

February 2013

GARY K. HUNTER

Assistant Professor of Marketing
Dept. of Marketing & Policy Studies
Weatherhead School of Management
Case Western Reserve University

<http://faculty.weatherhead.case.edu/hunter/>

10900 Euclid Avenue, PBL Bldg. Room 224
Cleveland, OH 44106-7235

Phone: +1.216.368.2847 Fax: +1.216.368.4785

Email: gkh5@case.edu

<http://www.linkedin.com/in/garyhunter>

EDUCATION

- Ph.D. University of North Carolina at Chapel Hill, Kenan-Flagler Business School, 1999
- Marketing w/ supporting area in Econometrics & Structural Equation Modeling
 - Dissertation: "Sales Technology, Relationship-Forging Tasks, and Sales Performance in Business Markets," UMI Dissertation Services, 197 pp., Advisor: William D. Perreault, Jr.; full merit-based scholarship.
- M.B.A. University of Tennessee, Knoxville, 1993
- Marketing & Finance; 5th in class, 3.83 GPA; full merit-based scholarship.
- B.S. United States Military Academy, West Point, NY, 1985
- Civil Engineering & Life Sciences;
 - US Congressional appointment (Gore, TN 4th); full merit-based scholarship.

ACADEMIC APPOINTMENTS

Case Western Reserve University (CWRU)	Cleveland, Ohio	2007-present
Assistant Professor of Marketing (tenure-track), Weatherhead School of Management		
Florida International University (FIU)	Miami, Florida	2004-2007
Assistant Professor of Marketing (tenure-track), Chapman Graduate School of Business		
Arizona State University (ASU)	Tempe, Arizona	1999-2004
Assistant Professor of Marketing (tenure-track), W.P. Carey School of Business		

AWARDS AND HIGHLIGHTED ACHIEVEMENTS

- 2014 Conference Co-Chair, American Marketing Association Winter Marketing Educators Conference.
- 2013 AMA Faculty Consortium in Sales: New Horizons, Fort Worth, TX
- 2012 Invited scholar, Thought Leadership Conference on Sales Profession, Harvard Business School.
- 2010 Best paper for contributions to sales management practice, Marvin A. Jolson Award.
- 2010 Invited scholar, Research Symposium, Baylor's Center for Professional Selling, 25th Anniversary.
- 2008 Best paper published in 2007, Excellence in Research Award, AMA Sales SIG.
- 2008 Best paper for contributions to sales theory and methods, James M. Comer Award.
- 2008 Erin Anderson B2B Invitational Research Symposium hosted by Wharton & INSEAD.
- 2007 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.

Please see final page of this CV for a summary of corporate and military experience.

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, Organizational Procurement, Structural Equation and Multilevel Modeling, Survey Research.

TEACHING EXPERIENCE

Doctoral: Casual Analysis of Business Problems II (CWRU)

MBA: Marketing Management MBA Core (CWRU, FIU, ASU), Sales Management (FIU), Business Marketing (CWRU), Brand Management (CWRU), Negotiations (FIU), Sports Business (ASU)

Undergraduate: Marketing Management (CWRU), Personal Selling and Sales Management (CWRU), Sales Management (UNC, FIU), Basic Marketing (FIU), Intermediate Marketing Management for Marketing Majors (ASU)

RESEARCH

REFEREED JOURNAL PUBLICATIONS

Google Citations: 201 (a/o: February 14, 2013; for details, see my [Google Scholar Profile](#))

Alvarez, Cecilia M.O., Peter R. Dickson, and Gary K. Hunter, “The Four Faces of the Hispanic Consumer: An Acculturation-Based Segmentation,” [available online Dec 6, 2012](#), forthcoming, *Journal of Business Research*.

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 representing equivalent contributions.

- JPSSM’s 30th Anniversary Special Issue.

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

- Special issue based on Erin Anderson Invitational B2B Research Symposium.

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](#) of 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 the **best paper** for contributions to sales theory and methods. Second most cited paper in JPSSM since 2006.

