

**GARY K. HUNTER, PhD**

Associate Professor of Marketing  
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**EDUCATION**

- Ph.D. University of North Carolina at Chapel Hill, Kenan-Flagler Business School, 1999
- Business: Marketing (Empirical Modeling); full merit-based scholarship.
- M.B.A. University of Tennessee, Knoxville, Haslam College of Business, 1993
- Marketing & Finance; full merit-based scholarship.
- B.S. United States Military Academy, West Point, NY, 1985
- Civil Engineering & Life Sciences; full merit-based scholarship.

**ACADEMIC APPOINTMENTS**

<b>Clemson University (CU)</b> Associate Professor of Marketing (with tenure), College of Business	<b>Clemson, SC</b>	<b>2014-present</b>
<b>Case Western Reserve University (CWRU)</b> Assistant Professor of Marketing, Weatherhead School of Management	<b>Cleveland, OH</b>	<b>2007-2014</b>
<b>Florida International University (FIU)</b> Assistant Professor of Marketing, Chapman Graduate School of Business	<b>Miami, FL</b>	<b>2004-2007</b>
<b>Arizona State University (ASU)</b> Assistant Professor of Marketing, W.P. Carey School of Business	<b>Tempe, AZ</b>	<b>1999-2004</b>

**HONORS, AWARDS, & HIGHLIGHTED ACHIEVEMENTS**

- 2015 Faculty Initiate, Delta Sigma Pi, professional business fraternity, Clemson University.
- 2014 Conference Co-Chair, American Marketing Association (AMA) Winter Educators Conference.
- 2014 LinkedIn Top Recommended People-Gold Member (based on over 25 written recommendations)
- 2014 Invited scholar, Thought Leadership on Sales Profession Conference, Columbia Business School.
- 2013 Faculty Fellow, AMA Faculty Consortium in Sales: New Horizons, Fort Worth, TX.
- 2012 Invited scholar, Thought Leadership on Sales Profession Conference, Harvard Business School.
- 2010 Best paper for contributions to sales management practice, Marvin A. Jolson Award (*JPSSM* '09).
- 2010 Invited Scholar, Research Symposium, Baylor's Center for Professional Selling, 25<sup>th</sup> Anniversary.
- 2008 Best paper published in 2007, Excellence in Research Award, AMA Sales SIG (*JM* '07).
- 2008 Best paper for contributions to sales theory and methods, James M. Comer Award. (*JPSSM* '06)
- 2008 Invited scholar, Erin Anderson B2B Invitational Research Symposium, The Wharton School.
- 2007 Faculty Fellow, AMA Faculty Consortium in Sales: New Horizons, Orlando, FL.
- 2004 Reviewer of the year, *Journal of Personal Selling and Sales Management*.
- 2004 Best paper in Marketing Research track, AMA's Summer Educators' Conference.
- 1998 Best paper in Sales and Sales Management track, AMA's Summer Educators'.
- 1993 Inducted into Phi Kappa Phi and Beta Gamma Sigma honor societies as a graduate student.

*Over ten years of corporate (Procter & Gamble and PepsiCo) and military (US Army) marketing, sales, and leadership experience and results are summarized on the final page of this curriculum vitae.*

## RESEARCH

### RESEARCH INTERESTS

Sales Technology—including sales-based customer relationship management (CRM) & sales force automation (SFA) processes and tools, Strategic Account Management, Customer Business Development (CBD), Marketing and Sales Strategy, Negotiations, Relationship Marketing, Procurement, Structural Equation Modeling, Multilevel Modeling, Latent Class Models, Survey Research.

### REFEREED JOURNAL PUBLICATIONS

**Google Citations: 569 total, h-index=9; i10=9; a/o: 03/20/18**

See [Google Scholar Profile](#) for more details

Hunter, Gary K. and Nikolaos Panagopoulos (2015) “Commitment to Technological Change, Sales Force Intelligence Norms, and Sales Performance,” *Industrial Marketing Management*, 50 (10), 162-179. Authors listed alphabetically for equal contributions.

Hunter, Gary K. (2014), “Customer Business Development: Identifying and Responding to Buyer-Implied Information Preferences,” 43 (7), 1204-1215, *Industrial Marketing Management*. Special issue on broadening research on key account management.

Alvarez, Cecilia M.O., Peter R. Dickson, and Gary K. Hunter (2014), “The Four Faces of the Hispanic Consumer: An Acculturation-Based Segmentation,” *Journal of Business Research*, 67 (2), pp. 108–115.

