

Research Interests and Publications

Research Interests

My research revolves around the central concept of effective management of customer relationships. Most recent research has revolved around the retail-supplier cooperation and supply chain coordination required for reducing retail out-of-stocks. Other recent interests include customers as marketing co-producers, the role of identification in company-customer relationships, and value creation through interactions *between* customers. Specialty areas are: 1) management of membership relationships, 2) category management/retailer-manufacturer relationships, and 3) retail out-of-stocks reduction.

Related to the above, other areas in interest include sales management and team-selling topics including sales team effectiveness, value of outsourcing of the sales force, and national/global/key-account management issues that examine the strategic nature of relationship building and management.

Refereed / Peer Reviewed Publications

Gruen, Thomas W., Talai Osmonbekov, and Andrew Czaplewski (2007 forthcoming), "Customer-to-Customer Exchange: Its MOA Antecedents and Its Impact on Value Creation and Loyalty," *Journal of the Academy of Marketing Science* (accepted October 2006).

Gruen, Thomas W., Talai Osmonbekov, and Andrew Czaplewski (2006) "eWOM: The Impact of Customer-to-Customer Online Know-How Exchange on Customer Value and Loyalty," *Journal of Business Research*, 59, 449-456.

Ahearne, Michael, C.B. Bhattacharya, and Thomas W. Gruen (2005), "Expanding the Role of Relationship Marketing: Antecedents and Consequences of Customer-Company Identification," *Journal of Applied Psychology*, 90 (3, May) 574-585.

Gruen, Thomas W., Talai Osmonbekov, and Andrew Czaplewski (2005), "How e-communities extend the concept of exchange in marketing: An application of the motivation, opportunity, ability (MOA) theory," *Marketing Theory*, 5 (1), 33-49.

Corsten, Daniel and Thomas W. Gruen (2004), "Stock-Outs Cause Walkouts," *Harvard Business Review*, May, 26-28

Dupre, Kyle and Thomas W. Gruen (2004), "The Use of Category Management Practices to Obtain a Sustainable Competitive Advantage in the Fast-Moving-Consumer-Goods Channel," *Journal of Business and Industrial Marketing*, 19(7), 444-459.

Czaplewski, Andrew and Thomas W. Gruen (2004), "A Theoretical and Empirical Exploration of Identification with Virtual Product Communities," *International Journal of Internet Marketing and Advertising*, 1(2), 155-173.

Corsten, Daniel and Thomas W. Gruen (2003), "Desperately Seeking Shelf Availability: An Examination of the Extent, Causes, and Efforts to Reduce Retail Out-of-Stocks," *International Journal of Retail and Distribution Management*, November/December.
*Selected for Emerald Literati Club Award for Excellence 2004.

Gruen, Thomas W. and Daniel Corsten (2003), "Retail Out-of-Stocks Under Scrutiny," *Executive Outlook*, 3 (2), 8-19.

Gruen, Thomas W. and Daniel Corsten (2002), "Rising to the Challenge of Out-Of-Stocks," *ECR Journal, The International Commerce Review*, 2 (2), Fall, 45-58. *Reprinted in full in 3rd International ECR Research Symposium handbook, September 2003, pp. 35-41.

Gruen, Thomas W. (2002), "The Evolution of Category Management," *ECR Journal, The International Commerce Review*, 2 (1), Spring, 16-25.

Gruen, Thomas W. and Reshma Shah (2000), "Determinants and Outcomes of Plan and Objectivity and Implementation in Category Management Relationships," *Journal of Retailing*, 76 (4), 483-510.

Gruen, Thomas W., John Summers, and Frank Acito (July 2000), "Relationship Marketing Activities, Commitment, and Membership Behaviors in Professional Associations," *Journal of Marketing*, 64(3), 34-49.

Ahearne, Michael, Thomas Gruen, and M. Kim Saxton (2000), "When the Product Is Complex, Does the Advertisement's Conclusion Matter?" *Journal of Business Research* (48), 55-62.

Ahearne, Michael, Thomas Gruen, and Cheryl Jarvis (1999), "If Looks Could Sell: Moderation and Mediation of the Attractiveness Effect on Salesperson Performance," December, *International Journal of Research in Marketing* (16), 269-284.

Gruen, Thomas W. (October 1998), "Category Management: The New Science of Retailing," in *Financial Times: Mastering Marketing Series*, Financial Times.

Gruen, Thomas W. (1997), "Relationship Marketing: The Route to Marketing Efficiency and Effectiveness," *Business Horizons*, November-December 1997, Vol. 40:6, 32-38.

Gruen, Thomas W. (1995), "The Outcome Set of Relationship Marketing in Consumer Markets," *International Business Review*, 4 (December), 4, 447-469.

