

**GARY K. HUNTER, PHD**

Associate Professor of Marketing  
Clemson University  
College of Business  
Department of Marketing  
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**Profile Links:**

<https://www.clemson.edu/business/about/profiles/GARYH>  
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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><br>Associate Professor of Marketing, College of Business                                | <b>Clemson, SC</b>   | <b>2014-present</b> |
| <b>Case Western Reserve University (CWRU)</b><br>Assistant Professor of Marketing, Weatherhead School of Management    | <b>Cleveland, OH</b> | <b>2007-2014</b>    |
| <b>Florida International University (FIU)</b><br>Assistant Professor of Marketing, Chapman Graduate School of Business | <b>Miami, FL</b>     | <b>2004-2007</b>    |
| <b>Arizona State University (ASU)</b><br>Assistant Professor of Marketing, W.P. Carey School of Business               | <b>Tempe, AZ</b>     | <b>1999-2004</b>    |

**HONORS, AWARDS, & HIGHLIGHTED ACHIEVEMENTS**

- 2019 Invited scholar, Thought Leadership on Sales Profession Conference, Stanford Business School.
- 2018 Publons Peer Reviews Award for Top 1% in Business & Economics.
- 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 (over 50 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

**Google Citations:** 635 total, h-index=10; g-index=20; hg index=14.1; i10=11; a/o: 12/01/18  
 Hg-index on par with full professors at top 75 marketing research faculties (Soutar et. al. 2015).  
 Please see [Google Scholar Profile](#) for the most current data and details. For copies of my  
 publications, please see [http://www.hunterstrategicmarketing.com/GKH\\_pubs.html](http://www.hunterstrategicmarketing.com/GKH_pubs.html).

**Peer-reviewed journal articles summary:** 10% sole-author; 70% lead-or equally-contributing  
 lead; 30% supporting author. Nine (9) top 15 marketing journal articles (Steward & Lewis 2010).

### RESEARCH INTERESTS

Sales Technology—including sales-based customer relationship management (CRM) & sales  
 force automation (SFA), 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.

### PUBLICATIONS

#### PEER-REVIEWED JOURNAL PUBLICATIONS

1. St. Clair, Donald P., **Gary K. Hunter**, Philip A. Cola, and Richard J. Boland (forthcoming),  
 “Systems-savvy Selling, Interpersonal Identification with Customers, and the Sales  
 Manager’s Motivational Paradox: A Constructivist Grounded Theory Approach,” *Journal of  
 Personal Selling & Sales Management*, accepted August 26, 2018. Published online on  
 November 2, 2018 at: <https://www.tandfonline.com/eprint/UrPA6YpJyx2bhMpR48p8/full>.
2. **Hunter, Gary K.** and Nikolaos G. 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.
3. **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.
4. 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.
5. 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 & Sales Management*, 31  
 (1), pp. 41-56.  
 - Authors listed alphabetically for **equal** contributions.  
 - Included in *JPSSM*’s 30<sup>th</sup> Anniversary Special Issue.
6. Bradford, Kevin, Steve Brown, Shankar Ganesan, **Gary Hunter**, Vincent Onyemah, Rob  
 Palmatier, Dominique Rouzies, Rosann Spiro, Harish Sujjan, and Barton Weitz (2010), “The  
 Embedded Sales Force: Connecting Buying and Selling Organizations,” *Marketing Letters*,  
 21 (3), pp. 239-253.  
 - Authors listed alphabetically for **equal** contributions.

7. 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 & Sales Management*, 29 (2), pp. 111-124.
  - Lead article.
  - **Winner of the 2010 Marvin A. Jolson Award for Best Contribution to Selling and Sales Management Practice.**
8. **Hunter, Gary K.** and William D. Perreault, Jr. (2007), "Making Sales Technology Effective," *Journal of Marketing*, 71 (1), pp. 16-34.
  - **Winner of 2008 AMA Sales SIG Excellence in Research Award as the year's best sales paper published across all journals.**
  - Identified as one of two papers driving one of the four major knowledge clusters (sales force technology use) in sales research by Schrock, Zhao, Hughes, & Richards (2016).
9. **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), pp. 155-170.
10. **Hunter, Gary K.** and William D. Perreault, Jr. (2006), "Sales Technology Orientation, Information Effectiveness, and Sales Performance," *Journal of Personal Selling & Sales Management*, 26 (2), pp. 95-113.
  - Lead article.
  - **Winner of 2007 James M. Comer Award for Best Contribution to Selling and Sales Management Theory.**

#### BOOK CHAPTER

11. **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

12. **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.