Bradford, Kevin, Goutam N. Challagalla, Gary K. Hunter, and William C. Moncrief (2012), “Strategic Account Management: Conceptualizing, Integrating, and Extending the Domain from Fluid to Dedicated Accounts,” *Journal of Personal Selling and Sales Management*, 32, 1 (Winter), 41-56. Authors listed alphabetically for equal contributions.

- *JPSSM's* 30<sup>th</sup> Anniversary Special Issue.

Bradford, Kevin, Steve Brown, Shankar Ganesan, Gary Hunter, Vincent Onyemah, Rob Palmatier, Dominique Rouzies, Rosann Spiro, Harish Sujana, and Barton Weitz (2010), “The Embedded Sales Force: Connecting Buying and Selling Organizations,” *Marketing Letters*, 21, 3 (September), pp. 239-253. Authors listed alphabetically for equal contributions. Seventh most cited paper in *Marketing Letters* since 2010.

- Special issue based on Erin Anderson Invitational B2B Research Symposium held at the Wharton School at the University of Pennsylvania.

Dickson, Peter R., Walfried Lassar, Gary Hunter, and Samit Chakravarti (2009), “The Pursuit of Excellence in Process Thinking and Customer Relationship Management,” *Journal of Personal Selling and Sales Management*, 29, 2 (Spring), pp. 111-124, lead article.

- **2010 Marvin A. Jolson Award** as **best paper** for contributions to sales practice.

Hunter, Gary K. and William D. Perreault, Jr. (2007), “Making Sales Technology Effective,” *Journal of Marketing*, 71, 1 (January), pp. 16-34.

- **2008 Excellence in Research Award** from the American Marketing Association's Selling and Sales Management Special Interest Group as **best paper for 2007**.

- Hunter, Gary K., Michele D. Bunn, and William D. Perreault, Jr. (2006), "Interrelations among Key Aspects of the Organizational Procurement Process," *International Journal of Research in Marketing*, 23, 2 (June), pp. 155-170.
- Hunter, Gary K. and William D. Perreault, Jr. (2006), "Sales Technology Orientation, Information Effectiveness, and Sales Performance," *Journal of Personal Selling and Sales Management*, 26, 2 (Spring), pp. 95-113, lead article.
- **2007 James M. Comer Award for best paper** for contributions to sales theory and methods.

#### BOOK CHAPTER

- Hunter, Gary K. (2011), "Sales Technology," *The Oxford Handbook of Strategic Sales and Sales Management*, 1<sup>st</sup> Edition, Chapter 16, Oxford University Press, pp. 426-456, eds. David Cravens, Ken Le Meunier-FitzHugh, and Nigel Piercy. ISBN-13: 978-0199569458.

#### DOCTORAL DISSERTATION

- Hunter, Gary K. (1999), "Sales Technology, Relationship-Forging Tasks, and Sales Performance in Business Markets," doctoral dissertation, University of North Carolina at Chapel Hill. UMI Dissertation Services, 197 pp., Advisor: William D. Perreault, Jr.

#### PUBLICATIONS IN CONFERENCE PROCEEDINGS

##### Abstracts from Refereed Competitive Paper Tracks

- St. Clair, Donald P., Phillip A. Cola, Kalle Lyytinen, and Gary K. Hunter (2017), "Systems-Savvy Selling: A Quantitative Study to Uncover Predictors of B2B Sales Performance," abstracted in *American Marketing Association Conference Proceedings*. Presented in San Francisco, CA, August 5, 2017.
- St. Clair, Donald P., Richard J. Boland, and Gary K. Hunter (2016), "Systems-Savvy Selling: A Grounded Theory to Understanding What Motivates Contemporary Industrial Salespeople," abstracted in *American Marketing Association Conference Proceedings*. Presented in Atlanta, GA, August 7, 2016.
- Dixon, Deirdre, Richard J. Boland, James Gaskin, Michael R. Weeks, and Gary K. Hunter (2015), "In Extremis Leadership: Full Mental Jacket," abstracted in *Academy of Management Proceedings*. Presented in Philadelphia, PA, August 5, 2014.
- Liozu, Stephan, Richard Boland, Andreas Hinterhuber, Gary K. Hunter, and Antoinette Somers, (2012), "The Organizational Design for Pricing and Its Consequences on Relative Firm Performance" abstracted in *Academy of Management Proceedings*. Presented in Boston, MA, August 6, 2012.
- Panagopoulos, Nikolaos and Gary K. Hunter (2009), "Managing Sales Technology-Related Change Mechanisms: A Commitment and Coping Perspective," abstracted in *American Marketing Association Conference Proceedings*, eds. Chris White and Kristy Reynolds, Chicago: American Marketing Association, Vol. 20, pp. 158-159. Presented in Chicago, IL, February 21, 2009.
- Hunter, Gary K. (2007), "Omitted Latent Biasing Factors," abstracted in *American Marketing Association Conference Proceedings*, eds. J. Mohr and R. Fisher,

Chicago: American Marketing Association, Chicago: American Marketing Association, Vol. 18, pp. 27-28. Presented in Washington, DC, August 4, 2007.