BOOK CHAPTER

Hunter, Gary K. (2011), "Sales Technology," *The Oxford Handbook of Strategic Sales and Sales Management*, eds. David Cravens, Ken Le Meunier-FitzHugh, and Nigel Piercy, Oxford University Press, pp. 426-456.

MANUSCRIPTS UNDER OR NEAR JOURNAL REVIEW

Hunter, Gary K. and Nikolaos Panagopoulos, "Managing Salesperson Commitment to Technological Change in Sales-Based CRM Contexts," manuscript completed, under final revisions for submission to the *Journal of Marketing Research*.

Hunter, Gary K., "Tailoring Customer Business Development Activities in Strategic Account Management Contexts," manuscript completed, under final revisions for submission to the *European Journal of Marketing*.

Hunter, Gary K. and Richard A. Gooner, "Boundary Blurring Theory and Strategic Account Management," manuscript completed, under final revisions for submission to the *Journal of Marketing*.

Hunter, Gary K., "A Proposed Specification Test for Potential Measurement and Structural Latent Biasing Factors in Systems of Simultaneous Equations," manuscript drafted with revisions underway, in preparation for submission to *Structural Equation Modeling*.

SELECTED WORK-IN-PROGRESS

Hunter, Gary K. and Nikolaos Panagopoulos, "Customer Centric Selling," manuscript in preparation for submission to the *Journal of Marketing*.

Deitz, Bart and Gary K. Hunter, "Defining Salesperson Performance," grounded theory approach, interviews conducted, targeted to the *Journal of Marketing*.

Liozu, Stephan, Andreas Hinterhuber, Gary K. Hunter "Value Quantification Capabilities in Strategic Account Management Relationships," in conceptualization & instrument development, targeted to Industrial Marketing Management.

PUBLICATIONS IN REFEREED NATIONAL CONFERENCE PROCEEDINGS

Liozu, Stephan (presenter), Richard Boland, Andreas Hinterhuber, Gary Hunter, Antoinette Somers, (2012) "The Organizational Design for Pricing and Its Consequences on Relative Firm Performance" abstracted and presented at 2012 *Academy of Management Annual Meeting*, 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 Winter Educators' Proceedings: Excellence in Marketing Research-Striving for Impact*, eds. Chris White and Kristy Reynolds, Chicago: American Marketing Association, Vol. 20, pp. 158-159.

Hunter, Gary K. (2007), "Omitted Latent Biasing Factors," abstracted in *American Marketing Association Summer Educators' 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.

- **Best paper** in 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 Summer Educators' Proceeding: Enhancing Knowledge Development in Marketing*, eds. K. Bernhardt, J.S. Boles, and P.S. Ellen, Chicago: American Marketing Association, pp. 338-339.

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 Summer Educators' Proceedings: Enhancing Knowledge Development in Marketing*, eds. R. Goodstein and S. MacKenzie, Chicago: American Marketing Association, pp. 1-2.

- **Best paper** in competitive paper track (Selling and Sales Management).

NATIONAL CONFERENCE PRESENTATIONS

Liozu, Stephan (presenter), Richard Boland, Andreas Hinterhuber, Gary Hunter, Antoinette Somers, (2012) "The Organizational Design for Pricing and Its Consequences on Relative Firm Performance," Academy of Management Annual Meeting, Boston, MA, August 6, 2012.

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.

Panagopoulos, Nikolaos (presenter) and Gary K. Hunter, "Managing Sales Technology-Related Change Mechanisms: A Commitment and Coping Perspective," presentation at the American Marketing Association Winter Educators' Conference, Chicago, IL, February 21, 2009.

Hunter, Gary K., "Boundary Blurring Theory and the Management of Intra-organizational Relationships," presentation at Special Session on Strategic Marketing Implications of Organizational Boundary Management, 2008 American Marketing Association Winter Educators' Conference, Austin, TX, February 17, 2008.

Hunter, Gary K., "Omitted Latent Biasing Factors," presentation at American Marketing Association Summer Educators' Conference, Washington, DC, August 4, 2007.

Hunter, Gary K., “Boundary Blurring Theory and the Strategic Management of Business to Business Relationships,” presentation at the American Marketing Association Summer Educators’ Conference, Boston, MA, August 9, 2004.