#### CONFERENCE PROCEEDINGS:

##### ABSTRACTS FROM PEER-REVIEWS OF FULL PAPERS IN COMPETITIVE PAPER TRACKS

13. 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 *2017 Summer AMA Conference: Innovation & Sustainability in Marketing*, eds. Kelly L. Haws, Mark B. Houston, and Charles H. Noble, Chicago: American Marketing Association, Vol. 28, pp. N8-N9. Also presented in San Francisco, CA, August 5, 2017 by the lead author.
14. 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 *2016 Summer AMA Conference: Regaining Relevance Doing Research that Reshapes the Practice of Marketing Applications*, eds. Bernard Jaworski and Neil Morgan, Chicago: American Marketing Association, Vol. 27, pp. D23-D24. Also presented in Atlanta, GA, August 7, 2016 by the lead author.

15. Dixon, Deirdre, Richard J. Boland, James Gaskin, Michael R. Weeks, and **Gary K. Hunter** (2014), "In Extremis Leadership: Full Mental Jacket," abstracted in *Academy of Management Annual Meeting Proceedings 2014*, 2014(1). Online: 30 Nov 2017 at <https://doi.org/10.5465/ambpp.2014.11656abstract>. Also presented in Philadelphia, PA, August 5, 2014 by the lead author.
16. Stephan Liozu, Richard J. Boland, Andreas Hinterhuber, **Gary Hunter**, Antoinette Somers (2012), "The Organizational Design for Pricing and its Consequences on Relative Firm Performance," abstracted in *Academy of Management Annual Meeting Proceedings 2012*, 2012(1). Online: 16 Nov 2018 at <https://doi.org/10.5465/AMBPP.2012.10420abstract>. Also presented in Boston, MA, August 6, 2012 by the lead author.
17. Panagopoulos, Nikolaos and **Gary K. Hunter** (2009), "Managing Sales Technology-Related Change Mechanisms: A Commitment and Coping Perspective," abstracted in *2009 AMA Winter Educators' Conference Proceedings: Marketing Theory and Applications*, eds. Kristy Reynolds and J. Chris White, Chicago: American Marketing Association, Vol. 20, pp. 158-159. Also presented in Chicago, IL, February 21, 2009 by lead author.
18. **Hunter, Gary K.** (2007), "Omitted Latent Biasing Factors: Analytical Foundations," abstracted in *2007 Summer AMA Conference Proceedings: Enhancing Knowledge Development in Marketing*, eds. J. Mohr and R. Fisher, Chicago: American Marketing Association, Chicago: American Marketing Association, Vol. 18, pp. 27-28. Also presented in Washington, DC, August 4, 2007.  
- **Winner of Best Paper Award in the Marketing Research** competitive paper track.
19. **Hunter, Gary K.** (2004), "Boundary Blurring Theory and the Strategic Management of Business to Business Relationships," abstracted in *2004 Summer AMA Conference Proceedings: Enhancing Knowledge Development in Marketing*, eds. K. Bernhardt, J.S. Boles, and P.S. Ellen, Chicago: American Marketing Association, Vol. 15, pp. 338-339. Also presented in Boston, MA, August 9, 2004.
20. **Hunter, Gary K.**, William D. Perreault, Jr., and Gary M. Armstrong (1998), "Sales Technology, Selling Smart, and Sales Performance in Business Markets," abstracted in *1998 Summer AMA Conference Proceedings*, eds. R. Goodstein and S. MacKenzie, Chicago: American Marketing Association, pp. 1-2. Also presented in Boston, MA, August 16, 1998.  
- **Winner of Best Paper Award in the Sales Management** competitive paper track.

