

CURRICULUM VITA

Manila S. Austin, PhD

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EDUCATION

2007 Ph.D., Suffolk University, Boston, MA, General Psychology
2001 M.A. Suffolk University, Boston, MA, Clinical Psychology
1989 B.A. Smith College, Northampton, MA, Studio Art

LICENSES & CERTIFICATIONS

Jul 2026 360 Coaching and Feedback Certification, TalentTelligent® (Credential ID 330460106)
May 2026 Foundations: A Framework for Talent Management Success, TalentTelligent® (Credential ID 317201018)

PROFESSIONAL EXPERIENCE

03/24 to present *Founder, Independent Consulting Practice, Cambridge, MA*
Independent consulting practice focused on helping organizations translate employee, customer, and market insights into sustained business and organizational impact. The work begins with developing a deep understanding of customers and markets to inform strategy and decision-making; and extends to supporting leaders and teams in acting on those insights through leadership development, team effectiveness, and stronger organizational alignment. Engagements span the design and execution of qualitative and quantitative research, the development of brand and go-to-market strategy, and the facilitation of leadership alignment and change initiatives, with marketing playing an important role in connecting market response back into ongoing learning and refinement. Engagements are conducted in partnership with senior leaders and cross-functional teams, often in collaboration with a network of research, analytics, and consulting partners to deliver flexible, team-based solutions grounded in a relationship-centered approach to strategy and organizational change.

03/22 – 02/24 *Vice President, Research, Global Head of Research Innovation, C Space Corporation, Boston, MA*
Global role accountable for the development and application of new research methods and consulting frameworks. Highly strategic and centralized, the Global Head of Research Innovation was the voice and steward of C Space's data-backed theory that stronger relationships build stronger businesses. Accountable for ensuring the integrity of the CXC System globally – its maintenance, innovation and application across the business - including the articulation, marketing, sales and delivery of the CXC product portfolio. Internally, this includes the development of the CXC data asset (9+ years of benchmark data housed in a visually dynamic and searchable database) and collaborating with agency

partners to develop new opportunities and service offerings. Externally, the role involved collaborating with clients, academics, and like-minded-practitioners to develop relationship-based and human-centric methods of addressing business challenges.

- 06/15 – 02/22 *Vice President, Research, Head of Customer Data and Analytics*, C Space Corporation, Boston, MA
Capability-building position focused on forming, incubating, launching and leading a data science and analytics function within C Space (Customer DnA), a historically qualitative research agency. This role was 50% delivery / 50% innovation and culture change, leading a team of social scientists, data scientists, and mixed-methods research specialists. The Head of Customer DnA and supporting team members were accountable for innovating through the work - building internal quant / data capabilities, fueling marketing and sales efforts, and driving revenue. In this role, Dr. Austin led the development of C Space's flagship IP (Customer Experience Code) quantifying the strength of customer-company relationships. Primary among the DnA team's deliverables was the invention, operationalization and delivery of an annual benchmarking study based on CXC (formerly CQ).
- 06/11 – 6/15 *Vice President, Research*, Communispace Corporation, Boston, MA
Led a strategic in-house team of 6 multi-method market and social science researchers responsible for developing, overseeing, and implementing research and thought leadership. Partnered closely with client services, marketing, sales, and technology functions to deliver a co-created body of work to enhance the value of client investment, increasing both sales and retention. In addition to leading C Space's Research team, Dr. Austin served as an internal coach/consultant to C Space client services and executive teams and led a cross-functional committee dedicated to improving employee engagement. EE efforts included helping HR analyze engagement survey data, creating tools and training to support manager development (coaching, development planning, feedback, etc.), and being accountable for maintaining focus on change efforts based on the results.
- 06/07 – 06/11 *Director of Research*, Communispace Corporation, Watertown, MA
Oversaw and managed Communispace's research agenda and grew the Research team, with a strategic focus on producing and presenting thought leadership to build and solidify industry leadership. Dr. Austin worked closely with key clients (e.g., Disney Parks and Resorts, Meredith Corporation, United Airlines, Ogilvy) to develop case studies and original research that could be presented widely in the marketplace, most notably at conference sponsored by the European Society for Opinion and Market Research and the Advertising Research Foundation.
- 02/05 – 06/07 *Manager of Research*, Communispace Corporation, Watertown, MA.
Built Communispace's in-house research function whose mission was to transform data collected through online communities into assets in their own right. Communispace was the original online community provider in the market research space, and so the Manager of Research was responsible for demonstrating the integrity of Communispace's offering

through primary research – designing and running studies, writing research reports, and developing data-based best practices and benchmarks.