- **Best paper** in premier conference's competitive paper track (Marketing Research).

Hunter, Gary K. (2004), "Boundary Blurring Theory and the Strategic Management of Business to Business Relationships," abstracted in *American Marketing Association Conference Proceedings*, eds. K. Bernhardt, J.S. Boles, and P.S. Ellen, Chicago: American Marketing Association, pp. 338-339. Presented in Boston, MA, August 9, 2004.

Hunter, Gary K., William D. Perreault, Jr., and Gary M. Armstrong (1998), "Sales Technology, Selling Smart, and Sales Performance in Business Markets," abstracted in, *American Marketing Association Conference Proceedings*, eds. R. Goodstein and S. MacKenzie, Chicago: American Marketing Association, pp. 1-2. Presented at Boston, MA, August 16, 1998.

- **Best paper** in premier conference's competitive paper track (Sales Management).

#### **RESEARCH PRESENTATIONS (AND PANELS) AT MAJOR NATIONAL CONFERENCES (NOT PREVIOUSLY NOTED AS CONFERENCE ABSTRACTS)**

Bradford, Kevin, Gabriel Gonzaez, Gary K. Hunter, Chris Plouffe, "The Salesperson's Role as Internal Coordinator of Resources to Develop Customer Relationships" accepted and planned as Special Session at National Conference in Sales Management, San Diego, CA, April 11-13, 2018

Hunter, Gary K., "Understanding What Recruiters Want" as part of a panel on "Developing Marketing Students that Industry Wants: Maximal Impact, Reasonable Efforts," (with Kenneth Evans, Eli Jones, Robert M. Peterson, Andrea Dixon, and Lora Tu), American Marketing Association, Summer Educators Conference, Chicago, IL, August 15, 2015.

Hunter, Gary K. and Thomas J. Steenburgh, "Hot Topics for Research in Marketing," Doctoral Student Special Interest Group, American Marketing Association, Winter Educators Conference, Orlando, FL, February 22, 2014.

Hunter, Gary K. and Javier Marcos-Cuevas, "Strategic Account Management," session leaders, AMA Faculty Consortium in Sales: New Horizons in Professional Selling and Sales Management, Texas Christian University, Fort Worth, TX, June 13, 2013.

Bradford, Kevin, Goutam N. Challagalla, Gary K. Hunter (presenter), and William C. Moncrief, "Strategic Account Management: Conceptualizing, Integrating, and Extending the Domain from Fluid to Dedicated Accounts," Academy of Marketing Science Annual Conference, pre-conference session, AMS 40th Anniversary, Miami, FL, May 23, 2011.

Hunter, Gary K., "Boundary Blurring in Intra-Organizational Contexts," presented at American Marketing Association Winter Educators' Conference in Austin, TX, February 17, 2008.

Hunter, Gary K., "Advancing Selling and Sales Management Research," panel of sales scholars, AMA Faculty Consortium in Sales: New Horizons in Professional Selling and Sales Management, Orlando, FL, July 12, 2007.

Hunter, Gary K. and William D. Perreault, Jr., "Sales Technology and Producer-Retailer-Consumer Relationships in the Packaged Goods Channel," Special Session on B2B2C

Exchanges: Old Question, New Directions, American Marketing Association Winter Educators' Conference, Scottsdale, AZ, February 6, 2004.

#### **PRESENTATIONS AT FACULTY RESEARCH SEMINARS**

Hunter, Gary K., "A Theory of Interests-Based Boundary Management and Its Implications," Clemson University, Department of Marketing, Internal Research Seminar Series, March 25, 2015.

Hunter, Gary K., "A Statistical Testing Procedure and Potential Remedies for Omitted Latent Factor Effects in Systems of Simultaneous Equations," Clemson University, Department of Marketing, Internal Research Seminar Series, March 11, 2015.