Gruen, Thomas W. (1995), "Salesperson and Sales Force Financial Compensation: A Review of Existing Literature and Recommendations for Further Research," in Weilbaker and Longfellow (eds.): *Professional Sales and Sales Management Practices Leading Toward the 21st Century*. Illinois State University: National Conference in Sales Management, 50-57.

Gruen, Thomas W. (1994), "Exploring Consumer Behavior with Respect to Memberships," in Joseph A. Cote and Siew Meng Leong (eds.): *Asia-Pacific Advances in Consumer Research*, Vol. 1. West Hartford, Connecticut: Association for Consumer Research.

Gruen, Thomas W. and Jeffery Ferguson (1994), "Using Membership as a Marketing Tool: Issues and Applications," in Jagdish Sheth and Atul Parvatiyar: *Relationship Marketing: Theory, Applications, and Practice*. Atlanta: Emory University Center for Relationship Marketing. *Winner of Best Student Paper Award, 1994 Research Conference on Relationship Marketing.

Invited Articles, Books, Book Chapters, and Published Research Reports

Gruen, Thomas W. and Daniel Corsten (2007), *A Comprehensive Guide to Retail Out-of-Stock Reduction in the Fast-Moving Consumer Goods Industry*, Grocery Manufacturers of America, Washington, DC, ISBN: 978-3-905613-04-9.

Parvatiyar, Atul, Naveen Donthu, Thomas Gruen, Vijay Kasl, and Brad Kesel (2007). *Outsourcing is In! How CPG Companies Enhance Performance, Reduce Cost, and Increase ROI through*

Outsourcing Sales and Marketing. ASMC Foundation, Washington D.C., ISBN: 0-9774178-5-9.

Parvatiyar, Atul, Naveen Donthu, Thomas Gruen, Vijay Kasl, and Brad Kesel (2006). *The Value of Outsourcing Sales and Marketing: A Study of the Prevalence and Use of Sales and Marketing Agencies by Consumer Packaged Goods Companies*. ASMC Foundation, Washington D.C., ISBN: 0-9774178-3-2.

Gruen, Thomas W. and Daniel Corsten (2006), "Improve OOS Methods at the Shelf," *ERI Journal*, 2 (3), May/June 42-43; reprinted in *Retail Technology Quarterly*, July 2006, 35a.

Corsten, Daniel and Thomas W. Gruen (2006), "Wal-Mart: Living Up to Expectations, an Interview with Lee Scott," *ECR Journal/International Commerce Review*, Spring 6(1), 8-18.

Parvatiyar, Atul, Naveen Donthu, Thomas Gruen, Fred Jacobs, and Brad Kesel (2005). *Best Practices in Post-Audit Recovery: An Examination of Prevalent Post-Audit Practices in the Retail Industry*. Atlanta, GA: iCRM/CBIM, ISBN: 0-9774178-0-8.

Gruen, Thomas W. (2005), "Integrated Marketing Communications and the Emerging Role of the Web Site," in *Marketing Communication: Emerging Trends and Developments*, Allan Kimmel, editor, Oxford University Press, 175-192.

Gruen, Thomas W. (2005), "Relationship Marketing: Reflections and Learnings from the Past Decade." in *Revue Francaise du Marketing*, 202-2/5(May), 71-82.

Corsten, Daniel and Thomas W. Gruen (2005), "On Shelf Availability: An Examination of the Extent, the Causes, and the Efforts to Address Retail Out-of-Stocks," in *Consumer Driven Electronic Transformation: Applying New Technologies to Enthuse Consumers and Transform the Supply Chain*, Doukidis, Georgios J.; Vrechopoulos, Adam P. (Eds.), Springer Press.

Corsten, Daniel and Thomas W. Gruen (2003), "Out-of-Stocks: Unraveling the Gordian Knot," *Elsevier Food International* 6 (3), September, pp. 40-45.

Gruen, Thomas W., Daniel Corsten and Sundar Bharadwaj (2002). *Retail Out of Stocks: A Worldwide Examination of Causes, Rates, and Consumer Responses*. Washington, D.C.: Grocery Manufacturers of America. This comprehensive report examines 661 retail outlets and 71,000 consumers across 29 countries worldwide. Study was funded by a grant from the Procter & Gamble Corporation.

Gruen, Thomas W. (2000), "Membership Customers and Relationship Marketing," in Jagdish Sheth and Atul Parvatiyar: *Handbook of Relationship Marketing*, Sage Publications.

Research Under Review / Working Papers / Research in Progress

"The Opportunity/Substitution/Transaction Cost Theory of Shopper Responses to Retail Out-of-Stocks: Extending the Model to Determine SKU Rationalization for Category Management and Demand-Based Planograms," with Daniel Corsten and Carol Finnegan. Based on our recent out-of-stocks study, this topic will be explored in a series of three papers, conceptual, empirical, and applied business. Conceptual paper completed in 2007 with others completed in 2008.

