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


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


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*


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.


Research Under Review / Working Papers / Research in Progress


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.


**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 solução (Retail Out-of-Stocks: Finding a Solution).* Presented at 41st ABRAS convention, Sao Paulo, Brazil, September 27, 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.


*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.


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.


Retail Out of Stocks: An Examination of Causes and Consumer Responses. Presentation to the Food Marketing Institute Annual Convention, Chicago, Ill, May 2, 2004.


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.


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.


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.
