

Vita of Thomas W. Gruen, Ph.D

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The Peter T. Paul College of Business and
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Academic Employment

**The Peter T. Paul College (formerly Whittemore School) of Business and Economics,
University of New Hampshire**

Professor of Marketing and Department Chair, August 2011-current (with tenure)

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

Professor of Marketing, August 2007-August 2011 (with tenure)

Chair, Department of Marketing, Strategy, and International Business, 2004-2011

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

Assistant Professor of Marketing, August 2001-July 2004 (tenure track)

Goizueta Business School, Emory University

Assistant Professor of Marketing, August 1996-August 2001 (tenure track)

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)

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 and governance of supplier-customer relationships. A significant portion has revolved around the retail-supplier cooperation and coordination required to address retail out-of-stocks, with current focus in online availability in omnichannel retailing. Other recent interests include the role of identification in company-customer relationships, customers as value co-creators, value creation through interactions *among* customers, and the service dominant logic perspective. Specialty areas also include the management of membership relationships and category management/retailer-manufacturer relationships. Related to the above, previous areas in interest have included sales management, sales force outsourcing, 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

For a listing of citations, visit: <https://scholar.google.com/citations?user=dH8evBUAAAAJ&hl=en>

- Dapena-Baron, Marta, Thomas W. Gruen, and Lin Guo (forthcoming 2020), “A Conceptualization and Measurement of a Tripartate Loyalty Typology: Heart, Head, and Hand,” *Journal of Brand Management*, DOI: 10.1057/s41262-019-00185-3.
- Guo, Lin, Thomas W. Gruen, and Chuanyi Tang (2017), “Seeing Relationships through the Lens of Psychological Contracts: The Structure of Consumer Service Relationships,” *Journal of the Academy of Marketing Science*, 45 (3), 357-376.
- Guo, Lin, Sherry L. Lotz, Chuanyi Tang, and Thomas W. Gruen (2016), “The Role of Perceived Control in Customer’s Value Cocreation and Service Recovery Evaluation: A Dual Process Model,” *Journal of Service Research*; 19 (1), 39-56.
- Barber, Nelson, Melissa Bishop, and Thomas W. Gruen (2014), “Who Pays More (or Less) for Pro-environmental Consumer Goods? Using the Auction Method to Assess Actual Willingness-to-pay,” *Journal of Environmental Psychology*; 40, 218-227.
- Ehrental, Joachim, Thomas W. Gruen, and Joerg Hofstetter (2014), “Value Attenuation and Retail Out-of-Stocks: A Service Dominant Logic Perspective,” *International Journal of Physical Distribution & Logistics Management*; 44 (1/2).
- Guo, Lin, Eric J. Arnould, Thomas W. Gruen, and Chuanyi Tang (2013), “Socializing to Co-produce: Pathways to Consumer Well-Being,” *Journal of Service Research*; 16 (4, Nov), 549-563.
- Osmonbekov, Talai and Thomas W. Gruen (2013), “Manufacturer-Reseller E-business Arrangements: The Impact of Inequity on Relationship Performance and the Moderating Role of Dependence,” *Industrial Marketing Management*; 42 (6), 872-879.
- Corsten, Daniel, Thomas W. Gruen, and Marian Peyinghaus (2011), “The Effects of Supplier-to-Buyer Identification on Operational Performance—An Empirical Investigation of Inter-Organizational Identification in Automotive Relationships,” *Journal of Operations Management* 29 (6), 549-560.
- Gruen, Thomas W. and Joerg Hofstetter (2010), “The Relationship Marketing View of the Customer and the Service Dominant Logic Perspective,” *Journal of Business Market Management*, (4), 231-245.
- 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.

Research Interests and Publications (continued)

Refereed / Peer Reviewed Publications (continued)

- 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.
- 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 (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 (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. (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.