**NATIONAL PEER-REVIEWED CONFERENCE PRESENTATIONS AND PANEL PARTICIPATION  
(NOT ABSTRACTED)**

1. Bradford, Kevin, Gabriel Gonzalez, **Gary K. Hunter**, Chris Plouffe, "The Salesperson's Role as Internal Coordinator of Resources to Develop Customer Relationships" Special Session panel at the National Conference in Sales Management, San Diego, CA, April 13, 2018.
2. **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 AMA Academic Conference, Chicago, IL, August 15, 2015.

3. **Hunter, Gary K.** and Thomas J. Steenburgh, “Hot Topics for Research in Marketing,” Doctoral Student Special Interest Group, American Marketing Association, Winter AMA Academic Conference, Orlando, FL, February 22, 2014.
4. **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.
5. 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.
6. **Hunter, Gary K.**, “Boundary Blurring in Intra-Organizational Contexts,” Special Session on Intra-organizational Relationships at Winter AMA Academic Conference in Austin, TX, February 17, 2008.
7. **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.
8. **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, Winter AMA Academic Conference, Scottsdale, AZ, February 6, 2004.

#### PRESENTATIONS AT FACULTY MEETINGS & SEMINARS

Visited and presented to faculty assemblies at 20 of the United States’ finest business schools.

1. **Hunter, Gary K.**, “A Review of Selected Research on Sales Technology and Customer Relationship Marketing,” Pepperdine University, Graziadio Business School, June 29, 2018.
2. **Hunter, Gary K.**, “Marketing Department Excellence: Ideas on Strategy, Processes, and Implementation,” Iowa State University, Marketing Department, Ivy College of Business, April 6, 2018.
3. **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.
4. **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.
5. **Hunter, Gary K.**, “Developing and Implementing an Executive Doctorate in Business Administration,” University of Arkansas, Dean’s Faculty Leadership Meeting, invited by Dean Eli Jones, Sam M. Walton College of Business, April 15, 2013.

**Hunter, Gary K.** (presenter) and Nikolaos G. Panagopoulos “Commitment to Technological Change, Sales Force Intelligence Norms, and Sales Performance,”

6. University of Arkansas, Research Seminar Series, Sam M. Walton College of Business, April 15, 2013.
7. West Virginia University, Marketing Faculty/ Ph.D. Seminar Series, October 24, 2013.
8. Clemson University, College of Business, October 28, 2013.

9. **Hunter, Gary K.** (presenter) and Nikolaos G. Panagopoulos “Moderating Norms and the Interactive Effects of Three Components of Commitment in Sales-Based CRM Implementations,” CWRU, Weatherhead School of Management, Marketing & Policy Studies (MAPS) Research Seminar Series, May 11, 2012.
  10. **Hunter, Gary K.**, “An Overview of Multi-level Modeling Theory and Application,” CWRU, Weatherhead School of Management, MAPS Research Seminar Series, July 15, 2011.
  11. **Hunter, Gary K.** (presenter) and Nikolaos G. Panagopoulos “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.
  12. **Hunter, Gary K.** (presenter) and Nikolaos G. Panagopoulos, “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.
  13. **Hunter, Gary K.** (presenter) and Nikolaos G. Panagopoulos, “Managing Sales Technology-Related Change Mechanisms: A Commitment and Coping Perspective,” CWRU, Weatherhead School of Management, MAPS Research Seminar Series, October 3, 2008.
  14. **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.
  15. **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,”
16. Florida International University, College of Business Administration, February 3, 2004.
  17. University of Houston, Marketing Faculty Consortium, November 6, 2002.
  18. University of Arizona, Arizona Marketing Faculty Consortium, March 22, 2002.
  19. Emory University, Goizueta Business School, September 21, 2001.
- Hunter, Gary K.**, “Sales Technology, Relationship-Forging Tasks, and Sales Performance in Business Markets,”
20. University of Minnesota, Carlson School of Management, Oct. 28, 1998.
  21. University of Memphis, Fogelman College of Business, Oct. 22, 1998.
  22. Arizona State University, W.P. Carey School of Business, Oct. 15, 1998.
  23. University of South Carolina, Moore School of Business, Oct 8, 1998.
  24. Louisiana State University, E.J. Ourso College of Business, Sept. 24, 1998.
  25. Case Western Reserve University, Weatherhead School of Management, Sept. 20, 1998.
  26. North Carolina State University, College of Management, Sept. 18, 1998.
  27. University of North Carolina, Kenan-Flagler Business School, Aug. 20, 1998.

