

## IRINA V. KOZLENKOVA

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### ACADEMIC EXPERIENCE

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Assistant Professor, McIntire School of Commerce, University of Virginia	2018 – present
Assistant Professor, Eli Broad College of Business, Michigan State University	2014 – 2018

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### RESEARCH PROGRAM

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#### Research Interests

Marketing theory, relationships, and strategy in healthcare, financial services, and retail domains, with a focus on online channels.

**Citations:** 3192 from Google Scholar (as of November 2024)

#### Peer-Reviewed Publications

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Kozlenkova, Irina V., Caleb Warren, Suresh Kotha, Reihane Boghrati, and Robert W. Palmatier, “Conceptual Research: Multidisciplinary Insights for Marketing,” forthcoming, *Journal of Marketing*.

Miao, Fred, Irina V. Kozlenkova, Haizhong Wang, Tao Xie, and Robert W. Palmatier (2022), “An Emerging Theory of Avatar Marketing,” *Journal of Marketing*, 86 (1), 67-90.

- a) Finalist for the 2022 **Shelby D. Hunt/Harold H. Maynard Award**, which recognizes articles that make the most significant contributions to marketing theory in a given calendar year.
- b) Top 10 most read articles in *JM* in 2021.

Kozlenkova, Irina V., Ju-Yeon Lee, Diandian Xiang, and Robert W. Palmatier (2021), “Sharing Economy: International Marketing Strategies,” *Journal of International Business Studies*, 52 (7), 1445-1473.

- a) Lead article

Steinhoff, Lena, Denni Arli, Scott Weaven, and Irina V. Kozlenkova (2019), “Online Relationship Marketing,” *Journal of the Academy of Marketing Science*, 47 (3), 369-393.

- a) Nominated for Best Article in JAMS in 2019.

Kozlenkova, Irina V., Robert W. Palmatier, Eric Fang, Bangming Xiao, and Minxue Huang (2017), “Online Relationship Formation,” *Journal of Marketing*, 81 (3), 21-40.

Marinova, Detelina, Irina V. Kozlenkova, Leona Cuttler, and J. B. Silvers (2017), “To Prescribe or Not to Prescribe? Consumer Access to Life-Enhancing Products,” *Journal of Consumer Research*, 43 (5), 787-805.

- a) The first and second authors contributed equally to the development of the article. Leona Cuttler passed away in 2013. Dr. Silvers participated in the grant application stage of the project from the *National Institutes of Health* (\$1.3 million).
- b) Article was quoted on *Fox 47 News* and *Science Daily*

Kozlenkova, Irina V., Tomas G. Hult, Donald J. Lund, Jeannette Mena, and Pinar Kekec (2015), “The Role of Marketing Channels in Supply Chain Management,” *Journal of Retailing*, 95 (4), 586-609.

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.

- a) Featured in *Harvard Business Review* (July – August 2015), “Customer-Centric Org. Charts Aren’t Right for Every Company”
- b) Featured in *Marketing Weekly News*

Kozlenkova, Irina, V., Stephen Samaha, and Robert W. Palmatier (2014), “Resource-Based Theory in Marketing,” *Journal of the Academy of Marketing Science*, 42 (1), 1-21.

- a) Lead article
- b) Won the 2017 Emerald Citations of Excellence Award
- c) Highest-cited non-methodological article in the last 3 years in *JAMS* (525 citations)
- d) Accompanied by three commentaries: G. Day, J. Barney, and B. Wernerfelt

Lund, Donald J., Lisa K. Scheer, and Irina V. Kozlenkova (2013), “Culture’s Impact on the Importance of Fairness in Interorganizational Relationships,” *Journal of International Marketing*, 21 (4), 21-43.

- a) Featured in AMA’s publication *Marketing Insights*

## Other Publications

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Kozlenkova, I.V., Lee, JY., Xiang, D., Palmatier, R.W. (2024), “Sharing Economy—International Marketing Strategies,” in: Samiee, S., Katsikeas, C.S., Riefler, P. (eds) *Key Developments in International Marketing. JIBS Special Collections*. Palgrave Macmillan, Cham.  
[https://doi.org/10.1007/978-3-031-17366-0\\_18](https://doi.org/10.1007/978-3-031-17366-0_18)

Samaha, Stephen A., Irina V. Kozlenkova, Jordan W. Moffett, and Robert W. Palmatier (2019), “Multichannel Customer Onboarding,” *Marketing Science Institute Working Paper Series*, (19-115-04).

Lee, Ju-Yeon, Mengzhou Zhuang, Irina V. Kozlenkova, and Eric Fang (2016), “The Dark Side of Mobile Channel Expansion Strategies,” *Marketing Science Institute Working Paper Series*, (16-119).

Kozlenkova, Irina, V., Eric Fang, Bangming Xiao, and Robert W. Palmatier (2015), “Online Relationship Marketing,” *Marketing Science Institute Working Paper Series*, (15-126).