Research Interests and Publications (continued)

Refereed / Peer Reviewed Publications (continued)

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, Cases, and Research Reports

Ehrental, Joachim, Thomas W. Gruen, and Joerg Hofstetter (forthcoming 2020), "Recommendations for Conducting Service-Dominant Logic Research," in *New Trends in Business Information Systems and Technology*, Rolf Dornberger (ed.), Springer Nature Switzerland.

Corsten, Daniel, and Thomas W. Gruen (2019), "Online Availability," in *Operations in an Omni-Channel World*, Springer Series in Supply Chain Management Vol. 8, Santiago Galliano and Antonio Moreno (eds.), Springer Nature Switzerland, 151-174.

Parvatiyar, Atul, Naveen Donthu, and Thomas W. Gruen (2019), "Value of Outsourcing Sales and Marketing by CPG Companies in the Age of Retail Disruptions," in *Handbook of Marketing Advances in the Era of Disruptions – Essays in Honor of Jagdish N. Sheth*, Atul Parvatiyar and Rajendra Sisodia (eds.), New Delhi: Sage Publishing, 256-265.

Corsten, Daniel and Thomas W. Gruen (2018), *Online Availability: A Worldwide Study of Extent, Shopper Reactions, and Strategies for Non-Food Online Retail Categories*, Grocery Manufacturers Association, Washington, DC, ISBN 978-0-937774-24-3.

Bstieler, Ludwig, Thomas W. Gruen, et. al. (2018), "Emerging Research Themes in Innovation and New Product Development: Insights from the 2017 PDMA-UNH Doctoral Consortium," *Journal of Product Innovation Management*, 35 (3), 300-307.

Gruen, Thomas W. (2015), *Aligning the Service Dominant Logic and the Relationship Marketing View of the Customer*, in *Handbook of Research in Relationship Marketing*, Robert M. Morgan, Janet Turner Parish, and George Deitz (Eds.), Edward Elgar Publishing, 230-248.

Gruen, Thomas W., Daniel Corsten, and Sundar Bharadwaj (2015, 2009), *Out of Stock*, in *Empirical Generalizations about Marketing Impact*, Dominique M. Hanssens, Editor, Marketing Science Institute, Cambridge, MA. (Second Edition 2015)

Research Interests and Publications (continued)

Invited Articles, Books, Book Chapters, Cases, and Research Reports (Continued)

- 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. (PDF download available at www.itsoutofstock.com.)
- Gruen, Thomas W. (2008), *Retail Out-of-Stock Reduction in the Fast Moving Consumer Goods Industry* (translated into Portuguese: *Eliminando as rupturas de estoque*), *Industry and Commerce Daily*, available at http://www.dci.com.br/noticia.asp?id_noticia=251524.
- Parvatiyar, Atul, Naveen Donthu, Thomas Gruen, and Vijay Kasl (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.
- 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.
- 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.
- Corsten, Daniel and Thomas W. Gruen (2006), "Wal-Mart: Living Up to Expectations, an Interview with CEO 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.
- 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.; Verchopoulos, Adam P. (Eds.), Springer Press.
- Gruen, Thomas W. and Daniel Corsten (2003), "Retail Out-of-Stocks Under Scrutiny," *Executive Outlook*, 3 (2), 8-19.
- 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; PDF download available at www.itsoutofstock.com.

Research Interests and Publications (continued)

Invited Articles, Books, Book Chapters, Cases, and Research Reports (Continued)

Parvatiyar, Atul and Thomas W. Gruen (2001), "Global Account Management Effectiveness: A Contingency Model," white paper series, Center for Business and Industrial Marketing, Georgia State University, available via Google Scholar and Researchgate.net.

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

Gruen, Thomas W. (1998), "Marketing de Relacion," *Harvard-Duestro Marketing & Ventas* (28), pp. 24-27; segunda parte (29) pp. 20-23.

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

Research Under Review / Completed Working Papers / In Preparation

"Online Availability – The Chink in the Armor of Omnichannel Retail," with Daniel Corsten. Submitted to *California Management Review*, special issue on "Meeting the Omni-Channel Retail Challenge," January 15, 2019, rejected May 2019. Under preparation for new outlet.

