

Jeff Thieme

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Fogelman College of Business & Economics
University of Memphis
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PROFESSIONAL EXPERIENCE

Associate Professor of Marketing

Fogelman College of Business & Economics, The University of Memphis
Fall 2008 to present

Assistant Professor of Marketing

Fogelman College of Business & Economics, The University of Memphis
Fall 2003 to Fall 2008

Assistant Professor of Marketing

The Martin J. Whitman School of Management, Syracuse University
Fall 1998 to Spring 2003

EDUCATION

Ph.D., Michigan State University
May 1998, Major: Marketing, Minor: Statistics

Masters in Business Administration, University of Missouri-Columbia
December 1992, Area of Concentration: Operations Management

Bachelor of Science in Mechanical Engineering, University of Missouri-Columbia
May, 1989

PRIMARY INTERESTS

Research:

The role of sustainability in business and marketing strategy.

Teaching:

Innovation management; Strategic marketing; Principles of marketing.

HONORS AND AWARDS

JPIM Thomas P. Hustad Best Paper Award for Outstanding Professional Contribution for “The World’s Top Management Scholars and Their Social Capital,” (2007), *Journal of Product Innovation Management* (A), 24, May, 214-229.

Best Reviewer for *Journal of Product Innovation Management* Special Issue on Technology Commercialization and Entrepreneurship, (Recognized at 2006 Kauffman Foundation and IEI Research Conference on Technology Commercialization and Entrepreneurship).

Best Paper in Marketing Strategy Track at *2003 Summer AMA Educator’s Conference*, for “The Role of Suppliers in Market Intelligence Gathering for Radical and Incremental Innovation,” with Michael Song and Teng Kee Tan.

Best Paper in Marketing and Entrepreneurship Track at *2002 Summer AMA Educator’s Conference*, for “The Effect of Market Intelligence Acquisition on Radical Product Innovation Performance in Entrepreneurial Firms,” with Michael Song.

Nominated for Meredith Teaching Recognition Award, 2001-2002. This is a university-wide award for excellence in teaching at Syracuse University.

Teaching performance recognition from School of Management Dean, Spring and Fall 2001. This award recognizes excellence in teaching evaluations and includes a \$1,000 award.

Oberwager Prize, 2000-2001. This award is given to School of Management faculty who make a significant positive impact on their students. The selection process is driven by student nominations and includes a \$10,000 award.

AMA Doctoral Consortium Fellow, 1997.

Albert Haring Symposium Fellow at Indiana University, 1996.

RESEARCH

Refereed Journals

Royne, M. B., **Thieme, J.**, and Levy, M., “How to Create Environmentalists: The Best Motivators,” *Journal of Business Strategy*, 39 (1), 2018, 53-60. (Applied/Integration, B)

Royne, M. B., **Thieme, J.**, Levy, M., Oakley, J., and Alderson, Laura, “From Thinking Green to Buying Green: Consumer Motivation Makes the Difference,” *Journal of Business Strategy*, 37 (3), 2016, 37-43. (Applied/Integration, B)

Thieme, J., Royne, M. B., Jha, S., Levy, M., and McEntee, W., “Factors Affecting the Relationship between Environmental Concern and Behaviors,” *Marketing Intelligence & Planning*, 33 (5), 2015, 675 - 690. (Applied/Integration, B)

Michael Song and **Jeff Thieme**, (2009) "The Role of Suppliers in Market Intelligence Gathering for Radical and Incremental Innovation," *Journal of Product Innovation Management* (A), 26, January, 43-57.

Jeff Thieme, (2007) "Perspective: Top Innovation Management Scholars and Their Social Capital," *Journal of Product Innovation Management* (A), 24, May, 214-229.

Michael Song, Barbara Dyer, and **R. Jeffrey Thieme**, (2006) "Conflict Management and Innovation Performance: An Integrated Contingency Perspective," *Journal of the Academy of Marketing Science* (A+), 34, 3, 341-356.