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.

Hunter, Gary K., William D. Perreault, Jr. and Gary M. Armstrong, “Sales Technology, Selling Smart, and Sales Performance in Business Markets,” presented at American Marketing Association Summer Educators’ Conference, Boston, MA, August 16, 1998.

INVITED TALKS AND FACULTY RESEARCH SEMINAR PRESENTATIONS

Hunter, Gary K., “Commitment and Sales Technology Infusion,” Research Seminar Series, Sam M. Walton College of Business, University of Arkansas, April 19, 2013, planned.

Hunter, Gary K., “Moderating Norms and the Interactive Effects of Three Components of Commitment in Sales-Based CRM Implementations,” CWRU, Weatherhead School of Management, Marketing and Policy Studies Brown Bag Seminar Series, May 11, 2012.

Hunter, Gary K., “An Overview of Multi-level Modeling Theory and Application,” CWRU, Weatherhead School of Management, Marketing and Policy Studies Brown Bag Seminar Series,, July 15, 2011.

Hunter, Gary K. (presenter) and Nikolaos Panagopoulos, “Empirical Insights on the Interactive and Quadratic Effects of Key Dimensions of Customer Centric Selling,” CWRU, Weatherhead School of Management, Marketing and Policy Studies Brown Bag Seminar Series, March 12, 2010.

Hunter, Gary K. (presenter) and Nikolaos Panagopoulos, “The Moderating Effects of Customer-Centric Culture on the Psychological Mechanisms of Change in Sales Technology to Performance Relationships,” presented at Erin Anderson Invitational B2B Research Conference, The Wharton School, Philadelphia, PA, October 18, 2008.

Hunter, Gary K. (presenter) and Nikolaos Panagopoulos, “Managing Sales Technology-Related Change Mechanisms: A Commitment and Coping Perspective,” CWRU, Weatherhead School of Management, Marketing and Policy Studies Brown Bag Seminar Series, October 3, 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., “Boundary Blurring Theory and the Management of Intra-organizational Relationships,” CWRU, Weatherhead School of Management, Marketing and Policy Studies Brown Bag Seminar Series, December 14, 2007.

Hunter, Gary K., “Making Sales Technology Effective and Beyond,” CWRU, Weatherhead School of Management, Marketing and Policy Studies Brown Bag 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.

EXECUTIVE EDUCATION SESSIONS AND PRESENTATIONS

“B2B Marketing,” Toshiba Medical Devices Division, WSOM Executive Education, custom program, Cleveland, OH, May 3, 2013.

“B2B Marketing,” Toshiba Medical Devices Division, WSOM Executive Education, custom program, Cleveland, OH, May 4, 2012.

“Brand/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,” ASU Center for Services Leadership Advisory Board, Scottsdale, AZ, February 22, 2002.

TEACHING

TEACHING AWARDS AND OTHER NOTABLE DEVELOPMENT ACTIVITIES

- 2012** Mplus/SEM Workshop, Curran-Bauer Analytics, Chapel Hill, NC.
- 2012** Nomination for Weatherhead Doctoral Teaching Excellence Award for doctoral course in statistical modeling, Case Western Reserve University.
- 2010 & 2011** Nomination for Weatherhead Teaching Excellence Award for MBA marketing core course, Case Western Reserve University.
- 2011** Multi-level Models Workshop, Curran-Bauer Analytics, Chapel Hill, NC.
- 2008** Nomination for Weatherhead Teaching Excellence Award for MBA marketing elective courses, Case Western Reserve University.
- 2008** Teaching Negotiations to Senior Executives, Harvard Program on Negotiations.
- 2003** Nomination for John W. Teets Outstanding Graduate Teaching Award, W.P. Carey for MBA marketing core course, Arizona State University.
- 2001** Teaching with the Case Method, Faculty Workshop, Harvard Business School.