"Pathways to Customer Satisfaction and Well-Being under Environmental Constraints: A Goal-driven Framework of Customer Compliance," with Chuanyi Tang (lead author) and Lin Guo; submitted January 2017 to *International Journal of Research in Marketing*, rejected June 2018 after two revisions. Revised and submitted to *Journal of Services Research*, March 2019; R&R invited May 2019; revision submitted November 2019.

"Interrupting the Customer Journey: Shoppers' Online Switching Behaviors When Their Desired Item is Not Available," rejected at *Journal of the Academy of Consumer Research*, September 2017; under preparation for submission to new outlet.

"How Product Accessibility Interruption Impacts the Customer Experience Journey," with Daniel Corsten. Submitted to *Journal of Global Scholars of Marketing Science* special issue honoring Jagdish Sheth, submitted April 2019; revised May 2019; target publication 2020.

Research Presentations and/or Published Abstracts in Conference Proceedings

Shopper Responses to Non-availability in Online Retailing: Comparing Transaction Costs and Substitution Costs, QUIS, Karlstad, Sweden, June 10, 2019.

Quality Criteria and Recommendations For Conducting Service-Dominant Logic Based Research, with Joachim Ehrenthal and Barbara Miller, The 2019 Naples Conference on Service, Ischia / Naples Italy, June 7, 2019.

Interrupting the Customer Journey: What happens to the shopper when we place obstacles in their path to purchase? The Everywhere Store at the National Retail Federation Conference, January 14, 2019.

Interrupting the Customer Journey: A Six Country Examination of Online Shoppers' Switching Behavior When the Item they Want is Unavailable, with Daniel Corsten, AMS World Marketing Congress, Porto, Portugal, June 27, 2018.

Research Interests and Publications (continued)

Conference Presentations and/or Published Abstracts (continued)

Online Availability in Omnichannel Retail with Daniel Corsten, ECR Community Shrinkage and OSA Group Annual Meeting, Paris, France, February 8, 2018.

Now You See It, Now You Don't: The Impact of Online Channel Availability on Consumer Behavior and Sales, with Daniel Corsten (co-presenter), Clavis Insight Conference, Boston, MA, October 4, 2017.

Now You See It, Now You Don't: Online Channel Availability Impact on Consumer Behaviour and Sales, with Daniel Corsten (co-presenter), Clavis Insight Conference, London, UK, September 19, 2017.

Online Shoppers Switching Behavior When the Item they Want is Not Available, with Daniel Corsten. Presentation at Baker Retail Research Center, The Wharton School, University of Pennsylvania, June 22, 2017.

The Availability Problem in On-Line Fast-Moving Consumer Goods Retailing, with Daniel Corsten. presentation at QUIS 15, Porto, Portugal, June 14, 2017.

Integrating Service Dominant Logic into the MBA Marketing Core Course, presentation at The 5th Naples Forum, Sorrento, Italy, June 7, 2017.

A Study of Availability to Purchase in Online Retailing, with Daniel Corsten (co-presenter). Presentation to Conference on Excellence in Retailing, Harvard Business School, Cambridge, MA, May 11, 2017.

Click and Frustrate: The Availability Problem in Fast Moving Consumer Goods Online Retailing. Presentation to Grocery Manufacturers of America/Food Marketing Institute Trading Partners Alliance Conference, San Diego, CA, April 30, 2017.

Omnichannel Availability Study, with Daniel Corsten (co-presenter). Presentation to 4th Atlantic Retail Everywhere Store Conference, New York City, January 18, 2017.

Product Availability in an Omnichannel Retail World, with Daniel Corsten (presenter). Presentation to 3rd Atlantic Retail Technology Conference, Madrid, Spain, October 2015.

A Win-Win Game in Environmental Turbulence: Gaining Customer Compliance through Goal Commitment and Organizational Commitment, with Chuanyi Tang (presenter) and Lin Guo. Presentation to the 14th International Research Symposium on Service Excellence in Management (QUIS), Shanghai, China, June 2015.