Michael Song and **R. Jeffrey Thieme**, (2006) "A Cross-National Investigation of the R&D-Marketing Interface in the Product Innovation Process." *Industrial Marketing Management* (A), Special Issue on New Product Development in Asia, 35, April, 308-322. (Accepted in September 2004. However, the special issue was not published until 2006.)

R. Jeffrey Thieme, Michael Song, and Geon-Cheol Shin, (2003) "Project Management Characteristics and New Product Survival," *Journal of Product Innovation Management* (A) Special Issue: New Product Development Strategy, 20, March, 104-119.

R. Jeffrey Thieme, X. Michael Song, and Roger Calantone, (2000) "The Use of Artificial Neural Network Decision Support Systems for New Product Development Project Selection," *Journal of Marketing Research* (A+), 37, November, 499-507.

X. Michael Song, **R. Jeffrey Thieme**, and Jinhong Xie (1998), "The Impact of Cross-Functional Joint Involvement Across Product Development Stages: An Exploratory Study," *Journal of Product Innovation Management* (A), 15, July, 289-303.

Refereed Conference Proceedings

Garner, Della, Deitz, George D., and **R. Jeffrey Thieme**. "All News Travels Fast: Understanding the Role of News Sentiment Linking CSP to Financial Performance," in *Proceedings of the 2021 Society for Marketing Advances Conference*, Orlando, FL.

Marla Royne, Joshua T. Coleman, and **Jeff Thieme**, "The Role of Climate Change Conspiracy in Consumers' Pro-Environmental Behaviors," in *Proceedings of the 2021 Society for Marketing Advances Conference*, Orlando, FL.

Ashley Kilburn, **R. Jeffrey Thieme**, and Greg Boller (2006), "The Positive and Negative Consequences of Internal Customer Orientation on Internal Customer-Supplier Relationship Quality," *2006 Winter AMA Educator's Conference* (B), Marketing Strategy and Marketing Management track, 17, 101.

Michael Song, **R. Jeffrey Thieme**, and Teng Kee Tan (2003), "The Role of Suppliers in Market Intelligence Gathering for Radical and Incremental Innovation," Best paper in Marketing Strategy Track at *2003 Summer AMA Educator's Conference* (B).

- R. Jeffrey Thieme** and Michael Song (2002), “The Effect of Market Intelligence Acquisition on Radical Product Innovation Performance in Entrepreneurial Firms,” Best paper in Marketing and Entrepreneurship Track at *2002 Summer AMA Educator’s Conference* (B), 13, 1.
- R. Jeffrey Thieme** and Dave Wilemon (2002), “Facilitating Innovation via Lead Users and the Internet,” *International Association for Management of Technology (IAMOT) 2002 Conference*.
- R. Jeffrey Thieme**, X. Michael Song, and Roger Calantone (1999), “Predicting New Product Success Using Artificial Neural Network Decision Support Systems,” *INFORMS Fall 1999 Meeting*.
- X. Michael Song, Barbara Dyer, and **R. Jeffrey Thieme** (1997), “The Relationship of Market Orientation, Structure, and Conflict to Firm Performance: A Cross-National Comparison of U.S. and Japanese Firms,” *1997 Summer AMA Educator’s Conference* (B).
- X. Michael Song and **R. Jeffrey Thieme** (1997), “A Model for Studying the R&D-Marketing Interface in the Product Innovation Process: A Three Country Empirical Investigation,” *1997 Marketing Science Conference: Marketing Science and Technology*.
- R. Jeffrey Thieme** (1996), “The World Wide Web as a New Marketing Medium: Who is Using It?” *1996 AMA Winter Educator’s Conference* (B).

Research in Progress

Thieme, J., Royne, M. B., and Joshua T. Coleman, “The Role of Climate Change Conspiracy in Consumers’ Pro-Environmental Behaviors,” preparing for submission to *Journal of Global Marketing*.

