, 1983, Rev. 1993, (TN, 20 pages, 1984, Rev. 1994), (in bibliography).
- QA-0265 "Factor Analysis," 24 pages, 1981.
- QA-0264 "Discriminant Analysis," 16 pages, 1981.
- QA-0257 "American Lawbook Corporation (A) and (B)," 16 and 4 pages, 1983, Rev. 1994, (TN, 24 pages, 1983, Rev. 1994), (in bibliography).
- QA-0233 "Bar-L-Seven Brand," 11 pages, with Samuel E. Bodily, 1980.

Other Pedagogical Materials (Multimedia, Simulations, Software)

- UVA-M-0653S *Interactive Marketing Simulation: List Testing Exercise*, web-based simulation to accompany UVA-M-0653, P.E. Pfeifer, project manager Seth Hunter, 2003.
- UVA-M-0676S *Interactive Marketing Simulation: Credit Card Simulation*, web-based simulation to accompany UVA-M-0506, P.E. Pfeifer, project manager Seth Hunter, 2001.
- UVA-QA-0355S *Lesser Antilles Lines: The Island of San Huberto Simulation*, web-based simulation to accompany UVA-QA-0355, by Peter Hedlund and Lee Pielemeier under the supervision of P.E. Pfeifer, January, 2003. TN, 9 pages, 2003.
- UVA-QA-0610M *Anatomy of a Regression Model*, multimedia technical note loosely based on UVA-QA-0268, built by Matt Shields, authored by Todd Riggs and P.E. Pfeifer, 2002. Updated 1015.

Full:

<http://dm.darden.virginia.edu/regression/content/index.htm>

Basic:

<http://dm.darden.virginia.edu/regressionbasic/content/index.htm>

UVA-M-0678S *Management by the Numbers* (formerly known as *Financial Analysis for Marketing Decision Making* (formerly known as *Business Math*), Paul Farris and Phillip E. Pfeifer. Separate Modules for:

1. Introduction (2002)
2. Selling Prices and Channel Margins (2001)
3. Variables Costs, Fixed Costs, Contribution, and Breakeven (2001)
4. Price-Volume Interaction (2002)
5. Cannibalization (2002)
6. Distribution Measures (2002)
7. Share of Requirements (2002)
8. Lifetime Value (2001)
9. Price Elasticity and Optimization (2002)
10. Descriptive Statistics I (2012)
11. Descriptive Statistics II (2012)

This program has been used by two First Year Darden MBA classes, two second-year Interactive Marketing classes, two Consumer Marketing classes, over 100 students at Harvard (second year), and two sections of a pricing course at Carnegie Mellon. The system was designed and supervised by Paul Farris and Phil Pfeifer with the assistance of Richard Johnson. Peter Hedlund and Judy Jordan programmed the applications with the assistance of Lee Pielemeier. Additional questions have been contributed by several faculty.

UVA-M-0669M *A Primer on the Lifetime Value of a Customer*, by Paul Farris and Phil Pfeifer, 80 slides. 2000. Converted to multimedia presentation, http://www.darden.virginia.edu/job_demo/GB_old/LTV/index.htm, 200.

Customer Value Metrics, by Paul Farris and Phil Pfeifer, 88 slides with voiceover, 2004, major update of *A Primer on the Lifetime Value of a Customer*.

UVA-QA-0589S *Prisoner's Dilemma Tournament Simulation*, <http://it.darden.virginia.edu/Preview/Dilemma/> P.E. Pfeifer and Paul Farris, project manager Peter Hedlund, published 2000. TN, 8 pages, 2002.

Traffic Metrics, by Paul Farris and Phil Pfeifer, 50 slides, 2000.

Fouraker/Siegel Simulation, web-based capability to conduct the Fouraker/Siegel exercise, built by Peter Hedlund under the supervision of Phil Pfeifer, 2001.

UVA-M-0670S *The Beer Game*, version 4, by Paul W. Farris and Phillip E. Pfeifer, project manager Seth Hunter, tested January 2003. TN, 30-slide PowerPoint presentation, 2002. This is the fourth version of the Beer Game we have developed.

UVA-M-XXXX *The Darden School Rolls out the Beer Game*, 2:36 music video accompanies the game, 2002.

Laws, Emergent Order, and Chaos on the Web, 58 slides, used in PwC E-bus Education Series at Darden, E-bus F00, first-year e-business event, and alumni simulcast, authored by Paul Farris and Phil Pfeifer, 1999. Converted to a multimedia presentation, <http://faculty.darden.virginia.edu/farrisp/e-articles/LOC/index.htm>, 2001. Also known as *Webonomics*, this presentation has been delivered many times (and by many faculty members) in exec ed and mba

programs.