- 05/97 – 05/02 *Consultant*, Watermark Development Resources, Boston, MA.
Founded Watermark Development Resources, a Boston-based practice providing organizations with resources to research, define, plan, and implement management development initiatives. Consulting organizations worked with include E. Rogers Associates, Inc., Sherbrooke Associates, Inc., and Creative Design Resources, Inc. Representative client organizations served through these consulting organizations included Daymon Associates, Inc., Credit-Suisse/First Boston, Pepsi-Cola International, Pepsi-Cola North America, St. Francis Hospital, and Fidelity Investments.
- 09/94 – 05/97 *Consultant*, Performance Systems, Inc., Boston, MA.
Consultant and project manager with Performance Systems, Inc., a consulting firm that specializes in the development of customized training programs. In this capacity, I designed, developed, and delivered management development and sales management training programs for clients in the financial services, communications, and publishing industries. Representative clients include Fidelity Investments, Scholastic, Inc., MCI Telecommunications, and J.P. Morgan.
- 09/91– 08/94 *Development Specialist*, Performance Systems, Inc., Boston.
Materials developer for Performance Systems. Responsibilities included a variety of writing assignments for internal and external clients: proposals, design documents, program and meeting materials, and so on. A client facing role requiring both collaboration, problem solving and critical thinking.
- 09/90– 08/91 *Merchandising Manager*, Filene's Basement, Boston, MA.
Prior to joining the illustrious world of management development consulting, I enjoyed a (thankfully) brief career as a retail merchandise manager. I managed the Accessories Department, and aside from straightening scarves, picking hats up off the floor and untangling belts, supervised five stock people and was responsible for tracking the sell-through of items and responding accordingly.

ACADEMIC CONSULTING AND RESEARCH EXPERIENCE

- 05/03 – 04/07 *Primary Research-Consultant Investigator*, Suffolk University, Boston, MA
Worked on- and off-site as a consultant to a Rhode Island early education and childcare center as part of a collaborative research and consulting engagement. Research consulting activities included: Conducting a needs assessment; developing and administering a center-wide organizational assessment; feeding back results of research (needs assessment, pre- and post-intervention results) to center employees; developing and delivering three training programs, weekly attendance of management team meetings and individual coaching of teachers and administrators throughout the process. This research and consulting effort was supervised by Debra Harkins, Ph.D., Associate Professor, Suffolk

University, and was the subject of my doctoral dissertation, *School administrators as a fulcrum for change: A case study of team and organizational learning*. This research was also published in peer-reviewed journals and, most recently, as a book (see list of publications).

- 09/01– 05/02 *Program Development Practicum*, Suffolk University, Boston, MA
As part of my fourth year practicum, I worked with Suffolk Psychology Department faculty to conduct a needs assessment and develop a proposal for a Suffolk-run Child and Family Clinic. This work was supervised by Helen Kenney, Ed.D., Program Consultant, Suffolk University.
- 09/99 – 04/01 *Primary Investigator*, Suffolk University, Boston, MA
Development and involvement in occupational role: An exploration of the relationship between cognitive complexity and women's multiple roles. This research constituted my masters thesis and was supervised by Debra Harkins, Ph.D., Associate Professor, Suffolk University.

RESEARCH PAPERS, ARTICLES, AND BOOK CHAPTERS

- Austin, M. S. et. al. (2024). *Transforming Relationships into Competitive Advantage. Relationship Strength (formerly CXC CQ) Annual Report*. C Space whitepaper [in press].
- Tannir, S., Dupin, M., Austin, M. S., Stahlkopf, C., & Iyengar, R. From Captive to Captivating: The New Customer Journey Model for Companies (2022). *Applied Marketing Analytics*, 7(4), 337 – 344.
- Bang, J., Youn, S., Rowean, J., Jennings, R. M. & Austin, M. S. (2018). Motivations for and Outcomes of Participating in Online Communities. *International Journal of Market Research*, 60(3).
- Stahlkopf, C., Lerman, K. J., Austin, M. S., et. al. (2018). *Customer Experienced: The Best Customer Experiences of 2018, According to Customers. Customer Experience Code Annual Report*. C Space whitepaper.
- Wittes Schlack, J., Lerman, K. J. & Austin, M. S. (2017). *Unlocking Customer Inspired Growth. Customer Quotient Annual Report*. C Space whitepaper.
- Travail, C., Austin, M. S., Wittes Schlack, J. & Lerman, K. J. (2016). The Brands That Make Customers Feel Respected. *Harvard Business Review Online*, November 1.
- Austin, M. S, Wittes Schlack, J. & Lerman, K. J. (2016). *What if You Really Knew Me? Customer Quotient Annual Report*. C Space whitepaper.
- Austin, M. S. (2015). *Customer Inspired: How to Achieve Growth in the 21st Century. Customer Quotient Inaugural Report*. C Space whitepaper.
- Baldus, B. J. & Austin, M.S. (2013). *The Rules of Community Engagement: A Study of the Motivations for Participation in Online Communities*. Communispace whitepaper.
- Austin, M. S. (2013) More than an activity: How passive 'shopping' is changing the path to purchase? (*Quirk's e-Newsletter*, May 20, 2013).