Thieme, Jeff, “Born With Purpose.” This project will introduce the term “born with purpose” to represent startup firms that adopt a stakeholder approach. It will define the concept, detail advantages/disadvantages of born with purpose firms, and discuss capabilities that distinguish success and failure.

Thieme, Jeff, “The UN Sustainable Development Goals and Business Strategies.” This project focuses on the integration of the UN Sustainable Development Goals (SDGs) into corporate strategy. Many businesses have made pledges to improve their sustainability performance but lack sufficient frameworks for implementing the change necessary to implement those pledges into action. The SDGs provide such a framework, but most businesses are not incorporating those goals into their strategic thinking. Many don’t see the connection between the SDGs and business strategy. This manuscript will make clear the relationship between the SDGs and business strategy and provide a roadmap for the transition to sustainable strategies.

Thieme, Jeff, “Preparing for the Circular Economy.” This project focuses on the circular economy. The linear economy (take-make-waste) is on its last breath. Within the next 10-20 years the linear economy will need to change. The leading candidate to replace the linear economy is the circular economy and the transition will involve many significant changes to organizations. These changes will include new perspectives on resources (identifying and

managing biological and technical resources), transition from products to services (i.e. selling lighting as a service instead of selling light bulbs), transition from designing for obsolescence to designing for product life extension, transition from designing for assembly to designing for repair and modular upgrades, etc. All of these changes will require shifts in strategic priorities. The focus of this manuscript will be on how senior management will need to prepare for these changes.

Thieme, Jeff, “Dynamic Capabilities for Sustainability Strategies.” This project addresses the role that dynamic capabilities related to waste have in developing and executing sustainable marketing strategies. I am developing/defining two new dynamic capabilities related to waste and sustainability: waste identification and value recapture from waste streams. Businesses have not systematically measured waste, but in the future, it will need to (waste identification). Once identified, waste will need to be viewed as a resource that can be leveraged into value (value recapture).

Presentations

R. Jeffrey Thieme and Michael Song (2002), “The Effect of Market Intelligence Acquisition on Radical Product Innovation Performance in Entrepreneurial Firms,” Best paper in Marketing and Entrepreneurship track, *2002 Summer AMA Educator’s Conference*.

R. Jeffrey Thieme, X. Michael Song, and Roger Calantone (1999), “Predicting New Product Success Using Artificial Neural Network Decision Support Systems,” *INFORMS Fall 1999 Meeting*.

X. Michael Song and **R. Jeffrey Thieme** (1997), “A Model for Studying the R&D-Marketing Interface in the Product Innovation Process: A Three Country Empirical Investigation,” *1997 Marketing Science Conference: Marketing Science and Technology*.

R. Jeffrey Thieme (1996), “The World Wide Web as a New Marketing Medium: Who is Using It?” *1996 AMA Winter Educator’s Conference*.

Research Grants

Fogelman Summer Research Grant, 2003, 2004, 2005, 2008, 2013.

Earl V. Snyder Innovation Management Research Center, 2002, “Market Intelligence Acquisition Patterns in Radical Innovation,” \$3,000.

Center for Creation and Management of Digital Ventures, 2001, “Facilitating Innovation via Lead Users and the Internet,” Stipend for \$3,000.

Earl V. Snyder Innovation Management Research Center, 2001, “Using Marketing Information in the Innovation Process,” Stipend for \$4,000.

TEACHING

Business Solutions for Sustainability

Fall 2021-Present – University of Memphis

Undergraduate course focusing on strategic planning that balances ecological, economic, and social performance and achieves circular economy objectives. This course is a major redesign of the Sustainability and the Circular Economy course that was piloted in Spring 2019. The course format leverages active learning principles that empowers students to have agency in their own learning through independent research projects.

Strategic Marketing (Formerly Management of Marketing Strategies)

Spring 2008 and 2009, Fall 2013, and Fall 2014-Present – University of Memphis

Undergraduate course focusing on business level strategic marketing planning and interrelationships between environments and marketing strategies. These courses emphasize decision-making through a real-time group project based on a local business/organization.

