

J. Scott Armstrong

ANNUAL SUMMARY OF ACTIVITIES

Jan. 1 to Dec. 31, 2003
(Prepared on February 16, 2004)

The latest copy of my resume can be found at <http://jscottarmstrong.com>.

1. PUBLICATIONS AND RESEARCH REPORTS

(Copies are provided in full-text at <http://jscottarmstrong.com>)

a. Scholarly Refereed Journal Articles published in calendar year:

“Discovery and Communication of Important Marketing Findings, Evidence, and Proposals,” *Journal of Business Research*, 56, (2003), 69-84.

“The Value of Surprising Findings for Research on Marketing,” *Journal of Business Research*, 56, (2003), 91-92.

“Reaping Benefits from Management Research: Lessons from the Forecasting Principles Project,” (with Ruth Pagell), *Interfaces*, 33, (6), 91-109. Commentaries by Campaniaro, Ord, Uncles, Tashman, Green, and Laband follow.

“Incentives for Developing and Communicating Principles: A Reply,” *Interfaces*, 33, (6), 109-111

b. Books:

None

c. Other Articles published in calendar year:

“How to be Less Persuaded or More Persuasive- Review of *Age of Propaganda: The Everyday Use and Abuse of Persuasion* by Pratkanis and Aronson,” *Journal of Marketing* 67 (1), 129-130.

“Review of *Predicting Presidential Elections and Other Things* by Ray Fair,” Stanford University Press; Stanford, CA (2002), *International Journal of Forecasting*, 19, (2003), 760-761.

d. Manuscripts Under Review as of December 2003:

"Decomposition by Causal Forces: A Procedure for Forecasting Complex Time Series," (with Fred Collopy and J. Thomas Yokum) forthcoming in the

International Journal of Forecasting.

“Forecasting and Planning,” (with Robert Fildes) for the *Social Science Encyclopedia*.

2. ACADEMIC ACTIVITIES

a. Reviewing and editing:

Australasian Marketing Journal
European Journal of Marketing Research
European Journal of Operational Research
Journal of the Academy of Marketing Science
Interfaces
International Journal of Forecasting
Organizational Behavior and Human Decision Processes
Public Opinion Quarterly

b. Academic Presentations made in calendar year:

Symposium on Global Income Growth, Honolulu, January

- “Long-term Economic Forecasting: A Comparative Review of Procedures” (with Dennis Ahlburg)

Manchester Business School, Manchester, England, March

- “Discovery and Communication of Useful Knowledge in Management”

International Symposium on Forecasting, Merida, Mexico, June

- Organizer and Chair of Panel: “Damping Works for Seasonality Estimates”
- “Useful Knowledge about Forecasting and How to Find It.”

c. Service to the Department, School and Academic Community:

Forecasting Principles Web Site (<http://forecastingprinciples.com>).

I maintain the forecasting principles site, which summarizes all useful knowledge in forecasting. The annual traffic was 56,000 visits, down 4% from the previous year. The site is listed #2 under the search query “forecasting” on Google and other search engines. The major addition in 2003 was the development of the Delphi software program, an anonymous iterative survey of 5 to 20 experts that overcomes many shortcomings of group processes.

Marketing Department Homepage (<http://jscottarmstrong.com>)

My homepage now contains nearly all my papers in full text. There were 10,300 visits to my homepage for 2003, approximately equal to the number of hits for the previous year.

ELMAR contributions

I wrote 15 essays for ELMAR in 2003. I receive many supportive emails, and an occasional email from a colleague who wishes to contend findings or opinions. My essays are provided in full text near the bottom of my homepage (<http://jscottarmstrong.com>).

Advisory Committee for the UCLA Population Health Forecasting Project

A voluntary board.

Talks

- Lecture to MBAs at Manchester Business School, March
- Lecture to PhD. Students at Manchester Business School, March

Letters

One of the nicest things about being a professor is the letters one receives about research accomplishments. I decided to keep track of letters this past year. More than 22 people wrote to me about how much they appreciated my research studies.

Committees

Served on Vice Provost's Library Select Faculty Advisory Committee.

SAS Forecasting Grants

I initiated a program whereby SAS would provide two \$5,000 grants each year for research on forecasting principles. The grants are administered by the International Institute of Forecasters.