"The Value of Outsourcing Sales and Marketing," with Atul Parvatiyar and Naveen Donthu. Current Status: Industry research and study completed and published, August 2007. Academic

paper currently under preparation. Presented at 2007 Summer AMA Educators Conference. This research is being funded by a grant from the Grocery Manufacturers of America.

“Managing the Relationship’s Bitter Details: A Study of Retailer and Supplier Post-Audit Best Practices,” with Naveen Donthu and Atul Parvatiyar. Initial manuscript presented at 2005 AMA Summer Educators Conference. Full manuscript under preparation.

Research Presentations and/or Published Abstracts in Conference Proceedings

Outsourcing is In! How CPG Companies Enhance Performance, Reduce Cost, and increase ROI through Outsourcing sales and Marketing. Presentation to Grocery Manufacturers of America, Marketing, Sales, and Merchandising Conference, Colorado Springs Colorado, October 2, 2007

Ruptura no Varejo: Encontrando uma solucao (Retail Out-of-Stocks: Finding a Solution). Presented at 41st ABRAS convention, Sao Paulo, Brazil, September 27, 2007.

The Value of Outsourcing the Sales and Marketing Function, Presented at AMA Summer Educator’s Conference, Washington, DC, August 4, 2007.

Retail Out-of-Stocks: A World-Wide Examination of Extent, Causes, and Responses (and some solutions). Presentation to the Retail Technologies for Latin America conference, Mexico City, Mexico, May 24, 2007.

Solving the Out-of-Stock Dilemma: A Global Perspective. Presentation at Food Marketing Institute, Chicago, May 6, 2007.

Solutions to Prevent Out-of-Stocks. Presentation to G.O.L.D. Users Association Meeting, Nice, France, March 8, 2007.

5 Key Issues of Out-of-Stocks Research and Practice: Making Out-of-Stocks a Priority for the FMCG Industry, ECR Academic Symposium, Stockholm, Sweden, September 15, 2006.

The Value of Outsourcing Sales and Marketing. Presented at AMA Summer Educator’s Conference, Chicago, August 6, 2006.

Out-of-Stocks Research: Improving Methods at the Self. Presented at National Association of Chain Drug Stores Marketplace, San Diego, June 27, 2006.

Increase On-shelf Availability by Reducing Out-of-Stocks. Presented at Retail Systems / VICS Collaborative Commerce 2005 Conference, Chicago, May 24, 2006.

Bicycling Between Two Elephants: The Strategic and Tenuous Role of Customer Business Development Teams in the FM-CPG Industry, AMA Winter Educators Conference, February 18, 2006, St. Petersburg, FL.

Outsourcing Sales and Marketing: Understanding the Extent and Determining the Value to Suppliers and Retailers, Grocery Manufacturers of America, October 2005, Colorado Springs, CO

Managing The Relationship’s Bitter Details: A Study Of Retailer And Supplier Post-Audit Best Practice. Presented at AMA Summer Educators Conference, San Francisco, August 1, 2005.

- Increase On-shelf Availability by Reducing Out-of-Stocks.* Presented at Retail Systems / VICS Collaborative Commerce 2005 Conference, Chicago, May 26, 2005; also presented at National Association of Chain Drug Stores, Northbrook, Illinois, June 15, 2005.
- Understanding Retail Out-of-Stocks: Direction for improving On-Shelf-Availability.* Video Conference presentation to Nordic Retail College of Stockholm University, Colorado Springs, Colorado and Stockholm, Sweden, December 22, 2004.
- A Summary of Post-Audit Best Practices in Grocery and Drug Retailing.* Presentation to Retail Summit and Post-Audit Best Practices 2nd Annual Forum, Phoenix, AZ, December 8, 2004.
- Out-of-Stock Attenuation: Linking the Root Causes of Retail Out-of-Stocks to Sustainable Solutions That Increase On-Shelf Availability of Fast-Moving Consumer Goods.* Presentation to Global Commerce Initiative Fall Executive Committee Meeting, Boston, MA, October 13, 2004
- The Value of Outsourcing Sales and Marketing Functions.* Presentation to Grocery Manufacturers of America, Broadmoor Hotel, Colorado Springs, CO, September 20, 2004, with Atul Parvatiyar, President iCRM.
- A Framework for Improving On-Shelf Availability.* Presentation to the 4th International ECR Research Symposium, IULM Milan, Italy, September 17, 2004.
- Framing the Issue: "The Size of the Prize," A Worldwide Review of Retail Out-of-Stocks.* Presentation to Voluntary Industry Commerce Standards (VICS) retail out-of-stocks committee, Dallas, TX, August 31, 2004.
- The Impact of Organizational Identification and Commitment on Firm and Relationship Outcomes.* Presented at the 2004 AMA Summer Educators Conference, Boston, August 2004.
- Retail Out of Stocks: An Examination of Causes and Consumer Responses.* Presentation to the Food Marketing Institute Annual Convention, Chicago, Ill, May 2, 2004
- Finding Solutions to the Challenges of Out of Stocks,* Presented at Logicon Conference, Amsterdam, Netherlands, February 23, 2004.
- Rising to the Challenge of Out of Stocks.* Presented at the Worldwide Retail Exchange "We Collaborate Americas" Conference, Washington D.C., January 19, 2004.
- Retail Out-of-Stocks: A World-Wide Examination of Extent, Causes, and Responses.* Presented at the 2003 American Marketing Association Faculty Consortium on Supply and Value Chain Management, Ft. Worth, Texas, November 2003
- Beyond CPFR: Rising to the Challenge of Out-of-Stocks.* Presented at the 3rd International ECR Research Symposium, Athens, Greece, September, 2003
- Antecedents and Consequences of Customer-Company Identification: Expanding the Role of Relationship Marketing.* Presented at the 2003 AMA Summer Educators Conference, Chicago, August 2003
- Rise to the Challenge of Out of Stocks.* Closing keynote address at Retail Systems / VICS Collaborative Commerce 2003 Conference, Chicago, June 2003.