Hunter, Gary K. "Commitment to Technological Change, Sales Force Intelligence Norms, and Sales Performance,"

- Clemson University, College of Business and Behavioral Sciences, October 28, 2013.
- West Virginia University, Marketing Faculty/ Ph.D. Seminar Series, October 24, 2013.
- University of Arkansas, Research Seminar Series, Sam M. Walton College of Business, April 15, 2013.

Hunter, Gary K., "Moderating Norms and the Interactive Effects of Three Components of Commitment in Sales-Based CRM Implementations," CWRU, Weatherhead School of Management, MAPS Research Seminar Series, May 11, 2012.

Hunter, Gary K., "An Overview of Multi-level Modeling Theory and Application," CWRU, Weatherhead School of Management, MAPS Research Seminar Series, July 15, 2011.

Hunter, Gary K., "Empirical Insights on the Interactive and Quadratic Effects of Key Dimensions of Customer Centric Selling," CWRU, Weatherhead School of Management, MAPS Research Seminar Series, March 12, 2010.

Hunter, Gary K., "The Moderating Effects of Customer-Centric Culture on the Psychological Mechanisms of Change in Sales Technology to Performance Relationships," Erin Anderson Invitational B2B Research Conference, Wharton School, University of Pennsylvania, Philadelphia, PA, October 18, 2008.

Hunter, Gary K. "Managing Sales Technology-Related Change Mechanisms: A Commitment and Coping Perspective," CWRU, Weatherhead School of Management, MAPS Research Seminar Series, October 3, 2008.

Hunter, Gary K., "Boundary Blurring Theory and the Management of Intra-Organizational Relationships," CWRU, Weatherhead School of Management, MAPS Research Seminar Series, December 14, 2007.

Hunter, Gary K., "Making Sales Technology Effective and Beyond," CWRU, Weatherhead School of Management, MAPS Research Seminar Series, May 4, 2007.

Hunter, Gary K. "Relationship-Forging Tasks and Sales Technology in Business Markets,"

- Florida International University, College of Business Administration, February 3, 2004.
- University of Houston, Marketing Faculty Consortium, November 6, 2002.

- University of Arizona, Arizona Marketing Faculty Consortium, March 22, 2002.
- Emory University, Goizueta Business School, September 21, 2001.

Hunter, Gary K. “Sales Technology, Relationship-Forging Tasks, and Sales Performance in Business Markets,”

- University of Minnesota, Carlson School of Management, Oct. 28, 1998.
- University of Memphis, Fogelman College of Business, Oct. 22, 1998.
- Arizona State University, W.P. Carey School of Business, Oct. 15, 1998.
- University of South Carolina, Moore School of Business, Oct 8, 1998.
- Louisiana State University, E.J. Ourso College of Business, Sept. 24, 1998.
- Case Western Reserve University, Weatherhead School of Management, Sept. 20, 1998.
- North Carolina State University, College of Management, Sept. 18, 1998.
- University of North Carolina, Kenan-Flagler Business School, Aug. 20, 1998.

#### **SELECTED WORK IN PROGRESS**

##### **ARTICLES AT JOURNAL REVIEW STAGES WITH WORKING TITLES**

Hunter, Gary K., “Boundary-Blurring Theory” (working title), under review at *Journal of Marketing*.

Hunter, Gary K., “Sales Technology,” (working title), reject and resubmit at the *Journal of the Academy of Marketing Science*.

St. Clair, Donald P., Gary K. Hunter, Philip A. Cola, and Richard Boland, “Systems Selling” (working title), Under second review at *Journal of Personal Selling and Sales Management*.

##### **OTHER SELECTED WORK-IN-PROGRESS**

Hunter, Gary K. and Nikolaos Panagopoulos, “Customer Centric Sales Cultures” (working title), manuscript development.

Hunter, Gary K., Douglas E. Hughes, Wyatt Schrock, and Stephanie M. Mangus, “Trust and Persuasion” (working title), experimental studies complete, field study awaiting host.