A Review of Service Dominant Logic Research 2004-2011, with Joachim Ehrenthal (presenter) and Joerg Hofstetter. Presentation to Winter AMA Educators Conference, Las Vegas, Nevada, February 16, 2013.

Value-attenuation in distribution networks – insights from a service dominant-logic perspective on retail out-of-stocks, with Joerg Hofstetter and Joachim Ehrenthal. Presentation to 2012 Winter AMA Educators Conference, St. Petersburg, FL, February, 2012.

Research Interests and Publications (continued)

Conference Presentations and/or Published Abstracts (continued)

A Retail Inventory Policy for Time-dependent Cyclical Demand, with Joachim Ehrenthal (presenter), Joerg Hofstetter and Tom van Woensel. Presentation to INFORMS Conference, Charlotte, NC, November 16, 2011.

Co-creation of value and spatio-temporal resource integration: A missing link in service dominant logic?, with Joerg Hofstetter and Joachim Ehrenthal. Presentation to 2011 Winter AMA Educators Conference, Austin, TX, February 18, 2011.

Manufacturer-Reseller E-business Arrangements: The Impact of Inequity on Relationship Performance and the Moderating Role of Dependence, with Talai Osmonbekov, American Marketing Association Summer Educators Conference, Boston, MA, August 16, 2010.

The Relationship Marketing View of the Customer and the Service-Dominant Logic Perspective, 9th International Conference in Relationship Marketing, Berlin, Germany, October 1, 2009.

Global Account Management as an Interorganizational Network: Theory and Propositions, with Andrew Czaplewski and Tracy Gonzalez-Padron (presenter), World Marketing Congress, Oslo, Norway, July 22, 2009.

Lower Out-of-Stocks, Improved Sales Forecasts, and Enhanced Shopper Satisfaction: How Retailers Can Enhance Perpetual Inventory Accuracy through RFID and Item Movement Data, with Hank Vaccaro and John Aloysius. American Marketing Association Winter Educators Conference, Tampa, Florida, February 21, 2009.

A Comprehensive Guide to Retail Out-of-Stock Reduction in the Fast-Moving Consumer Goods Industry, Bilby Speaker Series, W,A, Franke College of Business, Northern Arizona University, Flagstaff, Arizona, February 13, 2009.

Finding Solutions to Out-of-Stocks Using Data, Technology, and Disciplined Retail Practices, American Gold Users Association, Chateau Elan, Georgia (USA), October 12, 2008.

Finding Solutions to Out-of-Stocks Using Data, Technology, and Disciplined Retail Practices, FGV, First Congresso Latino-Americano de Varejo, Sao Paulo, Brazil, October 10, 2008.

When does outsourcing sales and marketing activities for major accounts make sense? American Marketing Association Summer Educators Conference, San Diego, CA, August 10, 2008.

Retail Out-of-Stock Reduction: Measurement, Root Causes, and Solutions, GS1-Colombia Bogota, Colombia, May 22, 2008.

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.

Research Interests and Publications (continued)

Conference Presentations and/or Published Abstracts (continued)

- 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, Aug. 1, 2005.
- Understanding Retail Out-of Stocks: Direction for improving On-Shelf-Availability*. Presented at Retail Systems / VICS Collaborative Commerce 2005 Conference, Chicago, May 26, 2005; and at National Association of Chain Drug Stores, Northbrook, Illinois, June 15, 2005.
- 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

Research Interests and Publications (continued)

Conference Presentations and/or Published Abstracts (continued)

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

Retail Rise to the Challenge of Out of Stocks. Closing keynote address at Retail Systems / VICS Collaborative Commerce 2003 Conference, Chicago, June 2003.

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, 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.

Research Interests and Publications (continued)

Conference Presentations and/or Published Abstracts (continued)

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.