Sustainability and the Circular Economy

Spring 2019 – University of Memphis

Undergraduate course focusing on strategic planning that balances ecological, economic, and social performance and achieves circular economy objectives.

Global Strategic Marketing

Fall 2003 - Spring 2014, Summer 2009, and – University of Memphis

Graduate course in the MBA and Executive MBA programs focusing on business level strategic marketing planning and interrelationships between environments and marketing strategies. These courses emphasize decision-making through a real-time group project.

Biomedical Device New Product Development

Spring 2009, 2011, 2012, and 2013 – University of Memphis

Graduate course in the CDMBA program focusing on the management of the new product development (NPD) process for the biomedical device industry. Topics covered include: strategic planning and policy for new products, opportunity analysis, idea generation and concept development, project evaluation, product design and development, prototyping and testing, market testing, product launch and commercialization, and various product management tools.

Principles of Marketing

Summer 2007, Fall 2013, Spring 2014, and Summer 2018 and 2019 – University of Memphis

This undergraduate course covers a broad spectrum of content areas providing an introduction to marketing as a major business function.

New Product Development

Spring 2006 and 2007 – University of Memphis

Undergraduate and Graduate courses focusing on the management of the new product development (NPD) process, specifically the development and launching of new products. Topics covered include: strategic planning and policy for new products, opportunity analysis, idea generation and concept development, project evaluation, product design and development, product and market testing, product launch and commercialization, and various product management tools. Emphasis is placed on learning how product managers can best use these concepts and tools to improve decision-making.

Strategies for the Diffusion of Innovation

Spring 1999, 2000, 2001, and 2003 – Syracuse University

Graduate course exploring the concepts and tools that product managers can use throughout the development process. Emphasis is placed on understanding when and how to use the various tools to improve decision making. Incorporated the use of a business simulation game (Brandmaps) to provide experiential learning.

New Product Management

Fall 2000, Spring 2001, Fall 2001, Fall 2002, and Spring 2003 – Syracuse University

Undergraduate course that addresses the management of products and product lines with a focus on the innovation process and the development of new products. Topics covered include: strategic planning and policy for new products, opportunity analysis, idea generation and concept development, project evaluation, product design and development, product market testing, product launch and commercialization, and various management tools. Emphasis is placed on how product managers can best use these concepts and tools to make better decisions.

Marketing and Society

Fall 1998, Spring 1999, Fall 1999, and Spring 2000 – Syracuse University

Undergraduate marketing principles course. Incorporated Internet-based discussions, video presentations, case study discussions, and group marketing plan projects in class.

Managerial Marketing

Summer 1997 and Summer 1998 – Michigan State University

Primary instructor for two sections with full responsibility for syllabus, lecture, assignments, text selection, and grading. Incorporated video presentations and case study discussions in class.

Management of Technology and Innovation

Summer 1996 – Michigan State University

Team teaching in joint marketing MBA/engineering master's program. Student teams were created which investigated the real-world commercialization potential of selected new technologies under development in various engineering research centers at Michigan State University. Responsible for lectures, guidance of teams throughout project, and grading.

Business Statistics

Spring 1995 – Michigan State University

Teaching assistant with responsibility for grading; exam, quiz, and homework preparation; and discussion of assignments in four sections.

Business Statistics

Summer 1995 – Michigan State University

Primary instructor for two sections with full responsibility for syllabus, lecture, assignments, grading, and text selection.

Introduction to Materials and Logistics Management

Fall 1994 – Michigan State University

Lead teaching assistant for class of approximately 400 undergraduates with responsibility for exam generation, exam administration, student consultation, and grading.

Introduction to Materials and Logistics Management

Summer 1994 – Michigan State University

Primary instructor with full responsibility for syllabus, lecture, assignments, grading, and text selection. Incorporated video presentations, a coursepack with current readings, and a practitioner guest lecturer into the course.