- Austin, M. S. (2013) Building a Team: Be Ready for Elephants and Tomatoes, Manila Austin. In Harkins, D. A. (Ed.), *Beyond the Campus: Building a Sustainable University—Community Partnership*. Information Age Publishing: Charlotte, NC.
- Powers, T., Advincula, D., Austin, M.S., Graiko, S., & Snyder, J. (2012). Digital & Social Media in the Purchase Decision Process: A special report from the Advertising Research Foundation *Journal of Advertising Research*, 52 (4), 479-489.
- Austin, M. S. (2012) Five Takes on the Fifth 'P': Empathy (*AMA Marketing News*, December, 31, 2012).
- Austin, M. S. & Hankin, P., Wyllie, P., & Jennings, M.R. (2012). *The Uneasy Courtship: How Consumers' Trust in Financial Institutions Is Evolving*. Communispace whitepaper.
- Austin, M.S., (2012). Some art, some science: A successful research community requires a mix of strategies (*Quirk's Marketing Research Review*, April).
- Austin, M. S. & Wittes Schlack, J. (2012) From research to relationship (*AMA Marketing News*, June).
- Austin, M.S. (2012). Familiarity breeds contempt? A study of positive bias in online communities (*Quirk's e-Newsletter*, January 9).
- Austin, M. S. & Jansen, J. (2011) *¿Me entiendes? Revisiting acculturation*. Communispace whitepaper.
- Austin, M.S., & Bennett, G. (2011). *Tech Fast Forward: Plug in to See the Brighter Side of Life*. Communispace whitepaper (in partnership with Ogilvy Chicago).
- Austin, M. S. & Wittes Schlack, J. (2010). Carpe Diem: The Next Generation of Market Research (Austin & Schlack, *ESOMAR Global Research Report*)
- Lerman, K. J., Wittes Schlack, J. & Austin, M. S. (2010). *Local Eyes: The newly focused consumer lens*. Communispace whitepaper.
- Austin, M.S. (2010). Awake. Alert. Aware. The Emerging Post-Recession Consumer (*Alert*, July, 2010)
- Say what? Managing cultural differences in online communities (*Research World*, 2010)
- The Future of Listening...Is About More than Listening (Austin, *ARF Listening Playbook*, 2010)
- Austin, M. S., Harkins, D. A., & Ronayne, M. E. (2010). Challenging the balancing act: Women, postmodernism and the demand to 'have it all'. *American Journal of Psychological Research*, 6(1), 103-133.
- Austin, M. S. & Wittes Schlack, J. (2010). *Leaving our comfort zone: 21st Century market research*. Communispace whitepaper.
- Austin, M.S., & Bennett, G. (2010). *Eyes wide open, wallet half shut: The emerging post-recession consumer consciousness*. Communispace whitepaper (in partnership with Ogilvy Chicago).
- Austin, M. S. (2009) Embracing the voice of the customer: The transformational power of listening. In Dotlich, D. L., Cairo, P. C., Rhinesmith, S. H. and Meeks, R., *The 2009 Pfeiffer Annual Leadership Development*. San Francisco: John Wiley & Sons.