## TEACHING

### TEACHING INTERESTS

**Undergraduate:** Personal Selling and Sales Management, Sales Leadership, Basic Marketing, Marketing Strategy, Marketing Analytics, Marketing Research, Entrepreneurial Marketing

**MBA:** Marketing Management MBA Core, Sales Management, Business Marketing, Brand Management, Negotiation, Sports Business, and Marketing Analytics

**Doctoral:** Structural Equation Modeling, Marketing Strategy Seminar, B2B Marketing, Marketing Theory, and Research Methods

### TEACHING EXPERIENCE: COURSES TAUGHT (# SECTIONS; UNIVERSITY)

#### Undergraduate-level

- 1) Professional Sales (8 sections, CU; 1 ongoing)
- 2) Intermediate Marketing Mgt. (6 sections; ASU)
- 3) Sales Management (5 sections; UNC & FIU)
- 4) Basic Marketing (3 sections; CWRU & FIU)
- 5) Personal Selling and Sales Mgt. (1 section; CWRU)

#### Masters-level

- 1) \* MBA Marketing Core (34 sections; CWRU, ASU, FIU & CU; 1 ongoing)
- 2) MBA Sales Management (4 sections; FIU)
- 3) \* MBA Business Marketing (1 section; CWRU)
- 4) \* MBA Brand & Product Mgt. (1 section; CWRU)
- 5) MBA Negotiation (1 section; FIU)
- 6) MSOR Marketing Analytics (1 section; CWRU)
- 7) MBA Sports Business Practicum (1 section; ASU)

#### Doctoral-level

- 1) \* PhD Structural Equation Modeling (2 sections; CWRU)
- 2) Dissertation committees (11 students: 8 PhD, 3 DM; at ASU & CWRU; 1 ongoing)

**Note for teaching awards:** An "\*" above preceding the course name indicates at least one nomination(s) for a teaching award for teaching that course.

### CAREER SUMMARY OF TEACHING EXPERIENCE AND STUDENTS' EVALUATIONS

Includes courses taught at UNC, ASU, FIU, CWRU, and CU from August 1997 through Dec 2017

	Courses taught	Sections taught	Total students	Average Class size	Instructor Ratings <sup>1</sup>
<b>Undergraduate</b>	5	23	714	31.0	4.42
<b>Graduate</b>	8	45	1610	358	4.06
<b>ALL</b>	13	68	2324	34.2	4.18

<sup>1</sup> Student ratings are shown on a 5-point scale; 5 represents the highest rating, while 1 represents the lowest rating; reverse scoring used for ASU for consistency across university faculty appointments. Instructor ratings are for a widely used single item measure of overall effectiveness of instructor. This item was used at all Universities although averages vary across programs, courses, and Universities. At my current appointment (Clemson), my average instructor rating is 4.22 for graduate (7 MBA Core sections) and 4.46 for undergraduate student evaluations (8 Professional Sales sections).

**TEACHING AWARDS & SELECTED FACULTY DEVELOPMENT ACTIVITIES**

- 2013 Nomination for CWRU Teaching Excellence Award for MBA Marketing core course.
- 2012 Nomination for CWRU Teaching Excellence Award for MBA Marketing core course.
- 2012 Nomination for CWRU Doctoral Teaching Excellence and Mentoring Award for a Ph.D. course on structural equation modeling.
- 2011 Nomination for CWRU Teaching Excellence Award for MBA Marketing core course.
- 2010 Nomination for CWRU Teaching Excellence Award for MBA Marketing core course.
- 2008 Nomination for CWRU Teaching Excellence Award for MBA marketing elective courses on both brand management and business marketing.
- 2008 Completed “Teaching Negotiation to Senior Executives,” Harvard Program on Negotiations.
- 2003 Nomination for John W. Teets Outstanding Graduate Teaching Award, W.P. Carey for MBA marketing core, Arizona State University.
- 2001 Completed “Teaching with the Case Method,” Faculty Workshop, Harvard Business School.

**METHODS ADVISOR: DOCTORAL QUANTITATIVE RESEARCH PROJECT REQUIREMENT**

Weatherhead School of Management, Case Western Reserve University, Executive Doctorate of Management (DM) and Ph.D. program, numerous students, 2011-2014.

**SELECTED EXECUTIVE EDUCATION AND PROFESSIONAL DEVELOPMENT TALKS**

- “Developing and Implementing an Executive Doctoral Program” University of Arkansas, Dean’s Faculty Leadership Meeting, Sam M. Walton College of Business, April 15, 2013
- “Strategic B2B Marketing,” Toshiba Medical Devices Division, Case Western Reserve’s WSOM Executive Education Custom Program, Cleveland, OH, May 3, 2013, and May 4, 2012.
- “Brand and Product Development Processes,” CACI International, TechGraphics University for Senior Executives, Wooster, OH, March 30, 2011.
- “Business Analytics,” CACI International, TechGraphics University for Senior Executives, Wooster, OH, March 30, 2011.
- “A Process Modeling Approach to Evaluating the Effects of Sales Technology on Salespeople’s Relationship-Forging Tasks,” Arizona State University’s Center for Services Leadership Advisory Board, Scottsdale, AZ, Feb. 22, 2002.
- “Frameworks and Statistical Tools for Developing a Marketing Plan,” Business plan competition workshop, sponsored by ASU School of Engineering and E-Street Capital, ASU, January 31, 2001



