

Vita of Thomas W. Gruen

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Academic Employment

College of Business and Administration, University of Colorado at Colorado Springs

Professor of Marketing, effective August 2007 (with tenure)

Associate Professor of Marketing, August 2004-July 2007. (with tenure)

Assistant Professor of Marketing, August 2001-July 2004.

Goizueta Business School, Emory University

Assistant Professor of Marketing. August 1996-August 2001. Tenure track faculty position.

Education

Ph.D. in Business, Indiana University, Bloomington, Indiana, 1997

Major Area: Managerial Marketing

Minor Area: Management/Organizational Behavior (includes both strategic management and organizational behavior research methods and theory)

Dissertation: *Relationship Marketing and Membership Commitment among Professional Association Members*. A managerially oriented field study completed in April 1997; honored as the winner of the 1998 Academy of Marketing Science Dissertation Award; published in *Journal of Marketing* in 2000. *Dissertation Chair*: John O. Summers, Professor of Marketing.

MS in Business with Marketing Major, Indiana University, Bloomington, Indiana, 1995

MBA with Marketing Major, Indiana University, Bloomington, Indiana, 1980

BA with Political Science Major, Gordon College, Wenham, Massachusetts, 1977

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.

Research Interests and Publications (continued)

Refereed / Peer Reviewed Publications

- Gruen, Thomas W., Talai Osmonbekov, and Andrew Czaplewski (2007), "Customer-to-Customer Exchange: Its MOA Antecedents and Its Impact on Value Creation and Loyalty," *Journal of the Academy of Marketing Science*, 35 (4, December), 537-549.
- 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.

Research Interests and Publications (continued)

Refereed / Peer Reviewed Publications (continued)

- 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 (2008), *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.

Research Interests and Publications (continued)

Invited Articles, Books, Book Chapters, and Published Research Reports (continued)

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," full manuscript under preparation.

"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 Interests and Publications (continued)

Research Presentations and/or Published Abstracts in Conference Proceedings

- Retail Out-of-Stock Reduction: Measurement, Root Causes, and Solutions*, GS1-Columbia Bogota, Columbia, February 20, 2008 (upcoming).
- Fresh Item Out-of-Stocks: Finding a Solution*. Presentation to ADC ReFresh 2008 Fresh Item Management Conference, St. Petersburg, Florida, January 29, 2008.
- Retail Out-Of-Stocks: Finding a Solution*. Presentation to SILF *Stora Logistikdagen* Conference, Stockholm, Sweden, October 25, 2007.
- 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

Research Interests and Publications (continued)

Conference Presentations and/or Published Abstracts (continued)

- 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

Research Interests and Publications (continued)

Conference Presentations and/or Published Abstracts (continued)

- 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.

Teaching Interests and Experience

Teaching Interests

- Primary teaching interests are in marketing strategy, marketing management (MBA core), e-commerce, retailing, marketing research, and customer relationship management.
- Secondary interests include B2B/channels/supply chain management, sales/major account management, and customer business development.
- Proficient in teaching services marketing and customer behavior.
- Teaching experience and interest spans undergraduate, MBA, distance MBA, and executive levels.

Teaching Experience

MBA, Distance MBA, and Undergraduate Courses at University of Colorado at Colorado Springs

- *e-commerce* (fall 2001-fall 2006). MBA course. Cases and a team-based applied project provide the focus for this course that examines principles for profitable e-commerce ventures and business models.
- *e-commerce* (fall 2002-fall 2006). Undergraduate course.
- *Marketing Strategy* (fall 2001, summer 2003, spring 2002-2005). Serves as the MBA core marketing course at UCCS.
- *(Distance) Marketing Strategy* (summer and fall 2002-2007). Developed and implemented case- and simulation-based on-line course that serves as the core marketing course for the Distance MBA program at UCCS.
- *Marketing Strategy and Policies* (each semester from 2002- 2008, scheduled spring 2008). Upper-level undergraduate course features case studies, marketing decision analysis and a comprehensive marketing planning project.
- *Retail Management* (summer 2006-2007, spring 2008). Upper-level undergraduate course covers all aspects of retailing.