- Austin, M. S., Jennings, R. M., Lerman, K. J., & Wittes Schlack, J. (2008). *Generating Customer Insights from the Global Village*. Communispace whitepaper.
- Austin, M. S., & Harkins, D. A. (2008). Assessing change: Can organizational learning “work” for schools? *The Learning Organization* (15), 2, 105-125.
- Austin, M. S., & Harkins, D. A. (2008). Shifting Spaces and Emerging Voices: Participation, Support, and Conflict in One School Administrative Team. *Early Education & Development*, 19(6), 907 - 940.
- Austin, M. S., Jennings, R. M., Wittes Schlack, J. & Lerman, K. J. (2007). *Size Matters: When Insight is the Goal, Small Communities Deliver Big Results*. Communispace whitepaper.
- Wittes Schlack, J., Jennings, R. M., & Austin, M. S. (2007). *Meeting Business Needs by Meeting Social Needs in Small Communities: Why Size Matters*. Communispace whitepaper.
- Lerman, K. J., & Austin, M. S. (2007). *Creating a culture of participation*. Communispace whitepaper.
- Lerman, K. J., & Austin, M. S. (2007). *The fifth ‘P’ of marketing: Participation*. Communispace whitepaper.
- Lerman, K. J., & Austin, M. S. (2006). *What companies gain from listening: The effect of community membership on members’ attitudes and behavior in relation to the sponsoring company*. Communispace whitepaper.
- Austin, M. S. (2005). *Youth culture report*. Communispace whitepaper.
- Austin, M. S. (2005). *Research report: Does community membership lead to positive bias*. Communispace whitepaper.

CONFERENCES AND OTHER PUBLIC SPEAKING ENGAGEMENTS

- Austin, M. S. & Borer, A. H. *Understanding Your Brand’s Relationship Status*, December 2022, LinkedIn Live https://www.linkedin.com/posts/cspace_research-innovation-brand-activity-7003749062252314625-CY0O?trk=public_profile_like_view.
- Austin, M. S., Fader, P. of The Wharton School, Guthrie, J. of McDonald’s, and Rothkopf, S. of C Space, *Value Is a Two-way Street: A Human-centric / Customer-inspired Definition of CLTV*. Presented at TMRE, held in San Antonio, TX, November 2022.
- Austin, M. S. & Peyton, K. *Diagnosing DEI*. Presented at the Insights Association Annual Conference held in Philadelphia, PA, April 2022.
- Austin, M. S., *Return on Customer Investment: Linking Customer Insights to Revenue Growth*. Presented at IIX North America, held in Atlanta, GA, 2016.
- Austin, M. S. *Fast, Functional, Flexible: Using Online Communities to Move at the Speed of Business*. Presented at IIX North America, held in Atlanta, GA, 2015.
- Austin, M. S. *Customer Inspired: How to achieve and maintain growth in the 21st Century*. Presented at TMRE, held in Orlando, FL, November 2015.
- Austin, M. S. & Ritcey, A. of HealthNet. *Creating Real Business Impact*. Insights & Strategy Conference of the Market Research Association, San Diego, CA, June 2015.

Austin, M. S. & Schlack, J. W. *Braiding Synchronous and Asynchronous Narratives to Get from Insight to Impact*. Presented at the Marketing Science Institute, Boston, MA, April 2014.

Austin, M.S. Committee Member and Session Chair, ESOMAR 3D Digital Dimensions Conference, held in Boston, MA, June 2013.

Austin, M.S. *The Future of Insight Communities*. Presented at the Future M conference, held in Boston, MA, October 2012.

Austin M.S. & Ware, B. C. *Creators in Their Own 'Write': How Meredith Corporation Empowered Readers to Create and Contribute to a New Ladies' Home Journal*. Paper presented at the ESOMAR Congress, held in Atlanta, GA, September 2012.

Austin, M.S. *Engaging the Quiet Majority: Or Why Social Media Isn't Enough*. Presented at the Digital Influence Group's Social Media Breakfast, Boston, April, 2012.

Austin, M.S., & Lerman, K. J. *Lessons from the Front Lines: How to Engage BRIC Consumers*. Paper presented at the ESOMAR 3D Digital Dimensions Conference, held in Miami, FL, October 2011.

Austin, M.S. Committee Member and Session Chair, ESOMAR 3D Digital Dimensions Conference, held in Berlin, Germany, October 2010.

Austin, M. S. *Cultural Differences: Draw or Barrier? Optimizing Engagement in Multinational Online Communities*. Paper presented at the ESOMAR Online Research Conference, held in Chicago, IL, October 2009).

Wittes Schlack, J., & Austin, M. S. *Who's Got the Power?* (Pecha Kucha session, presented at ESOMAR Congress, Montreux, Switzerland, September 2009).