Organizational Behavior

Fall 1993 and Spring 1994 – Michigan State University

Teaching assistant with responsibility for lecturing, leading discussions, managing group activities, and grading in four sections.

UNIVERSITY SERVICE

Faculty Senator, Marketing and Supply Chain Management, 2009-2023.

Secretary, Faculty Senate, 2014-2023. As Secretary I am a member of the Faculty Senate Executive Committee and I help determine the agenda for the Faculty Senate.

FCBE Dean Search Committee, 2023.

Provost Search Committee, 2022-2023.

FCBE College Tenure and Promotion Committee (Promotion to Assistant Professor of Teaching candidates only), 2022.

MSCM Department Journal Ranking Committee, member, 2022.

Canvas Working Group, 2020-2021, As a member of this working group I helped evaluate a transition from D2L to Canvas as the UofM learning management system (LMS). The working group reported to the Provost.

Chair, Marketing and Supply Chain Management Undergraduate Committee, 2020-2021.

Marketing and Supply Chain Management PhD Committee, 2020-2021.

MSCM Faculty Search committee (2) - Marketing and Supply Chain Management, Fall 2019.

I played a major role (along with George Deitz) in recruiting two new faculty members, including interviews at the American Marketing Association Summer Meeting and considerable involvement in all campus visits.

FCBE Faculty Representative, Teaching and Learning Advisory Committee, 2012-2014. This University level steering committee advises the CIO, Provost, and Advanced Learning Center (ALC) on technologies and issues related to teaching and learning and develops and reviews technology standards, guidelines, and policies.

Faculty Member, SeeVogh Pilot Program, 2013. SeeVogh is a solution to our online audio/video meeting services needs and would allow faculty and students to initiate the technology in medium sized groups/teams.

Faculty Member, Ensemble Video Pilot Program, 2013. Ensemble Video is a streaming service for hosting audio and video content that works similar to YouTube and has the potential to be integrated into the Desire2Learn course management system.

Judge, Course Redesign Fellowship Program, 2013. Assisted the Provost's Office in evaluating proposals for the Course Redesign Fellowship Program.

Faculty Member, Instructional Digital Media Services Steering Committee, 2011. This University level steering committee is charged with finding solutions for the storage and delivery of various rich media content for teaching and learning needs.

Faculty Member, Adobe Connect (UMmeet) Pilot Program, 2010.

Faculty Member, Wimba Pronto Pilot Program, 2010.

Faculty Member, Wimba Classroom Pilot Program, 2010.

Faculty Member, Online Web Content Group, University ad hoc Group (at the request of Tom Nenon), 2010.

Chair, Fogelman College Master's Sub-Council, 2008-2009.

Chair, Marketing and Supply Chain Management Master's Committee, 2008-2009.

Chair, Fogelman College Assurance of Learning Feedback Committee, 2008-2009.

Faculty Member, Marketing and Supply Chain Management Online Teaching Committee, 2009-2010.

Faculty Interviewer, Memphis Institute for Leadership Education (MILE) Program, 2009.

Chair, Marketing and Supply Chain Management Policies and Procedures Committee, 2009.

Faculty Member, Fogelman College Strategic Planning Committee, 2007-2008.

Faculty Interviewer, Memphis Institute for Leadership Education (MILE) Program, 2008.

Faculty Judge, University of Memphis Student Research Forum sponsored by the Graduate School, 2007-2008.

Faculty Search Committee Member, 2007-2008 search, Marketing and Supply Chain Management, University of Memphis.

Faculty Member, Ad-Hoc Journal Ranking Committee, 2008.

Faculty Search Committee Member, 2006-2007 search, Marketing and Supply Chain Management, University of Memphis.

Graduate Programs Committee Member, 2003-2008, Marketing and Supply Chain Management Department, University of Memphis.