International Symposium on Forecasting 2005

Served as an advisor to the ISF 2005 committee.

Consultation with Other Schools

Through email calls and conference calls with Deans at two business schools, I have provided advice on ways to improve the effectiveness of their schools.

3. RESEARCH CONTENT

Research Effort:

As in the previous two years, most of my effort has been devoted to my forthcoming book, *Advertising and the Science of Persuasion*. I have signed a contract for the book with Palgrave-Macmillan with a goal of finishing it by the end of 2004. Work on this book will continue to be my major activity for at least the rest of this year. Drafts of the book are available upon request.

Findings:

1. Substantial improvements could be made in the development of knowledge by relying more heavily on the publication of invited papers and other ways of providing special treatment. In other words, efforts to ensure fair treatment of submissions is detrimental to scientific progress. In a study on research in forecasting, a special treatment paper had 20 times the impact of a paper published through normal procedures, and at a much lower cost.
2. Important findings in marketing are rare. This conclusion was based on an analysis of papers judged against pre-specified criteria.
3. By formulating research knowledge as principles (condition/action statements), academic research can be more effectively applied by practitioners and researchers.

Impact:

Citations in journals: Last year was my best year for citation in the *Science Citation Index*. Using all spellings of my name, with self-citations excluded, I had approximately 197 first-authored paper citations. (This is a preliminary estimate, as the ISI counts are not completed until later this year. Updated full-year counts are usually about 10% higher.) In any event, the citations represent an increase of about 28% over the count made at the same time last year (154).

Citations in books: Amazon now publishes full-text for some recently published books. A search for “j scott amstrong” yielded 17 references to my research (self-references excluded).

Readership of books:

- *Principles of Forecasting* is selling at a reasonable pace.
- *Long-Range Forecasting* (1985). Received royalties of \$5,100 for reprinting of chapters. There were 3,500 views of the full-text version at forecastingprinciples.com.

Reviews of my work:

- Four reviews of the *Principles of Forecasting* book were published (see Exhibit 1).
- John Rossiter published a paper in the JCR (vol. 30, pp, 305-310) related to my 1989 JCR paper: “Do Theories of Consumer Behavior Aid Predictions?” I had been a reviewer of the paper. Rossiter proposed a different approach to my methods. I think his approach has merit, although I still prefer the way that I did it. Interestingly, through his approach, produced findings that were nearly identical to mine. I viewed this as evidence of construct validity. As it turned out, the paper was published without showing the application of his procedure.

Web cites: (as of February 1, 2004)

- I conducted a Google analysis using “j scott armstrong” (with key words to omit cites not related to my research). There were 372 unique sites (out of 1,630 total), an increase of 9% over a year earlier.
- I conducted Google searches for my research areas. In 21 areas, my research was listed first (up from 20 from last year). These and 11 other areas are described in Exhibit 2.

Other:

I was included in the new “Who’s Who in Economics” 4th edition.

Media coverage of my research:

Manyworld.com has covered six of my research studies. I am listed as one of their “Thought Leaders,” and, as of Feb 1, I was #20 on this list. There is some good company; for example, Peter Drucker was #21 at the time.

BBC Radio interview in Manchester, England: “How to Predict What Will Happen in the War on Iraq” (Friday, March 28). In full text on my website.

Operations and Fulfillment. Discussed my research on forecasting in “Psyched up” by Peter A. Buxbaum (March).

Factiva (global.factiva.com) “Not Just Play Acting -- Role Playing can Sharpen Your Business by Providing Insight into Employee-customer Interactions,” (July 14).

IEEE Engineering in Medicine and Biology Magazine, “Understanding Organizational Wrongdoing” by John H. Fiedler, pp. 156, was devoted to my work on socially irresponsible decision making by corporations.

Hilts, Philip J., *Protecting America’s Health*. New York: Alfred Knopf, 2003. The last section “Epilogue: Greed and Goodness” (pp. 338-343) is devoted to my research on social irresponsibility by corporations.

4. TEACHING

I am working to improve my teaching materials, and to make them more readily accessible to my students. They are also available for use by other faculty and I have received messages from other faculty members thanking me for making the materials available.