Lund, Donald J., Irina V. Kozlenkova, and Robert W. Palmatier (2016), “Relationships: Good vs. Bad Relationship Framework,” in Nguyen, B., Simkin, L., and Canhoto, A. (Eds), *The Dark Side of CRM: Customers, Relationships and Management*, Routledge.

Celuch, Kevin, Irina V. Kozlenkova, and Gary Black (2010), “An Exploration of Self-Efficacy as a Mediator of Skill Beliefs and Student Self Identity as a Critical Thinker,” *Marketing Education Review*, 20, 257-66, (completed while in the MBA program).

## Research under Review

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Samaha, Stephen, Irina V. Kozlenkova, Jordan Moffett, and Robert W. Palmatier, “Multichannel Customer Onboarding,” invited revision at the *Journal of Marketing*.

## Invited Presentations, Conference Presentations and Proceedings

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Emerging Theory of Avatar Marketing (was invited to present as the **Finalist** for the 2022 **Shelby D. Hunt/Harold H. Maynard Award**), *AMA Summer Conference*, San Francisco, CA (2023)

“How Can Marketing Drive Innovation in Areas such as Physical Health, Mental Health, Financial Health and Education?” session co-chair, *Marketing Strategy Consortium*, University of Georgia (2023)

The Use of Meta-Analysis in International Business Research: Its Current Status and Suggestions for Better Practice, *MSU-Texas A&M Research Spotlight Webinar* (2023)

Sharing Economy: International Marketing Strategies, *Marketing Strategy Consortium*, Texas A&M (2022)

Research session with doctoral students, *Marketing Strategy Consortium*, Texas A&M (2022)

Crafting a Journal Article, PhD Seminar, *University of Missouri* (2021)

Discussion Leader, *Marketing Strategy Consortium*, Online (2020)

“Exploring New Research on Marketing in the Healthcare Sector,” panelist at the *AMA Summer Conference*, Online (2020)

“Multichannel Customer Onboarding,” Grenoble School of Management, Grenoble, France (2019)

“The Effects of Turnover in Healthcare,” The Everett Clinic Retreat, Seattle, WA (2019)

“Multichannel Customer Onboarding,” MARC Symposium, Georgetown University (2019)

“Impact of Relationships on Performance,” *MSI Young Scholars*, Park City, UT (2019)

“Balancing Research and Teaching,” *AMA – Sheth Consortium*, Leeds, UK (2018)

“Systematic Review Papers: Process and Structure,” *BI – JAMS Thought Leaders Conference*, Oslo, Norway (2018)

“Systematic Review Papers: Process and Structure,” *Griffith University*, Australia (2017)

“Omnichannel Communication Strategies,” *AMA Winter Educators’ Conference Proceedings*, Orlando, FL (2017)

“Online Relationship Formation,” *Griffith University*, Australia (2016)

“Understanding and Designing Effective Loyalty Programs,” workshop for executives, *Center for Sales and Marketing Strategy*, University of Washington, Seattle, WA (2016)

“Custom Analysis and Training on Loyalty Programs,” workshop for executives, *Cox Automotive*, Atlanta, GA (2015)

“Brick vs. Click: A Resource-Based View of Community Engagement,” *Society for Marketing Advances Conference*, San Antonio, TX (2015)

a. Won award for best paper in the retailing track

“The Impact of Social Connection and Reciprocity in a Service Gifting Context,” *Frontiers in Service Conference*, San Jose, CA (2015)

“The Role of Communication in Business-to-Business Relationships,” *Institute for the Study of Business Markets Conference*, San Francisco, CA (2014)

“The Role of Agency in New Product Adoption: The Case of Life Enhancing Treatments,” *AMA Winter Educators’ Conference Proceedings*, 24, 106, Las Vegas, NV (2013)

“Drifting into Dysfunction: The Critical Role of Complacency,” *Institute for the Study of Business Markets (ISBM) Academic Conference*, Chicago, IL (2012)

“Exploration of Fairness Perceptions in a Cross-Cultural Setting,” *European Marketing Academy Conference (EMAC)*, Ljubljana, Slovenia (2011)

“The Central Role of Process, Task, and Relationship Conflict in Marketing Relationships,” *European Marketing Academy Conference (EMAC)*, Ljubljana, Slovenia (2011)

“The Role of Fairness and Interdependence in International Business-to-Business Marketing Relationships,” *International Scientific Conference Agrarian Perspectives XIX*, Prague, Czech Republic (2010)

41<sup>st</sup> Annual Haring Symposium, Indiana University (2011)

19<sup>th</sup> Annual Robert W. Mittelstaedt Doctoral Symposium, University of Nebraska (2010)

## Other Presentations

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Collecting Data Online (Michigan State University)	2015
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MSI Roundtable Discussion with B2B Firms (Emory University)	2014
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## EDUCATION