Faculty Member, FedEx IM&NPD Professional Development Program, 2003-2008, In addition to providing content modules for the program, I also play an important role in developing the curriculum. I also develop and coordinate the customized, interactive case study for the program.

College and Department Scholarship Selection Committee, 2006, 2008, Marketing and Supply Chain Management Department, University of Memphis.

Ph. D. Dissertation Committee Member, Ashley Kilburn, 2005-2006, Marketing and Supply Chain Management Department, University of Memphis.

EMBA Assurance of Learning Committee Member, 2005-2006, University of Memphis.

Faculty Search Committee Member, 2004-2005 search, Marketing and Supply Chain Management, University of Memphis.

Ph. D. Programs Committee Member, 2003-2006, Marketing and Supply Chain Management Department, University of Memphis.

Teaching Committee Member, 2002-2003, Syracuse University.

Faculty Advisor, Syracuse University chapter of the American Marketing Association, 2000-2002. Our local chapter was nearly inactive and we have been rebuilding. Membership is increasing and the executive board is very active.

Faculty Advisor, SOM Team Wars: A Break from Business, 2000-2002. The (Syracuse University) School of Management Team Wars is an ongoing competition among four teams of SOM undergraduate students. The goal of SOM Team wars is to sponsor fun activities that create opportunities for members of the SOM undergraduate community to spend time together informally.

Moderator, "Organization and Clarity in Enhancing Teaching Effectiveness," Teaching Committee Seminar at the School of Management, Syracuse University, October, 2001.

Ad Hoc member of School of Management Academic Integrity Committee, Syracuse University, 2001.

Facilitator and Discussion Leader, Syracuse University New Faculty Orientation Program, Fall 1999.

PROFESSIONAL SERVICE

Reviewer, *Journal of Services Marketing*, 2015.

Reviewer, *Journal of Advertising*, 2014.

Reviewer, *Industrial Marketing Management*, 2014.

Reviewer, *Marketing Intelligence & Planning*, 2014.

Reviewer, *Journal of Product Innovation Management*, 2012.

Reviewer, *Journal of Services Marketing*, 2012.

Reviewer, *Industrial Marketing Management*, 2012.

Reviewer, *Journal of Product Innovation Management*, 2011.

Reviewer, *Industrial Marketing Management*, 2011.

Reviewer, *Product Development and Management Association (PDMA) research competition*, 2011.

Reviewer, *Journal of Product Innovation Management*, 2010.

Reviewer, *Journal of Advertising*, 2010.

Reviewer, *Industrial Marketing Management*, 2010.

Reviewer, *Journal of Product Innovation Management*, 2009.

Reviewer, *Journal of Advertising*, 2009.

Reviewer, *IEEE Transactions on Engineering Management*, 2009.

Reviewer, *Industrial Marketing Management*, 2009.

Reviewer, *Product Development and Management Association (PDMA) research competition*, 2009.

Reviewer, *Academy of Marketing Science Conference*, 2009.

Reviewer, *Journal of the Academy of Marketing Science*, 2008.

Reviewer, *Journal of Product Innovation Management*, 2008.

Reviewer, *IEEE Transactions on Engineering Management*, 2008.

Reviewer, *Industrial Marketing Management*, 2008.

Reviewer, *American Marketing Association (AMA) Summer Marketing Educators' Conference*,
New Product Innovation / Entrepreneurship Track, 2008.

Reviewer, *Product Development and Management Association (PDMA) conference*, 2008.

Reviewer, *Journal of Advertising*, 2007.

Reviewer, *Industrial Marketing Management*, 2007.

Reviewer, *Product Development and Management Association (PDMA) Conference*, 2007.

Reviewer, *Journal of Product Innovation Management*, 2007.

Reviewer, *American Marketing Association (AMA) Summer Marketing Educators' Conference*,
New Product Innovation / Entrepreneurship Track, 2007.

Reviewer, *Journal of Product Innovation Management*, 2006.