Exploring Consumer Behavior with Respect to Memberships, Association for Consumer Research Asia-Pacific Conference, Singapore, June 1996

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

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

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, pricing, marketing management (MBA core), digital marketing, 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, customer behavior, and marketing principles.
- Teaching experience and interests span undergraduate, MBA, online/distance MBA, Executive MBA, and non-degree executive education.
- Online teaching specialist with nearly 20 years' experience in developing and integrating online and hybrid teaching methods to courses and programs. Proficient with a wide variety of LMS including BlackBoard, Canvas, eCollege, Moodle, and others; proficient in video recording/editing/publishing via Camtasia, Kaltura, and Tegrity systems.

Teaching Experience

MBA and Executive MBA Courses at The Paul College (formerly the Whittemore School) of Business and Economics, University of New Hampshire, 2012-current

- Understanding Customer Value (fall 2018, 2019), Full-Time MBA, Durham campus (previously titled Marketing Management and Strategy)
- Marketing Strategy and Management (fall 2012, 2014-2017), Full-Time MBA, Durham campus.
- Marketing Strategy and Management (spring 2013, 2014, 2017; fall 2017, 2019), MBA, Online campus; note: renamed "Understanding Customer Value" in 2019.
- Strategic Pricing (spring 2015-2017), MBA, Online campus; fall 2017 Manchester campus.
- Implementing Marketing Strategy (spring/summer 2016), MBA Durham campus
- Marketing Strategy and Management (spring 2012-2015), Executive MBA, Portsmouth campus.
- Marketing Strategy and Management (spring 2012), evening MBA, Durham campus.
- Marketing Strategy and Management (spring 2012, 2014), evening MBA, Manchester campus.

Undergraduate Courses at The Paul College of Business and Economics, University of New Hampshire, Durham Campus

- Voice Z Digital Marketing Agency (fall 2019, spring 2020)
- Marketing Research (spring 2019)
- Marketing Principles (spring 2019)

Teaching Interests and Experience (continued)

Teaching Experience (continued)

MBA, Distance MBA, and Undergraduate Courses at University of Colorado at Colorado Springs, 2001-2011

- *e-commerce* (taught bi-annually, fall 2001-fall 2010). MBA course.
- *e-commerce* (taught annually, fall 2002-fall 2010). Undergraduate course.
- *Marketing Strategy* (fall 2001, summer 2003, spring 2002-2005, fall 2010). Serves as the MBA core marketing course at UCCS. Implemented new curriculum in Fall 2010 using *Marketing: The Big Picture* ©.
- *(Online) Marketing Strategy* (taught twice annually, summer and fall 2002-2011). Developed and implemented case- and simulation-based on-line course as the core marketing course for the Distance MBA program at UCCS.
- *Marketing Strategy and Planning* (taught each semester from 2002- 2010). Upper-level undergraduate course features case studies, marketing decision analysis and a comprehensive marketing planning project.
- *Retail Management* (summer 2006-2009, spring 2008). Upper-level undergraduate course covers all aspects of retailing.

MBA and Undergraduate Courses at Goizueta Business School, Emory University, 1997-2001

- *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). 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.

Other Graduate and Undergraduate Teaching Experience

- *Relationship Marketing and Stakeholder Management*, for specialized bio-pharma masters in management program; visiting professor at ESCP, Paris, France (spring 2012 and spring 2013)
- *Customer Relationship Management*, visiting professor at ESCP, Paris, France (fall 2000-2006, spring 2011)
- *e-commerce*, visiting professor at ESCP, 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).

Teaching Interests and Experience (continued)

Teaching Experience (continued)

Non-Degree Executive Teaching and Other Executive MBA

- *Marketing Management: The Big Picture*; executive teaching for Big Picture Partners in various locations to multiple medical device sales and marketing organizations, including General Electric, Stryker, Gore, J&J/Ethicon, Depuy/Synthes (2012-2018)
- *Marketing Management*, University of Colorado, Executive MBA Program, in Denver, Spring 2011 (full semester course)
- *The Global Business Experience*, University of Colorado Executive MBA Program, in Shanghai, China, May 2011
- *Brand Management and CRM*, TKK Executive Programs, Finland, June 2010
- *CRM, Category Management, and Brand Management*, TKK Executive Programs, Finland, November 2009
- *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.