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<i>Doctor of Philosophy in Marketing</i> , University of Missouri	2013
<i>Master of Business Administration</i> , University of Southern Indiana	2009
<i>Master of Science in Management</i> , Oakland City University	2006
<i>Bachelor of Science in Management</i> , Oakland City University	2005

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## HONORS, AWARDS AND GRANTS

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<i>Finalist for the 2022 Shelby D. Hunt/Harold H. Maynard Award (Journal of Marketing)</i>	2023
<i>Leeds Research Camp, Faculty Fellow, University of Leeds, UK (postponed due to COVID)</i>	2020
<i>Marketing Science Institute Young Scholar, Park City, UT</i>	2019
<i>AMA - Sheth Consortium Faculty Fellow, University of Leeds, UK</i>	2018
<i>Competitive Summer Research Grant, \$18 000, Michigan State University</i>	2017
<i>Emerald Citations of Excellence Award</i>	2017
<i>Best Paper Award, Retailing Track, Society for Marketing Advances Conference</i>	2015
<i>Nominated by MSU fulltime MBA students for the Favorite Professor in Elective Courses Award</i>	2015
<i>Mantrala Best Peer-Reviewed Research Paper Award, University of Missouri</i>	2014
<i>Outstanding Graduate Teacher Award, University of Missouri</i>	2013
<i>Various Scholarships, \$7 000, University of Missouri</i>	2009 – 2013
<i>ISBM Doctoral Dissertation Award Competition – Finalist</i>	2013
<i>AMA Sheth Foundation Doctoral Consortium Fellow</i>	2012
<i>Special Departmental Funding, University of Missouri</i>	2011 – 2012
<i>Summer Research Award, \$16 500, University of Missouri</i>	2010 – 2013
<i>The 41<sup>st</sup> Annual Haring Symposium, Indiana University</i>	2011
<i>Outstanding Graduate Research Assistant Award, University of Missouri</i>	2011
<i>Competitive Conference Paper Scholarship, University of Missouri</i>	2010
<i>Allen Slusher Graduate Scholarship for International Studies, University of Missouri</i>	2010
<i>Phi Kappa Phi Honor Society Member</i>	2009
<i>Full Tuition Scholarship, University of Southern Indiana</i>	2007 – 2009
<i>Full Tuition Scholarship; Dean's List, Oakland City University</i>	2002 – 2006
<i>Freedom Support Act Scholarship, \$50 000, U.S. Department of State</i>	2001

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## TEACHING

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### Teaching Interests

Interested in teaching managerially-relevant courses at the undergraduate and graduate levels.

### Teaching Experience

#### *Graduate-level teaching:*

1. Global Market Research and Analytics, *University of Virginia*
2. Experiential Learning Global Marketing, *Michigan State University*

3. Global Marketing, *Michigan State University*

***Undergraduate-level teaching:***

1. Marketing Research and Analytics, *University of Virginia*
2. Global Marketing, *University of Virginia*
3. Principles of Marketing – Integrated Core Experience, *University of Virginia*
4. Marketing Strategy, *Michigan State University*
5. International Marketing Management, *Michigan State University*
6. Marketing Management, *University of Missouri*
7. Services Marketing, *University of Missouri*

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## PROFESSIONAL SERVICE

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### National Service

Editorial Review Board:

- *Journal of Marketing* 2021 – present
- *Journal of the Academy of Marketing Science* 2015 – present

Ad-hoc Reviewer:

- *Journal of Marketing* 2019 – 2021
- *Journal of Retailing* 2014 – present
- *International Marketing Review* 2014 – 2019
- *AMA Educators' Conferences* 2010 – present

ISBM Conference Session Chair 2014

Affiliated Faculty, Center for Sales and Marketing, *University of Washington* 2014 – present

### Department and University Service

Marketing Faculty Search Committee, *UVA* 2024

Marketing Area Curriculum Redesign Workshop, *UVA* 2023

Business Minor Lecturer Search Committee, *UVA* 2022-2023

Business Minor Committee, *UVA* 2022-2023

Marketing Faculty Search Committee, *UVA* 2021

Mentoring MS Commerce student for their thesis, *UVA* 2020 – present

Days at McIntire, mock class for 1<sup>st</sup> and 2<sup>nd</sup> year *UVA* students, *UVA* 2020

Careers in Marketing, moderator, *UVA* 2020

Marketing and Analytics NYC Trip 2020

University Committee on Faculty Tenure, *MSU* 2017 – 2018

Doctoral Program Committee, <i>MSU</i>	2017 – 2018
Department Chair Recruiting Committee, <i>MSU</i>	2015 – 2016
Master's Program Committee, <i>MSU</i>	2015 – 2017
Strategy Review Committee, <i>MSU</i>	2014 – 2015
Assisting with faculty recruiting, <i>MSU</i>	2013 – 2018
Preparing PhD students for the job market interviews, <i>MSU</i>	2015

### **Service on Dissertation Committees**

Kent Hui, <i>Michigan State University</i> - committee member	2015 – 2016
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