**SELECTED WORK IN PROGRESS: WORKING TITLES AND PROJECT STATUS**

**Hunter, Gary K.**, “Measuring Technology Use,” (working title), under 1<sup>st</sup> revision for resubmission to the *Journal of Business Research*.

**Hunter, Gary K.**, Wyatt Schrock, and Sean McGrath, “Sales Technology: A Synthesis,” (working title), developing manuscript for a reject and resubmit to the *Journal of the Academy of Marketing Science*.

**Hunter, Gary K.** and Simon Peck, “Interorganizational Relationships” (working title), manuscript drafted with revisions underway, target: *Organization Science Journal*.

St. Clair, Donald P., **Hunter, Gary K.**, and Kalle Lyytinen, “Systems Selling and Technology: Quantitative Studies,” (working title), two surveys completed, analyses and manuscript development underway, target: *Journal of the Academy of Marketing Science*.

**Hunter, Gary K.** “Bias in Simultaneous Equations,” analytical analyses drafted, developing Monte Carlo simulations, targeted to *Journal of Marketing Research*.

**Hunter, Gary K.** and Nikolaos Panagopoulos, “Customer Centric Sales Cultures” (working title), data collected and analyzed, manuscript in development, target: *Journal of the Academy of Marketing Science*.

**Hunter, Gary K.**, Douglas E. Hughes, Wyatt Schrock, and Stephanie M. Mangus, “Trust and Persuasion” (working title), experimental studies completed, field study awaiting host, target: *Journal of Marketing*.

**Hunter, Gary K.**, Wyatt Schrock, and Yuerong Liu, “Sales Negotiations” (working title), experimental studies completed, data consolidation underway, field study pending, target: *Journal of Marketing*.

## TEACHING

### TEACHING INTERESTS

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

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

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

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

#### Doctoral-level

- 1) \* PhD Structural Equation Modeling (2 sections; CWRU)
- 2) Dissertation committees (11 students: 9 PhD, 2 DM; ASU & CWRU)

#### Masters-level

- 1) \* MBA Marketing (required) (35 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) MBA Sports Business Practicum (1 section; ASU)
- 7) MSOR Marketing Analytics (1 section; CWRU)

#### Undergraduate-level

- 1) Professional Sales (9 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 & Sales Mgt. (1 section; CWRU)

**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 June 2018

	Courses developed	Sections taught	Total students	Average class size	Instructor ratings <sup>1</sup>
<b>Graduate</b>	8	46	1655	36.0	4.06
<b>Undergraduate</b>	5	24	740	30.8	4.42
<b>ALL</b>	13	70	2395	34.2	4.18
<b>MBA Electives Only</b>	5	8	180	22.5	4.55

<sup>1</sup> Instructor ratings are a widely used single item measure of overall effectiveness. Student ratings are shown on a 5-point scale with 5 represents the highest rating and 1 represents the lowest rating; reverse scored at ASU. A similar item was used at all Universities although averages vary across programs, courses, and Universities. At Clemson, average instructor ratings are 4.19 for graduate (8 MBA sections) and 4.46 for undergraduate student evaluations (9 Professional Sales undergraduate sections).



### TEACHING AWARD NOMINATIONS

- 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 **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.
- 2003 Nomination for John W. Teets Outstanding Graduate Teaching Award, W.P. Carey for **MBA** marketing core, Arizona State University.

### SELECTED FACULTY DEVELOPMENT ACTIVITIES

- 2008 Completed “Teaching Negotiation to Senior Executives,” Harvard Program on Negotiations.
- 2001 Completed “Teaching with the Case Method,” Faculty Workshop, Harvard Business School.