**SERVICE  
SERVICE TO THE DISCIPLINE**

**Reviewing Activities**

**Editorial Review Boards**

*Journal of Marketing*, 2015 - present

*Journal of the Academy of Marketing Science*, 2015 – present

*Journal of Business Research*, 2015-present

*Journal of Personal Selling & Sales Management*, 2006 - present

**Best Reviewer Award**

- Best Reviewer Award, *Journal of Personal Selling & Sales Management*, 2004

**External Reviewer for Promotion & Tenure Decision (2015)**

**Ad hoc Reviewing for Journals**

- *Journal of Marketing*, 2006-present
- *Journal of Marketing Research*, 2014-present
- *Journal of the Academy of Marketing Science*, 2015-present
- *Journal of Retailing*, 2015-present
- *Industrial Marketing Management*, 2010-present
- *Journal of Personal Selling and Sales Management*, 2001-present
- *Decision Sciences Journal*, 2013-2014
- *Management Science*, 2006-2008

**Reviewer, AMA Marketing Educators' Proceedings**

- Sales and Customer Relationship Management, 2013-present
- Marketing Theory, 2012
- Blue Ribbon Panel, Best Conference Paper, 2011
- Sales and Relationship Marketing Track, 2011-12
- Relationship Marketing and Inter-Organizational Relationships Track, 2003-05
- B2B Marketing Track, 2001-02

**Textbook Reviews**

Customer Relationship Management (2011 for 3<sup>rd</sup> ed. consideration), Buttle.

Relationship Selling & Sales Management (2005), Johnston and Marshall

**National Conference Administration**

***Conference Proceedings Edited***

- Co-edited with Thomas J. Steenburgh (2014), *AMA Winter Marketing Educators' Conference 2014: Engaging Customers*, AMA Proceedings, Vol 25, Chicago: American Marketing Association, 463 pages. The conference was held in Orlando, FL, February 21-23. ISBN: 9781632665881.

***Conference Co-Chair***

- 2014 American Marketing Association Winter Marketing Educators' Conference, Orlando, FL (with Thomas J. Steenburgh, Darden, University of Virginia)
- Conference completed blind reviews for more than 525 competitive papers in its 13 tracks; more than 625 global marketing scholars registered and attended, and over 2000 international marketing scholars participated in various roles.

***Track Chair***

- 2009 AMA Winter Marketing Educators' Conference, Sales and Relationship Marketing, Tampa, FL
- 2005 Academy of Marketing Science (AMS) Conference, B2B Marketing, Channels of Distribution and Supply Chain Management, Tampa, FL

***Track Co-Chair***

- 2007 AMA Summer Marketing Educators' Conference, Sales and Sales Management, Washington, DC (with Artur Baldauf, University of Bern)

***Session Chair***

- Sales Management, AMA Marketing Educators' Conference, 2006, 2011, 2012, 2015

**SERVICE TO DEPARTMENTS AND SCHOOLS/COLLEGES****Clemson University, University-level service**

- College Representative, University Assessments Committee, 2015-present

**Clemson University, College of Business, Marketing Department**

- Promotion, Tenure, and Reappointment Committee, 2017-present
- Chairperson, Marketing Faculty Search Committee, 2017-2018 (hired two tenure track faculty members)
- Department Faculty Hiring Procedures Committee, 2016-17.
- Sales leadership initiative (with Professor Mullins and Dave Hooker) established relationships with corporate representatives to help bring national recognition to our sales program, 2014-15.
- Ph.D. Program Exploratory Committee (interviewed five Ph.D. program contacts from UNC, Indiana, Penn State, Tennessee, and Miami), 2014-15

**Case Western Reserve University, College-level service**

- Co-Chair, Graduate Curriculum Committee (elected by Faculty Council), committee had oversight for nine graduate degree programs, including MBA, MSOR, MAcc, MSM-Finance, MSM-OB, Executive DM, and Ph.D., 2011-13
- Departmental Representative, Graduate Curriculum Committee, 2010-14
- WSOM Alumni Advisory Council, Facilitator for Inputs on Strategy, Fall 2012
- Observer, Non-tenured, Appointments & Promotions Committee (elected by non-tenured faculty), 2011-12
- Member, Special Task Force on Branding the WSOM, 2011-12
- Member, MAPS representative, Sustainability Panel, Alumni Weekend, 2011
- Facilitator, 'Pre-tenured' Faculty Networking Group, 2008-09
- Non-tenured representative, Interdepartmental Seminar Series, 2007-08