Reviewer, *Industrial Marketing Management*, 2006.

Reviewer, *American Marketing Association (AMA) Summer Marketing Educators' Conference*, E-
commerce and Technology Track, 2006.

Reviewer, Best paper award, *American Marketing Association (AMA) Marketing Technology and
Innovation Special Interest Group*, 2005.

Reviewer, *Product Development and Management Association (PDMA) Dissertation Proposal
Competition*, 1999 - 2005.

Reviewer, *Product Development and Management Association (PDMA) research competition*,
2005.

Reviewer, *Journal of Marketing*, 2005.

Reviewer, *Journal of Product Innovation Management*, 2004.

Reviewer, *Journal of Marketing*, 2004.

Reviewer, *Marketing Theory Review Special Issue on Ecommerce Theory*, 2004.

Reviewer, *Journal of Developmental Entrepreneurship*, 2002.

Reviewer, *Journal of Product Innovation Management Special Issue on Strategic Planning for New
Products*, 2001.

Reviewer, *Psychology and Marketing* Special Issue on The Psychology of Pricing and the Internet, 2001.

Reviewer, 2001 AMA Summer Marketing Educators' Conference, Teaching Track.

Reviewer, 2001 AMA Winter Marketing Educators' Conference, E-commerce Track.

Reviewer, 2001 AMA Winter Marketing Educators' Conference, Teaching Track.

Reviewer, *Journal of Marketing Research*, Spring 2000.

Reviewer, 2000 AMA Winter Marketing Educators' Conference, Technology, New Ventures, and the Internet Track.

Reviewer, 2000 Society for Marketing Advances Conference, Marketing Education track.

Invited Textbook Review, *Basic Marketing*, 13/e, Bill Perreault and Jerome McCarthy for Irwin/McGraw-Hill, Spring 2000.

Reviewer, 1999 Product Development & Management Association (PDMA) Research Conference.

BUSINESS EXPERIENCE

Production Supervisor, Ford Motor Company

Jan. 1993 - Aug. 1993 Kansas City, MO

Responsible for meeting production, quality, and cost goals on the motor line. Participated in pre-launch production planning activities for conversion from Tempo/Topaz to Contour/Mistique models. Also addressed various union issues.

Production Supervisor, Purina Mills Inc.,

Jan. 1991 - June 1991 Montgomery City, MO

Responsibilities included: managing interfunctional concerns between manufacturing, sales, customer service, and finance departments to ensure timely delivery of high quality product at low cost; implementing total quality management procedures; and cross-training operators.

Second Shift Supervisor, Purina Mills Inc.,

Jan. 1990 - Dec. 1990 Bloomington, IL

Responsibilities as Second Shift Supervisor were similar to those as Production Supervisor at the Montgomery City Plant.

Production Manager Trainee, Purina Mills Inc.,

June 1989 - Jan. 1990 Frankfort, IN

Completed a training program that taught how each department in the company performs its function. Gained hands-on experience in the Production, Quality, Sales, Finance, and Purchasing and Transportation departments and their interrelationships.

Co-op Engineer, Union Electric, Callaway Nuclear Power Plant,

May 1988 - Aug. 1988 and Jan. 1987 - Aug. 1987 Fulton, MO

Responsible for supervision of supplier work performed in the plant. Also worked on Total Quality Management initiatives.

Summer Temporary, McDonnell Douglas Corporation,

May 1986 - Aug. 1986 St. Louis, MO

Wrote computer program that simulated a manufacturing process. It was designed to demonstrate the impact of machine configuration on changeover, volume, and product flexibility. The results allowed manufacturing planners to consider numerous plant layout designs during the new product development process. These layout designs could then be analyzed on a variety of dimensions (cost, speed, quality, etc.) before committing resources.

REFERENCES

Dr. Michael Song

Charles N. Kimball, MRI/Missouri Endowed Chair in Management of Technology and Innovation &

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