Teaching Presentations and Workshops

Integrating Service Dominant Logic into the MBA Marketing Core Course, plenary presentation at The 6th Naples Forum, Ischia, Italy, June 7, 2019.

Effective Discussions in Online Teaching, workshop with online MBA faculty, Paul College of Business, University of New Hampshire, April 2018.

Academic Awards, Grants, Honors, Service Activities

Grants Received

- Co-principal investigator (with Daniel Corsten) of Procter & Gamble research grant 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-principal investigator (with Sundar Bharadwaj) of ISBM grant to research team selling effectiveness, 1999-2001, Emory University.

Academic Service and Honors

- UNH Research Communications Academy, 2019.
- Researcher of the Year, Paul College, University of New Hampshire, 2017-2018.
- 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.
- Dissertation: *Relationship Marketing and Membership Commitment among Professional Association Members*. 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.
- Track chair for the Enhancing and Maintaining Relationships with Customers track at the Relationship Marketing Conferences sponsored by Emory University, 1998 and 2000.
- AMA Doctoral Consortium Fellow, 1995.

Editorial and Reviewer Service

- Editorial Review Board for *AMS Review*, 2019-current.
- Editorial Review Board for *Journal of the Academy of Marketing Science*, 2004-2009.
- Editorial Review Board for *ECR Journal / International Commerce Review* 2001-2006.
- Regular reviewer for *Journal of Business Research*, 2001- 2020.
- Regular reviewer for *European Journal of Marketing*, 2017-2019
- Regular reviewer for *Journal of Marketing*, 2002-2014.
- Regular reviewer for *Journal of Retailing*, 2002-2017.
- Regular reviewer for *Journal of the Academy of Marketing Science*, 2002- 2003, 2010-2019.
- Regular reviewer for *Journal of Services Research*, 2015-2017.

Academic Awards, Grants, Honors, Service Activities (continued)

Editorial and Reviewer Service (continued)

- 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, 1998-2012.
- Reviewer for other various conferences and journals, 1997-2018.

College/University Service, continuous positions, UNH

- Department Chair: Marketing Department, The Paul College (formerly Whittemore School), University of New Hampshire (UNH), initial three-year appointment beginning August 2011; renewed for three years July 2014 through 2017; renewed again through June 2020.
 - Responsible for department of 10 tenure/tenure-track faculty, 4 full-time NTT faculty, and multiple adjunct faculty. Includes hiring and search committee leadership, teaching deployment and course scheduling, annual reviews, professional development and preparation for P&T, assessment of curriculum, service assignments, research mentorship, health and allocation of research budget, department and college fund-raising activities, and overall department culture and health.
- UNH Paul College Executive Committee 2011, appointment continuing through 2020.
- UNH Paul College Business Faculty Committee Executive Council, 2011-2020.
- Paul College Business Faculty Chair (2019-2020).
- UNH Paul College MBA Programs Committee, 2018-2020.
- UNH Paul College Research CIT (research support and development), 2012-2017.
- UNH Paul College Faculty Coordinator for Marketing Option, 2011-2016.
- UNH Paul College Online MBA Faculty Advisory Board Chair, 2012-2013.
- eUNH Planning Committee, January 2012-December 2013.

College/University Service, periodic or task-force positions, UNH

- National Retail Federation (NRF) Student Program Faculty Advisor, 2019-2020.
- UNH Paul College Marketing Department Faculty Search Committees: 2012 and 2013 (chair), 2015-2016 (co-chair), 2019 (chair).
- UNH Postdoctoral Diversity and Innovation Scholars Program department partner, 2018-2019.
- UNH Paul College James Carter Chair faculty selection committee, fall 2019.
- Voice Z Digital Marketing Agency development task force, 2018-2019.
- UNH Advance “Pathways to Tenure” panelist, 2017-2019.
- New Product Development Doctoral Consortium (PDMA/UNH), (co-chair), 2017.
- UNH Paul College Associate Dean Search Committee, spring 2017.
- UNH Paul College Management Department P&T Committee, Fall 2016.
- UNH Paul College Lecturers Contract Implementation task force (2015-2016).
- UNH Strategic Plan Refresh Steering Committee (member), October 2014- 2015.
- UNH Paul College Dean Search Committee (member), November 2013-May 2014.
- UNH Paul College Executive MBA redesign task force (chair), October 2013-March 2014.