**Case Western Reserve University, Department-level service**

- Full-time MBA Program Core Faculty for Marketing, 2008-14
- Part-time MBA Program Core Faculty, 2008-14
- Marketing Faculty Recruiting (Tenure-track position), 2007-13
- Marketing Faculty Recruiting (Chaired position), 2007-12
- Marketing Faculty Recruiting (Visiting position), 2011-12
- Marketing and Strategy Club, Faculty Advisor, 2011-12
- Marketing MBA Course Curriculum Redesigns, 2008-09 (FT), 2010-12 (PT)
- Coordinator, MAPS Research Seminar Series, 2008-09

**Florida International University****College of Business & DEPT of Marketing**

- AACSB College of Business Administration Team for Junior Faculty, 2007
- AACSB Team for Sales Management and CRM Track, 2006

**Arizona State University****Department of Marketing**

- MBA Core Course Team, 2000-2004
- MBA Core Course Redesign Team, 2000
- E-learning and E-marketing Team, 2000-2004
- Curriculum Team: Fundamentals, 1999-2001
- Personnel Committee, 1999-2000
- Performance Review Committee, 2000
- Student Services and Curricula Committee, 1999-2000
- Information Technology Management Team, 1999-2000

**SERVICE TO DEGREE PROGRAMS****Doctoral Dissertation Committees**

- 1) Donald St. Clair (Ph.D., Management, CWRU, expected 2018, ongoing), "Motivating B2B Salespeople," (working title). Role: Committee Member with Chair: Kalle Lyytinen.
- 2) Deirdre Dixon (Ph.D., Management, CWRU, 2014), "Staying Alive: A Theory of *In Extremis* Leadership." Role: Committee Member with Chair: Richard J. Boland, Jr.
- 3) Emily Amdurer (Ph.D., Organizational Behavior, CWRU, 2014), "Positive Transformation in the Face of Adversity: The Development of a Measure of Workplace Posttraumatic Growth." Role: Committee Member with Chair: Diane Bergeron.
- 4) Donna Haeger (Ph.D., Management, CWRU, 2014), "The Significance of Influence in Our Current Work Environment: Understanding and Exploring the Shift and Emergent Domains," Committee Member with Chair: Tony Lingham.
- 5) Milagros Pereyra-Rojas (Ph.D., Management, CWRU, 2014), "A Theoretical, Empirical, and Practical Approach to Academic Knowledge Production and Job Satisfaction: The Role of Academic Alignment." Role: Committee Member with Chair: Tony Lingham.
- 6) Ellen Van Oosten (Ph.D., Organizational Behavior, CWRU, 2013), "The Impact of Emotional Intelligence and Executive Coaching on Leader Effectiveness." Role: Committee Member with Chair: Richard E. Boyatzis.

- 7) Stephan M. Liozu (Ph.D., Management, CWRU, 2013), “Designing Sustainable Firm’s Organizational Pricing Systems for Superior Performance.” Role: Committee Member, with Chair: Richard J. Boland, Jr.
- 8) Stuart Strolin, (DM, CWRU, 2009), “Persuasion-Trust Theory and its Implications for B2B Selling.” Role: Advisor.
- 9) Ganesh Kumar (DM, CWRU, 2009), “Unraveling Adaptive Selling: An Empirical Analysis of Underlying Relational Behaviors.” Role: Advisor.
- 10) John Eaton (Ph.D., Marketing, ASU, 2002), “Market Orientation and Performance: A Multi-Stakeholder Study,” Role: Committee Member with Chair: Michael P. Mokwa.
- 11) Gabriel Gonzalez (Ph.D., Marketing, ASU, 2001), “Isolating the Role of Knowledge Acquisition and Use in Managing Customer Relationships.” Role: Committee Member with Chair: Michael D. Hutt.

### **Undergraduate Honors Thesis Committees**

#### **ASU Honors College**

- 1) Director, Michael Beshara (2002), Arizona State University, Honors College.
- 2) Director, Chris Burke (2001), Arizona State University, Honors College
- 3) Third Reader, Nermin Mansour (2001), Arizona State University, Honors College.