MBA and Undergraduate Courses at Goizueta Business School, Emory University

- *Marketing Research* (spring 1999-2001). Undergraduate course.
- *Marketing Research* (spring 1999-2001). MBA course.
- *Customer Relationship Management / Foundations of Relationship Marketing* (spring 1997, 1999, 2001). Trade books, readings, category management project, and cases are utilized in this MBA course that examines the creation and management of profitable customer relationships.
- *Services Marketing* (fall 1997). Case and readings based undergraduate course.
- *Customer Business Development* (fall 1997-2000). Part of a three-faculty member team for an innovative course integrating MBA student internships with partner companies (Procter & Gamble, Coca-Cola, IBM, and Chubb Insurance), and features a series of interactive seminars with students, executives, and faculty.
- *Customer Behavior* (fall 1996 and 1997). Case-oriented MBA course combines consumer behavior and organizational buying behavior topics.
- *Customer Behavior* (spring 1997, fall 1996 and 1997). Undergraduate course combines consumer behavior and organizational buying behavior topics.

Teaching Interests and Experience (continued)

Other Graduate and Undergraduate Teaching Experience

- *Customer Relationship Management*, visiting professor at ESCP-EAP, Paris, France (fall 2000-2006).
- *e-commerce*, at ESCP-EAP, Paris, France (fall 2003-2006).
- *Sales Management* at Indiana University, Bloomington (1993-1995).
- *Consumer Behavior* at Indiana University, Bloomington (summer 1993).
- *Marketing Management* at Indiana University, Bloomington (fall 1992; spring 1995).

Executive Teaching

- *Marketing for Credit Union Executives*, Western CUNA Management School, Rancho Cucamonga, CA, July 2007
- *Marketing Strategy*, T. Rowe Price, Colorado Springs, Colorado. Condensed MBA Core course taught on-site, with University of Colorado, 2005
- *Understanding and Leading Collaboration*, ECR-Europe Progressive Management Program with University of St. Gallen, Switzerland, 2004.
- *e-livery: Customer Service and e-tailing*, sessions for Office of Executive Programs, Goizueta Business School, Emory University, 2000, 2001.
- *Customer-to-Customer Interaction: Building and Managing e-communities*, sessions for Office of Executive Programs, Emory University, 2000- 2001.
- *Market Research for Competitive Advantage*, sessions for Office of Executive Programs, Goizueta Business School, Emory University, 1999, 2000.
- *Sales Team Effectiveness and Sales Team Compensation*, Executive Training Center, University of Minnesota, 1999.
- *Relationship Marketing*, sessions for several programs through Office of Executive Programs, Goizueta Business School, Emory University, 1998-2001.

Academic Awards, Grants, Honors, Special Services

Grants Received

- Co-principal investigator (with Daniel Corsten) of Procter & Gamble research grant to for “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.” Grant received October 2004, for 2005-2007 study.
- Co-investigator on Grocery Management Association (GMA) funded grant to study the value of outsourcing marketing and sales activities to third party brokers, with Institute of Customer Relationship Management (iCRM), 2005-2007 study.
- Principal investigator of Committee on Research and Creative Works (CRCW) grant to study Post-Audit relationship best practices, UCCS 2004.
- Principal investigator of Procter & Gamble grant for the study, “Retail Out of Stocks: A Worldwide Examination of Extent, Causes, and Consumer Responses,” 2000-2002.
- Co-investigator (with Andrew Czaplewski and Eric Olson) of Colorado Tobacco Research Program Grant, 2003-2004, UCCS.
- Co-investigator (with Sundar Bharadwaj) of ISBM grant to research team selling effectiveness, 1999-2001, Emory University.

Academic Service and Honors

- Outstanding Intellectual Contribution Award, College of Business, University of Colorado at Colorado Springs, 2006.
- Outstanding Faculty Member Award, College of Business, University of Colorado at Colorado Springs, 2004.
- Member of ECR / GCI Global Scorecard project, 2000-2005.
- ECR-Europe Academic Advisory Panel, 2003-2006
- Emerald Literati Club Award for Research Excellence 2004
- Winner of the William R. Darden Award for Best Research Methodology Paper at 2002 Academy of Marketing Science Annual Conference.
- Winner of Academy of Marketing Science Doctoral Dissertation Award, May 1998.
- Track chair for the Enhancing and Maintaining Relationships with Customers track at the Relationship Marketing Conferences sponsored by Emory University, 1998 and 2000.
- Chair for Special Session on Team Selling at Summer AMA Educators Conference, 1998.
- AMA Doctoral Consortium Fellow, 1995.