Retail Out of Stocks: A Worldwide Examination of Causes, Rates, and Consumer Responses. Presented at 9th Recent Advances European Institute of Retailing and Services Studies, Heidelberg, Germany, August 2002.

An Update and Overview of the ECR Global Scorecard. Presented at 6th Research Conference on Relationship Marketing and CRM, Georgia State University/AMA/ICRM, June 2002.

Retail Out of Stocks and Retailer-Manufacturer Relationship Practices. Presented at 6th Research Conference on Relationship Marketing and CRM, Georgia State University/AMA/ICRM, June 2002.

Where does the Responsibility for Retention Rest? Modeling the Effects of Individual and Group Level Factors on Customer Retention using Bayesian Reversible Jump MCMC Methods, with Mike Ahearne and John Liechty. Academy of Marketing Science Annual Conference, May 2002. Winner of the William R. Darden Award for Best Research Methodology Paper.

Getting Your Customers to Dance: The Creation, Management, and Outcomes of Customer Interdependence, with Talai Osmonbekov. Presented at 2001 AMA Summer Educators Conference. Winner of best in track award.

The ECR Global Scorecard. Presented at Relationship Marketing Conference, Emory University, October 2000.

Organizational Responses to Account Management: Developing a Model of the Effectiveness of Customer Business Development Teams, with Sundar Bharadwaj. Presented at AMA Faculty Consortium, Evanston, IL, August 2000.

Global Account Management Effectiveness, with Atul Parvatiyar. Presented at Academy of Marketing Science Conference in Malta, June 1999.

The Retailer-Supplier Tug-of-War in Category Management Relationships, with Reshma Shah. Presented at 1999 Annual CBIM/ISBM conference, January, 1999.

Team Selling: Current Issues and Lessons Learned from Branded Goods Companies. Presented in for special session on team selling for AMA Summer Educators conference, August 1998.

Objectivity and Bias in Category Management, with Reshma Shah. Competitive paper, 1998 Conference in Relationship Marketing, Emory University, June 1998.

Whose Side Are You On? The Role of the Salesperson as Category Captain, with Reshma Shah. Academy of Marketing Science Annual Conference, May 1998.

If Looks Could Sell: An Empirical Examination of the Effects of Salesperson Attractiveness on Customer Buying Behaviors, with Michael Ahearne and Cheryl Burke Jarvis. Winter American Marketing Association Educators Conference, February 1998.

Enhancing Membership Commitment Through Relationship Marketing, with Jill Marie Eckl, National Association of Life Underwriters, December 1996, 14th Annual ASAE Management Conference, sponsored by American Society of Association Executives, Washington, DC.

Memberships: Relationship Builders or Transactions Marketing Tool?, with Jeffery Ferguson, June 1996, Third Relationship Marketing Research Conference, Emory University.

Salesperson and Sales Force Financial Compensation, April 1995, National Conference in Sales Management, Atlanta, Georgia.

Relationship Marketing and Consumer Markets, March 1995, 25th Annual Albert Haring Symposium, Indiana University, Bloomington, Indiana.

Doing the Right Things: A Guide to Evaluating Your Association's Benefit Mix, 1994, 12th Annual American Society of Association Executives Management Conference, Washington, DC.