Four Simulation Problems: Four challenges for the Fledgling Forecaster,” interactive simulation-modeling tutorial session, http://faculty.darden.virginia.edu/FYQA/Sim_files/frame.htm, (revision/update of QA-0477), 1999. Also known as “Simulation Practice Problems”.

First-Year Forest, interactive decision-tree tutorial session, <http://it.darden.virginia.edu/FirstYearForest/> © 2003, (revision/update of QA-0461), 1999. Also known as “Decision Diagram Practice Problems”.

Charlottesville Quality Cable: What Happened, video to accompany UVA-M-0392, 1993.

Teaching Introductory Statistics Using Cases, with Samuel E. Bodily, Robert L. Carraway, and Sherwood C. Frey, Jr., 1990.

Modelware: IFPS Decision Models for the Manager, with Samuel E. Bodily, 35 models and 202-page manual, 1985.

SELECTED WORKING PAPERS

Farris, P.W., and Pfeifer, P.E., “Almost Everything I Need to Know About the New Economy, I Learned Playing Monopoly,” 13 pages, DSWP No. 01-07, 2001.

Pfeifer, P.E. and Misiorek, V., “The Vintner Problem,” draft to Misiorek on 7/16/98, submitted to OMEGA on 5/18/99, requires revision.

Pfeifer, P.E., "A Portfolio Theory Approach to Option Pricing," DSWP-87-03, 16 pages.

Pfeifer, P.E., "Market Timing with Fixed Funds," DSWP-87-04, 32 pages.

Stevens, J.L. and Pfeifer, P.E., "Estimation Risk in Security Asset Selection," 16 pages, 1982.

Deutsch, S.J. and Pfeifer, P.E., "Some Alternatives for Forecasting Multi-regional Systems," DSWP-80-18, 18 pages.

Pfeifer, P.E. and Deutsch, S.J., "Forecasting of Space-Time ARIMA Models," DSWP-80-17, 33 pages.

Deutsch, S.J. and Pfeifer, P.E., "Multivariate Time Series Model for Robbery," Technical Note 17, DOJ, LEAA Grant #75-NI-99-0091, 1976, 37 pages.

SEMINARS/PRESENTATIONS

Darden’s Luckiest Student 2007 (co-produced with Sam Bodily), Darden’s biggest news story of 2007, Details described in “High Stakes Risk Preference Experiment: Hypothetical Versus Real Payouts,” February 14-21, 2007.

Darden Business Insight Series, “The Uncomfortable Marriage of Marketing and Financial

Metrics,” with Ken Eades and Paul Farris, hosted by Darden's Northern Virginia Center, March 28, 2002.

Your Career Life (One-hour weekly program on WMAL, DC's #1 news/talk station), “Everything we Need to Know about E-business We Learned Playing Monopoly,” with Paul Farris, August 5, 2001.

Professional Development Workshop at the Academy of Management Meeting, Washington, D.C., “Bringing Technology into the Classroom: Teaching with Multimedia Cases and Simulations,” with Petra Christmann, Paul Farris, Peter Hedlund, Joe Harder, and Chris Lehmbeck, August 5, 2001.

Dentsply Global Marketing Conference, “Dentsply and Darden Dissect CRM in DC,” with Paul Farris, May 15, 2001.

Curry/Darden Conversations Series, “What e-business Taught us about e-learning,” with Paul Farris, May 8, 2001.

Marketing Science Institute, “Marketing & Fin. Metrics,” Paul Farris (presenter) and Phillip Pfeifer. October, 2000.

Quoted in *Richmond Times*, “Cinema Houses Showing Bleak Picture, September 9, 2000.

Darden Alumni Simulcast, “Laws, Emergent Order, and Chaos on the Web,” with Paul Farris, February 24, 2000.

Darden First-Year E-business program event, Webonomics (with Petra Christman), Auctions/Lending Tree (with Sam Bodily), January 24-25, 2000.

Consultant to *Money Magazine*, Article in Regulation Section, Jeanhee Kim, November, 1996.

Navy Federal Credit Union, presented *Direct Marketing of Financial Services*, Arlington, VA, September 6, 1996.

Direct Marketing Educational Foundation Seminar for Authors and Researchers, New York, June 6-7, 1996.

Direct Marketing Institute for Professors, Atlanta, August 16-18, 1995.

Marketing Science Institute, *Managing Customer data for Strategic Advantage*, San Antonio, Texas, November 30 - December 2, 1994.