SUMMARY: COURSES TAUGHT (# SECTIONS; UNIVERSITY)

Doctoral-level (1 section):

- 1) Casual Analysis of Business Problems II , SEM Modeling (1 section; **CWRU**)

MBA-level (32 sections):

- 1) Marketing Management Core (24 sections; **CWRU**, FIU & ASU)
- 2) Business Marketing (1 section; **CWRU**)
- 3) Brand & Product Management (1 section; **CWRU**)
- 4) Sales Management (4 sections; FIU)
- 5) Negotiation (1 section; FIU)
- 6) Sports Business Practicum (1 section; ASU)

Undergraduate-level (15 sections):

- 1) Introduction to Marketing (3 sections; **CWRU**; FIU)
- 2) Personal Selling and Sales Management (1 section; **CWRU**)
- 3) Intermediate Marketing Management (6 sections; ASU)
- 4) Sales Management (5 sections; FIU; UNC)

SUMMARY OF STUDENT TEACHING EVALUATIONS: UNC, ASU, FIU, AND CWRU (A/O: 01/13)

	Number of sections	Average enrollment	Instructor Ratings ¹	Course ratings ¹
MBA and EMBA courses	32	35	4.09	4.09
Undergraduate courses	15	33	4.40	4.25
PhD/DM course	1	19	4.00	4.17
¹ Student ratings are shown as 5-piont scale; 5 represents highest rating while 1 represents the lowest rating; reverse scored where appropriate for consistency across university appointments.				

DOCTORAL-LEVEL**Completed Dissertations**

- 1) Stephan M. Liozu, "Designing Sustainable Firm's Organizational Pricing Systems for Superior Performance," (PhD, Management, CWRU, 2013, completed), Committee Member, Chair: Dick Boland.
- 2) Stuart Strolin, (DM, CWRU, 2009) "Persuasion-Trust Theory and its Implications for B2B Selling," Subject Area Advisor.
- 3) Ganesh Kumar, (DM, CWRU, 2009) "Unraveling Adaptive Selling: An Empirical Analysis of Underlying Relational Behaviors," Subject Area Advisor.
- 4) John Eaton, (PhD, Marketing, ASU, 2002) "Market Orientation and Performance: A Multi-stakeholder Study," Committee Member, Chair: Michael Mokwa.
- 5) Gabriel Gonzalez, (PhD, Marketing, ASU, 2001) "Isolating the Role of Knowledge Acquisition and Use in Managing Customer Relationships," Committee Member, Chair: Michael Hutt.

Dissertations In-Progress

- 1) Ellen Van Oosten, "Effectiveness in Executive Coaching," (PhD, Organizational Behavior, CWRU, 2013, expected), Committee Member, Chair: Richard Boyatzis.
- 2) Emily Amdurer, "The Effects of Workplace Stress on Productivity," (PhD, Organizational Behavior, CWRU, 2013, expected), Committee Member, Chair: Diane Bergeron.
- 3) Donna Haeger, "Work-Life Fusion: A Paradigm Shift in Understanding Work and Life Management," CWRU, 2014, expected), Committee Member, Chair: Tony Lingham.
- 4) Heather Grooms, "Sensemaking among Physicians and Hospital Administrators Regarding Cost and Quality," (PhD, Management, CWRU, 2014, expected), Committee Member, Chair: Dick Boland.
- 5) Pereyra-Rojas, Milagros, "An Empirical Study of Academic Factors that Impact Scholars' Productivity and Well-Being," (PhD, Management, CWRU, 2014, expected), Committee Member, Chair: Tony Lingham.

Doctor of Management**Methods Advisor****CWRU Class of 2013, expected**

Eric Lutzo, Joe Thornton, Yun Mei Wang

CWRU Class of 2014, expected

Karen Stock, Christina Barss, Victoria Woo

Undergraduate Honors students' theses committees

- 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.

SERVICE

SERVICE TO THE DISCIPLINE

Conference Administration

Conference Co-Chair

- 2014 American Marketing Association (AMA) Winter Marketing Educators' Conference, Orlando, FL (with Thomas J. Steenburgh).

Track Chair

- 2009 American Marketing Association (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 American Marketing Association (AMA) Summer Marketing Educators' Conference, Sales and Sales Management, Washington, DC (with Artur Baldauf).