College/University Service, periodic or task-force positions, UNH (continued)

- UNH Paul College MBA Admissions Advisor/Evaluator/Interviewer, June-December 2012.
- UNH Paul College Online MBA Program Development Faculty Lead, full year 2012.
- UNH Paul College Committee to Evaluate Online MBA marketing partnerships, 2012-2013.
- UNH WSBE Structural Review Task Force, November 2011-June 2012.

College/University Service, continuous positions, UCCS

- Department Chair: Marketing, Strategy, International Business, Strategy, and Sport Management Department, College of Business, University of Colorado at Colorado Springs (UCCS), 2004-2011.
- UCCS College of Business Strategy Team, 2004-2011.
 - Function as department representative to executive management team of the College of Business; responsible for policy formation, resource allocation among departments, strategic planning for college, maintenance of AACSB accreditation, and relationships with other university entities.
- UCCS Campus Diversity Leadership Committee, 2008-2010.
- 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, 2001-2008.

College/University Service, ad-hoc positions, UCCS

- UCCS General Education Task Force Co-Chair, January 2011-May 2011.
- UCCS General Education Task Force, October 2009-December 2010.
- UCCS College of Business, Business Ethics Faculty Search Committee Chair, 2010-2011
- UCCS College of Business PGM Director Search Committee Chair, Summer 2008
- UCCS Associate Vice Chancellor of Diversity Search Committee, 2008
- UCCS Diversity Strategic Plan Leadership Team, 2006-2007
- UCCS Chair, Marketing Faculty Search Committee, Summer-Fall 2006
- UCCS College of Business 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

Businesses2Learn.com and the BusinessStartupInstitute, Colorado Springs, CO, 2010-2012.
Founding Partner and Director of Marketing of e-commerce educational business.

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; sales management, international marketing*
- *Market Research Director for Center for Research and Information*
- *Product management, pricing strategy, advertising*

AT&T / Illinois Bell subsidiary, Media Marketing Department, Chicago, Illinois, 1980 to 1982. *Account Executive / Sales*.

Professional Consulting and/or Service Relationship History

- SAS Retail Services (value assessment)
- Pensa Systems (product development advisory)
- iFlex Technologies / SelectFlex (market research, marketing strategy)
- Kellogg's, Battle Creek, MI (online shopper and availability research)
- Procter & Gamble, Cincinnati, OH (shopper, retailer, and supply chain research)
- Big Picture Partners, Ann Arbor, MI (senior instructor; business planning, curriculum development, case-writing, simulation development)
- CorVirtus, Colorado Springs, Colorado (marketing strategy and market research)
- Aldata Corporation users group, Lyon, France and Atlanta, GA (retail research)
- ASMC Foundation / Grocery Management Association, Washington, DC (market research)
- Atmel Corporation, Colorado Springs, CO (product research)
- Life Network, Colorado Springs, CO (program assessment and market research)
- iCRM, Institute of Customer Relationship Management, Atlanta, GA (research fellow)
- PRG – Schultz, Atlanta, GA (channel relationships / best practices research)
- Baptist Healthcare System, Nashville, TN (market research, program assessment)
- National Embryo Donation Center, 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

Several Academic, Professional, and Personal references available on request.

Additional information and materials may be found at <http://paulcollege.unh.edu/faculty/gruen> and www.itsoutofstock.com, and www.availabilitylab.com. A listing of publications and citations can be found on [Tom Gruen's Google Scholar page](#).