Editorial and Reviewer Service

- Editorial Review Board for *Journal of the Academy of Marketing Science*, 2004-2006; reappointed for 2006-2008.
- Editorial Review Board for *ECR Journal / International Commerce Review* 2001-2006.
- Regular reviewer for *Journal of Marketing*, 2002-2007.
- Regular reviewer for *Journal of Retailing*, 2002-2006.
- Regular reviewer for *Journal of the Academy of Marketing Science*, 2002, 2003.
- Ad-hoc reviewer for *Journal of Business Research*, 2001, 2006.
- Ad-hoc reviewer for *Journal of Retail and Consumer Services*, 2004, 2007.
- Ad-hoc reviewer for *International Journal of Research in Marketing*, 1999-2001.
- Ad-hoc reviewer for *Journal of Personal Selling and Sales Management*, 1995.
- Regular reviewer for Summer and Winter American Marketing Association Educators Conferences, 1998-2007.
- Reviewer for other various conferences and journals, 1997-2007.

College/University Service, continuous positions

- Chair: Marketing, Strategy, International Business, and Professional Golf Management Department, College of Business, UCCS, 2004-2008.
- UCCS Teaching and Learning Center Advisory Board, 2006-2008.
- Faculty Chair, Graduate Programs, UCCS College of Business, 2004-2005.
- Member, UCCS College of Business Graduate Programs Team, 2001-2004.
- Elected Representative for College of Business to UCCS Faculty Assembly, 2003-2005.
- Member, UCCS College of Business Teaching Development Team, 2001-2004.
- Computing/Technology Committee, (Emory) Goizueta Business School, 1997-2001.

UCCS College/University Service, ad-hoc positions

- UCCS Associate Vice Chancellor of Diversity Search Committee, 2008
- UCCS Diversity Strategic Leadership Team, 2006-2007
- UCCS Chair, Marketing Faculty Search Committee, Summer-Fall 2006
- UCCS PGM Assistant Director Search Committee, Summer 2006
- UCCS College of Business Dean Search Committee, Spring 2005
- UCCS Marketing Faculty Search Committee, 2004, 2007

- UCCS College of Business Inventing the Future Committee, Fall 2004
- UCCS College of Business MBA Admissions Committee, Fall 2004

Industry Experience

CBA Service Corporation, Colorado Springs, Colorado, 1983 to 1992. *Trade association executive*. Last position (1989-1992) was Vice-President, Communications Division. Responsible for division profitability and personnel management for 17 member team. Served on association executive management team. Marketing experience areas include:

- *Marketing strategy and planning*
- *Market Research Director for Center for Research and Information.*
- *Sales management*
- *Product management*
- *International marketing*
- *Advertising*

Illinois Bell, Media Marketing Department, Chicago, Illinois, 1980 to 1982. *Account Executive*.

Professional Consulting and/or Service Relationship History

- CorVirtus, Colorado Springs, Colorado (marketing strategy and market research)
- ASMC Foundation, Washington, DC (market research)
- Atmel Corporation, Colorado Springs, CO (product research)
- iCRM, Institute of Customer Relationship Management, Atlanta, GA (research fellow)
- PRG – Schultz, Atlanta, GA (channel relationships / best practices research)
- Procter & Gamble, Cincinnati, OH (customer research)
- Baptist Healthcare System, Nashville, TN (market research, program assessment)
- Georgia Chamber of Commerce, Atlanta, GA (confidence index research)
- American Cancer Society, Atlanta, GA (marketing strategy, marketing research)
- National Association of Life Underwriters, Washington, DC (market / member research)
- Society of Competitive Intelligence Professionals, Washington DC (member research)

References and Additional Materials

Academic, Professional, and Personal references available on request.

Additional materials may be found at <http://www.uccs.edu/tgruen>.