Demonstrated learning

As is well-known from meta-analyses, student evaluations of teachers are unrelated to learning content. They appear to be negatively related to skill-development. Thus, I have been searching for ways to assess learning. One method that I have begun is to show samples of student projects on my websites. Informally, I have shown some of the students' work to advertisers to be judged alongside professional firms' ads for the same products. These advertising experts generally believe the work by my students to be more effective. This is quite impressive for students who have had only two months of training.

Advertising Principles Web Site

(<http://advertisingprinciples.com>)

I have maintained this for about four years as a resource to my advertising students and to others. It contains a decision-support system based on expertise and prior research; this is designed to aid in the evaluation and improvement of advertising copy. One of the objectives is to organize research on persuasion in order to aid further research. Traffic for the year was 13,400, up from 5,500 the previous year.

Educational Materials

As a service to students, I have been putting descriptions of techniques on my home page (See "Educational Materials at <http://jscottarmstrong.com>). This page had over 3,800 visits during the year versus 2,000 the previous year (cumulative traffic was about at 4,000 at the start of 2003). Key additions this past year were:

- Panalba case on corporate governance
- Checklist for Writing Management Reports
- Checklist for Making Oral Presentations

I received 17 messages from people either thanking me for making my teaching materials available or asking to reproduce them. I expect that this represents only

a small percentage of those who are using my educational materials, as there is really no need to contact me.

Exhibit 1

2003 Reviews of *Principles of Forecasting*

(Full-text reviews at forecastingprinciples.com)

Four reviews were published in 2003. All reviews are available in full text at <http://forecastingprinciples.com>.

- *European Association for Decision Making Bulletin*, Winter 2003: A review by Carmel de Nahlik says, "The editor, the contributors and reviewers must be congratulated not only on a well-edited and integrated work, but also on heroic effort to produce such up-to-date papers. ... It is a challenge to think what can be added to the existing reviews of this book. Will I recommend our library buy it? Yes. Will I recommend it as reading for students? Yes too ..."
- *futurecasts* Online Magazine, February 2003 calls the Handbook "an essential reference work for any serious practitioner or student of forecasting and estimating methods. Most impressive ... is the book's objective evaluations of reliability of the various forecasting methods covered, and candid explanations of the degrees of uncertainty."
- *Journal of the Royal Statistical Society*, Series D, The Statistician (forthcoming 2003): by Gordon Welty, who says, "This very readable handbook provides a comprehensive synopsis of the entire field of forecasting. The editor, Scott Armstrong, is highly qualified to pull together such a volume. ...It should be kept near at hand by any statistician."
- *the futures-lab*, Web site review that calls the Handbook "a valuable contribution to management training that may well become the definitive forecasting text in futures-studies programs. However, the material is also approachable for serious managers seeking guidance in assessing the flood of information they must use to forecast the futures of their organizations."

Exhibit 2
“Web Site Rankings” as of February 1, 2004

The total number of category hits is approximate, with no adjustments for repeats. The number of “total sites” has grown on all sites over the past year.

<u>Ranked first</u>	<u>Total Sites</u>
advertising principles	7,840
analogies [forecasting]	6,550
bootstrapping [forecasting]	5,550
competitor orientation	507
competitor-oriented objectives	26
decomposition [forecasting]	39,200
error measures [forecasting]	1,240
extrapolation [forecasting]	29,900
forecasting [conflicts]	78,300
forecasting dictionary	249
formal planning [value]	9,100
game theory [forecasting]	20,100
intentions [forecasting]	32,300
intentions to purchase	1,410
judgmental adjustments [forecasts]	262
judgmental bootstrapping	115
learner responsibility	1,060
long-range forecasting	6,020
multiple hypotheses [management]	1,540
role-playing [forecasting]	6,280
rule-based forecasting	368
<u>Ranked second</u>	
causal forces	2,610
expert systems ([forecasting]	26,700
forecasting	2,180,000
social irresponsibility [business]	741
<u>Ranked third</u>	
combining forecasts	1,010
escalation bias	93
forecasting audit	209
return postage [surveys]	2,280
<u>Other</u>	
business school [prestige]	5 of 15,300
monetary incentives [surveys]	12 of 5,080
consumer behavior [prediction]	5 of 6,880
controversial findings	5 of 3,250
decomposition [judgment]	5 of 25,100
non-response bias [surveys]	19 of 6,520
peer review [marketing]	5 of 167,000
portfolio planning [marketing]	6 of 3,720
relative absolute error	9 of 818