### SELECTED EXECUTIVE EDUCATION AND PROFESSIONAL DEVELOPMENT TALKS

- “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.

### TEACHING INNOVATIONS

- 2014-2018 Executed In-class Professional Sales Competitions (‘Pitch Championship’ and Beast of Bargaining’ & Developed YouTube Channel Video Playlists
  - ‘Pitch Championship’ videos: See <https://tinyurl.com/garyhBestofSixPitches>
  - Influence Factors: See <https://tinyurl.com/garyhBestofInfluenceVideos>
  - SPIN Selling Role Play Videos: See <https://tinyurl.com/garyhSPINVideos>
  - Sales Module Introductions: See <https://tinyurl.com/garyhProfSalesIntroVideos>
- 2017-2018 Updated & Refined Graphics (“Fab 50”) Depicting MBA Marketing Frameworks
  - Videos from in-class competitions: See <https://tinyurl.com/garyhFAB50videos>
- 2014-2018 Developed YouTube Channel Playlist for MBA Core Lecture Supplements
  - Flipped classroom lectures: See <https://tinyurl.com/garyhMBACoreMarketing>

**ADVISING AND MENTORING ACTIVITIES  
DOCTORAL DISSERTATION COMMITTEES**

- 1) Donald St. Clair (Ph.D., Management, CWRU, 2018), “Mixed Methods Study of Factors Influencing Business to Business (B2B) Sales Performance: The Role of Design Attitude,” 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**

**Barrett Honors College at Arizona State University**

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

**METHODS ADVISOR (DOCTORATE LEVEL): QUANTITATIVE RESEARCH PROJECTS**

Weatherhead School of Management, Case Western Reserve University, Doctor of Management (DM) and Ph.D. program, about a dozen doctoral students, 2011-2014.

## SERVICE

## EXTERNAL SERVICE TO THE DISCIPLINE

## Reviewing Activities

**Editorial Review Boards**

*Journal of Personal Selling & Sales Management*, 2005 - present  
*Journal of the Academy of Marketing Science*, 2015 – present  
*Journal of Business Research*, 2016-present  
*Journal of Marketing*, 2015 – 2018 (for EIC V. Kumar)

**Journal Reviewing Activity**

Please see Publons profile statics for most current information.

**Publons profile:** <https://publons.com/author/1538234/gary-hunter-phd#profile> )

**Publons Peer Review Award 2018 for Top 1% in Economics and Business**

**Career summary:** Verified reviews (since 2006): **92**; Number of journals supported: **12**

Portion of reviews for journals with impact factor greater than 7: 75.4%

**Top 2%** for total career peer reviews for all academics on Publons

**Most recent academic year:** Total verified reviews for AY 2017-18: **18**

**Reviews (selected and verifiable) for journals ranked by career totals for each journal:**

- *Journal of Marketing*, since 2006: 32 reviews
- *Journal of Personal Selling and Sales Management*, since 2001: 24 reviews
- *Journal of the Academy of Marketing Science*, since 2015: 20 reviews
- *Journal of Business Research*, since 2016: 4 reviews
- *Industrial Marketing Management*, since 2009: 3 reviews
- *Journal of Business & Industrial Marketing*, since 2016: 3 reviews
- *Journal of Service Research*, since 2018: 1 review
- *Journal of Retailing*, since 2015: 1 review
- *Journal of Marketing Research*, since 2013: 1 review
- *Decision Sciences Journal*, since 2013: 1 review
- *Journal of Marketing Theory & Practice*, since 2007: 1 review
- *Management Science*, since 2006: 1 review

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

**Reviewer, AMA Marketing Conference Proceedings**

- Sales & Relationship Marketing/CRM, 2003, 2004, 2005, 2011, 2012, 2013
- Marketing Theory, 2012
- Blue Ribbon Panel to select Best Conference Paper, 2011
- B2B Marketing Track, 2001-02

**Reviewer, Marketing Science Institute Clayton Dissertation Proposal Competition, 2018**

**Textbook Reviews**

*Customer Relationship Management* (2011 for 3<sup>rd</sup> ed. consideration), Buttle.  
*Relationship Selling & Sales Management* (2005), Johnston and Marshall.