### **AFFILIATIONS**

American Marketing Association  
Academy of Marketing Science

West Point Society  
P&G Alumni Network

## CORPORATE AND MILITARY EXPERIENCE

### PROCTER & GAMBLE

1992-1995

#### Operations Manager – Customer Business Development Team (Top 10 Account)

Evaluated as a top performer. Promoted early to a leadership role in a strategic account team centered on long-term relationship building effort with a P&G top 10 account: 3 customer divisions with coverage across 5 US states (GA, AL, TX, LA, and MS); over \$300 million in P&G revenues. Responsibilities included sales, marketing, strategic account management, business development, operations management, and training. Managed nine direct reports. Led Efficient Consumer Response effort: category management, activity-based costing, and continuous replenishment. Served as category captain for buying centers.

#### Account Executive – U.S. Corporate, Special Projects, Sales Technology

Promoted early to liaison role between brand and US sales to improve capabilities and effectiveness of US sales force. Developed information technology solutions to improve US sales force performance (“sales technology”). Benchmarked best practices of high performing teams (e.g. Walmart, Kroger, Target, and other strategic account teams). Contributed to organizational design projects. Led prototyping, testing, and roll-out of proprietary software.

- Redesigned the Operations Manager’s role on P&G’s cross-functional customer teams which led to improved strategic account penetration and better coordination within strategic accounts and with a corporate function (e.g. CBD with supporting functions).
- Developed technology-based sales mastery program and proprietary software evaluation application. Led presentation to the VP of US Sales and achieved full approval for launching a program that provided training and assessment on sales skills.

#### Account Manager / MBA Intern – Paper Products

Built relationships with wholesalers and a major retail chain that represented 15% of grocery sales in the region and sold \$4.5 million in P&G brands. Guided others to improve capabilities with new technologies and selected as a sales trainer to provide instruction in several elements of onboarding new hires in “FastStart” program. Participated in recruitment program to attract, evaluate and select candidates for customer business development positions.

- Drove up to \$100,000 in annual cost savings by performing a cost/benefit analysis of wholesale accounts and distinguishing between profitable/unprofitable customers. Analyzed costs related to sales tactics (sales calls, tele sales, etc.) and aligned unit’s focus on profitable and effective levels of consultative selling and customer service support.
- Boosted paper product sales by 20+% over previous year’s sales through market growth, and improvements in distribution, pricing, shelving and merchandising presence across account’s retail outlets.
- Increased team’s sales success rate by 30% and account penetration by 22%; doubled in-store display presence by developing and employing a sales forecasting model and presentation; model used scanner data to predict store-by-store case sales across P&G’s product mix and was instrumental to the team’s recognition as “best team in the market.”

### PEPSICO, INC. (KFC DIVISION)

1990-1991

#### Area Manager

Evaluated as a top performer. Joined PepsiCo’s restaurant division’s management development program which helped facilitate transitioning military leadership skills to the corporate context before commencing MBA studies. Assumed \$7+ million P&L responsibility for ten restaurants (up to 200 employees). Managed ten unit managers and all aspects of the business, including operations management, staffing, purchasing, and local marketing efforts.

- Increased sales by 15% and profits by 25% within one year and positioned one restaurant as achieving the highest volume in the entire \$5 billion Southeastern Division by creating rewarding team culture linked to area and unit performance.
- Exceeded employee retention targets in the high turnover environment by 45% and boosted customer satisfaction scores on both in-store/mail-in survey responses. Managed remodeling conversion of retail operating units as part of the KFC renaming campaign.
- Developed and implemented performance system linking individual performance to restaurant-level contributions to sales/profits.

### UNITED STATES ARMY - 101ST AIRBORNE DIVISION

1985-1990

#### Captain, Infantry – Brigade Air Operations Officer – Battalion Air Operations Officer Mortar Platoon Leader – Rifle Platoon Leader

Evaluated as a top performer during service in 3d Brigade, 187th Regiment (Rakkasans).

- Developed and led presentations on strategic-level plans during exercises involving thousands of soldiers, hundreds of US Army helicopters, and US Air Force planes. Wrote first ever standard operating procedures for Brigade level Air Assault Operations, which was publicly lauded by GEN Hugh Shelton.
- Deployed 3000+ member task force within 18 hours of notification during training exercises and was prepared as US first strike task force for worldwide military crisis response situations. Managed a \$3 million annual budget and oversaw six direct reports.
- Led 40-person rifle and 27-person mortar platoon including responsibilities for professional and personal welfare.
- Honored with two Army Commendation Medals, two Army Achievement Medals, and an Army Service Ribbon.