Austin, M. S. & Ware, B. C. *Meredith's Silver Bullet: Leading with Market Knowledge and Innovation. Women are Talking. We are Listening*. Paper presented at the ARF ReThink Conference, held in New York, NY, April 2009).

Austin, M.S. & Caswell, P. *How Disney Bridges the Multi-cultural Divide: Building Trust as a Prerequisite to Insight*. Paper presented at the ESOMAR Congress, held in Montreal, Canada, September 2008).

Austin, M.S. & Comenduley, D. *Meeting Business Needs by Meeting Social Needs: How United Airlines Used Their Online Community to Generate Insights and Genuinely Connect with Their Customers*. Presented at the Community 2.0 Conference, held in Las Vegas, NB, May 2008.

Wittes Schlack, J., & Austin, M. S. *Engagement as a Social Process: Achieving High Levels of Engagement in Private Online Communities*. Presented via the Advertising Research Foundation's web-based presentation series, April 2007.

Ronayne, M. E., Austin, M. S., Doppler, E., & Harkins, D.A. *Renegotiating the Expert Role: Developmental Change in Teachers, Administrators and Consultants*. Presented at the 22nd Annual Adult Development Symposium, Society for Research in Adult Development, held in Boston, MA, March 2007.

Austin, M. S., Harkins, D.A., Kenney, H., & Ray, S. *Group Process and the Training of Clinical Psychology Doctoral Students*. Presented at the 17th Annual Adult Development Symposium, Society for Research in Adult Development, held at Pace University, June 2002.

Austin, M. S., & Harkins, D. A. *Exploring the Relationship between Cognitive Complexity and Women's Involvement in Multiple Roles*. Presented at the 16th Annual Adult Development Symposium, Society for Research in Adult Development, held at Pace University, June 2001.

Doppler, E., Austin, M. S., & Dooley, C. A. *Empathy and Conflict Resolution in the Parent-Child Relationship*. Presented at the 15th Annual Adult Development Symposium, Society for Research in Adult Development, held at Pace University, June 2000.

RESEARCH AWARDS

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|------|---|
| 2012 | Nominated for Best Case Study at the ESOMAR Congress, Boston |
| 2009 | Won Best Paper award at the ESOMAR Online Research Conference, Chicago |
| 2008 | Won Best Paper (the Fernanda Monti award) at the ESOMAR Congress, Montreal |
| 2005 | Student Certificate of Merit Award, American Psychological Association, Division 18 (Psychologists in Public Service) |

PROFESSIONAL AFFILIATIONS

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| 09/09 – 12/24 | <i>Member</i> , European Society for Opinion and Market Research (ESOMAR) |
| 09/11 – 08/14 | <i>Trustee</i> , Marketing Science Institute (MSI) |
| 011/99 – 09/07 | <i>Graduate Student Affiliate</i> , American Psychological Association |
| 011/99 – 09/07 | <i>Graduate Student Affiliate</i> , Division 35, Society for the Psychology of Women, American Psychological Association |

CLINICAL EXPERIENCE

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| 09/01– 05/02 | <i>Clinical Practicum Student</i> , Edith Norse Rogers Memorial Veteran's Hospital, Bedford, MA
I initiated and led a peer support and professional development group for clinicians in training at the Edith Norse Rogers Memorial Veteran's Hospital, Bedford, MA. |
| 09/00– 05/01 | <i>Clinical Practicum Student</i> , Edith Norse Rogers Memorial Veteran's Hospital, Bedford, MA
Counseled disabled veterans on issues of depression, anxiety and substance dependency and abuse. Interventions included individual counseling as well as group work and skills training. This work was supervised by post-doctoral interns on site at the Bedford VA hospital. |
| 09/99– 05/00 | <i>Clinical Practicum Student</i> , Ballotti Learning Center, Suffolk University, Boston, MA
Counseled Suffolk undergraduate students on issues pertaining to development, adjustment to college life and managing school, work and family commitments. This work was supervised by Suffolk Psychology Department faculty. |

011/99 – 11/05 *Graduate Student Affiliate*, Division 13, Society of Consulting Psychology, American Psychological Association

ACADEMIC TEACHING EXPERIENCE

09/04 – 12/04 *Adjunct Instructor*, Suffolk University, Boston, MA
Community Psychology

09/03 – 12/03 *Adjunct Instructor*, Suffolk University, Boston, MA
Community Psychology

09/98 – 05/00 *Teaching Assistant*, Suffolk University, Boston, MA
Community Psychology
Psychology of Self and Identity
Theories of Personality
Abnormal Psychology