**External Reviewer**, Petition for Promotion & Tenure to Associate Professor, 2015

## **National Conference Administration**

### ***Conference Proceedings Edited***

- *AMA Winter Marketing Educators' Conference 2014: Engaging Customers (2014)*, eds. **Gary K. Hunter** and Thomas J. Steenburgh, AMA Educators Proceedings, Volume 25, Chicago: American Marketing Association, 463 pages. The conference was held in Orlando, FL, February 21-23, 2014. ISBN: 978-1-63266-588-1.

### ***Conference Co-Chair***

- 2014 Winter AMA Academic Conference, Orlando, FL (with Thomas J. Steenburgh, Darden, University of Virginia)
  - AMA is widely regarded among the top research conferences in marketing. Conference completed blind peer 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 Winter AMA Academic Conference, Sales & 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 Summer AMA Academic Conference, Sales and Sales Management, Washington, DC (with Artur Baldauf, University of Bern)

### ***Session Chair***

- Sales Management, AMA Academic Conferences: 2006, 2011, 2012, 2015

### **INTERNAL SERVICE: DEPARTMENTS, COLLEGES, UNIVERSITIES**

#### ***Clemson University, University-level service***

- College of Business Rep., University Assessments Committee, 2015-2018

#### ***Clemson University, College-level service***

- MBA Council, 2018-present
- Chapman Leadership Chair Professorship Advisory Committee, 2017-2018 (appointed Professor Mary Anne Raymond)
- Sales Center and Partnership Exploration initiative (with Professor Mullins and Dave Hooker): Initiated relationship-building through developing and presenting a partnership plan to several corporate executives to help raise national recognition of our sales program, 2014-15

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

- Chairperson, Marketing Faculty Search Committee, 2017 (hired 1 Associate and 1 Assistant Professor to tenure-track appointments)
- Tenure, Promotion, and Reappointment (TPR) Committee, 2017-2018
- Major TPR Guidelines Revision via TPR Committee, 2017-18
- Merit-Pay Rubrics Advisory via TPR Committee (tasked through TPR Committee), 2018

- Department Chair Search Committee (Internal candidates only), 2018
- Department Faculty Hiring Procedures Committee, 2016-17
- 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, Weatherhead School of Management, 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***

- MBA Core Faculty, Full-time Marketing Program, 2008-14
- MBA Core Faculty, Part-time MBA Program, 2008-14
- Founding faculty member, Department of Design and Innovation, 2013
- Faculty Recruiting for Marketing Division (Tenure-track positions), 2007-13 (hired 3 assistant professors)
- Faculty Recruiting: Marketing Division (Chaired professorship position), 2007-12
- Recruiting for Marketing Division (Visiting position), 2011-12
- Faculty Advisor, MBA Marketing and Strategy Club 2011-12
- Marketing Representative, Course Curriculum Redesigns of MBA Programs 2008-09 (FT), 2010-12 (PT)
- Coordinator, Marketing and Policy Studies Department (MAPS) Research Seminar Series, 2008-09

***Florida International University, College of Business & Department-level service***

- Chapman Graduate School Faculty, 2005-2007
- AACSB College of Business Administration Team for Junior Faculty, 2007
- AACSB Team for Sales Management and CRM Track, 2006

***Arizona State University, College of Business & Department-level service***

- MBA College Faculty Core Team, Full-time MBA program, 2000-2004
- MBA Core Marketing 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

**INTERNAL RESEARCH DEVELOPMENTAL GRANTS**

- Clemson University  
Summer research grants, 2015-2017 (3 summers at ~ 2/9 base salary)
- Case Western Reserve University  
Summer research grants, 2008-2013, (5 summers at ~ 2/9 base salary)
- Florida International University  
Summer research grants, 2004-2006, (3 summers at ~ 2/9 base salary)
- Arizona State University  
Summer research grants, 2000-2003, (4 summers at ~ 2/9 base salary)

**AFFILIATIONS**

- American Marketing Association
- Academy of Marketing Science
- Harvey Mudd College Parent Leadership Council
- 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.