Session Chair

- Sales Management, American Marketing Association (AMA) Summer Marketing Educators' Conference, 2006, 2011, 2012

Reviewing Activities

Editorial Review Board

Journal of Personal Selling and Sales Management, 2006 - present.

Journal Reviewer

Journal of Personal Selling and Sales Management

- Reviewer, 2001-present
- Reviewer, Special Issues:
 - International Sales, 2009
 - Sales Strategy, 2000
- Best Reviewer Award, 2004

Ad hoc Reviewing for Journals, among others

- *Journal of Marketing*, 2006-present
- *Decision Science Journal*, 2013-present
- *Management Science*, 2006-2008
- *Industrial Marketing Management*, 2010

Reviewer, AMA Marketing Educators' Proceedings

- Sales and Customer Relationship Management, 2013
- Marketing Theory, 2012
- Blue Ribbon Panel, Best Conference Paper, 2011
- Sales and Relationship Marketing Track, 2011-12
- Relationship Marketing and Inter-organizational Relationships Track, 2003-2005
- B2B Marketing Track, 2001-2002
- Strategy Track, 1999-2000

Textbook Reviews

- Customer Relationship Management (2011 for 3rd ed. consideration), Buttle.
- Relationship Selling & Sales Management (2005), Johnston and Marshall.

SERVICE TO DEPARTMENTS AND SCHOOLS/COLLEGES**Case Western Reserve University****Weatherhead School of Management**

- Co-Chair, Curriculum Committee (elected by Faculty Council), 2011-present
- 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 rep, Interdepartmental Seminar Series (MAPS, OB, IS), 2007-08

Department of Marketing and Policy Studies (MAPS)

- Full-time MBA Core Faculty, 2008-present
- Part-time MBA Program Core Faculty, 2008-present
- Marketing Faculty Recruiting (Tenure-track position), 2007-2012
- Marketing Faculty Recruiting (Chaired position), 2007-2012
- Marketing Faculty Recruiting (Visiting position), 2011-12
- Marketing and Strategy Club, Faculty Advisor, 2011-2012
- Marketing Division's MBA Course Curriculum Redesign, 2009 (FT), 2011 (PT)
- Coordinator, MAPS Brown-Bag Faculty Research Seminar, 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

AFFILIATIONS

American Marketing Association
Academy of Marketing Science

West Point Society
P&G Alumni Network

February 2013

EXECUTIVE MANAGEMENT AND LEADERSHIP EXPERIENCE

PROCTER & GAMBLE

1992-1995

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

Evaluated as top performer. Promoted early to a 2nd-in-team command, front-line relationship building role with one of P&G's top 10 accounts: 3 customer divisions across 5 states (GA, AL, TX, LA, and MS) generating over \$300 million in P&G brands. Responsibilities included sales, marketing, strategic account management, business development, training, and operations management. Managed 9 direct reports. Led Efficient Consumer Response effort: category management, activity-based costing, and continuous replenishment. Served as category captain.

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

Promoted 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. Wal-Mart, 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 sales account team coordination with other 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 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 relative to sales tactics (sales calls, telesales, etc.) and aligned unit's focus on profitable and effective levels of consultative selling and/or customer service support.
- Boosted paper product sales 20+% over previous year's sales through contributions in market growth, and improvements in distribution, pricing, shelving and merchandising presence across account's retail outlets.
- Increased team's sales success rate 30% and account penetration 22%, and doubled in-store display presence with the development of a sales forecasting model / sales presentation – model used scanner data to predict store-by-store case sales across P&G's product mix and was instrumental in the team's recognition as "best team in the market."

PEPSICO, INC. (KFC DIVISION)

1990-1991

Area Manager

Evaluated as top performer. Joined PepsiCo's restaurant division's management development program which helped facilitate transitioning military leadership skills to corporate context prior to commencing MBA studies. Assumed \$7+ million P&L responsibility for 10 restaurants (up to 200 employees). Managed ten unit managers and all aspects of the business, including operations management, staffing, purchasing, and local marketing efforts.

- Ignited sales 15% and profits 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 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/restaurant 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 top performer during service in 3d Bde, 187th Regiment (Rakkasaans). 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 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 6 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.