

Fogelman College of Business and Economics
Department of Marketing and Supply Chain Management

Department Newsletter

Volume 2

Fall 2010

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Welcome From the Department Chair



Dear Students, Parents, Alumni, Colleagues, and Friends:

With the weather cooling down and the holidays soon approaching, the fall semester is moving by quickly. Enrollments are up and our online marketing management major is rolling out successfully. While several faculty members are already teaching online, others are busily preparing for their upcoming courses. In the midst of all this activity, they remain dedicated to the growing number of students and continue to publish their research in prominent academic journals. The Supply Chain Management Student Association is blossoming under the leadership of Assistant Professor Dr. Shown Jones. In a nutshell, I am proud of the outstanding group of faculty members that make up our diverse Department of Marketing & Supply Chain Management.

This is the second edition of the MSCM department newsletter. In this issue, we again highlight the achievements, activities and publications of our faculty members and students. Tim Mott, our department graduate assistant, spotlights Dr. George Deitz, one of our assistant professors. In the future, I would like to also include achievements of our department's alumni as well. Please let Tim Mott (twmott@memphis.edu) know of any activities or accomplishments you would like to share with us.

As always, I welcome your input and suggestions. Please do not ever hesitate to contact me at 901-678-2667. Or email me at mstaffrd@memphis.edu.

Marla B. Royne Stafford

Marla B. Royne Stafford, Ph.D.
Professor & Chair



Department of Marketing and Supply Chain Management

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SPOTLIGHT ON...

Dr. George Deitz

Assistant Professor



B.S., Marketing, West Virginia University
B.A., English, West Virginia University
M.S., Sport Management, West Virginia University
Ph.D., Marketing, University of Alabama

Dr. George Deitz has been a professor in the University of Memphis MSCM department since Fall 2005. Prior to earning his Ph.D., he worked for eleven years as a sales professional and sales manager for a number of leading software firms. Dr. Deitz was kind enough to sit down with us and discuss why he decided to pursue a career in academia, his latest research, and his thoughts on marketing trends in various areas.

What made you decide to leave your career in sales to become a university professor?

I still recall seeing a recruiting sign for business PhD programs when I was a senior at WVU that said that new college professors could make up to \$45,000. That sure seemed like a lot of money for a 22 year old in 1988! But I thought it was really important for me to first gain practical, real world business experience before entering academia. That was a quality I really admired in many of my favorite professors.

“...if history is a guide, companies tend to hire more new salespeople during the early stages of an economic recovery.”

I worked in personal selling and sales management for about ten years after receiving my master's degree. I couldn't recommend sales positions strongly enough for new college graduates. Granted, it's not for everyone. But if you are willing to work hard, are independent, and truly care about serving customers, you can make more money, have greater autonomy, and often advance more rapidly than your peers working in other functional areas.

Something else for students to keep in mind ... if history is a guide, companies tend to hire more new salespeople during the early stages of an economic recovery.

I was involved with a technology start-up during the early part of my sales career, a privately owned company based in Nashville that was a pioneer in healthcare finance information technology. As part of my compensation package, I was awarded stock options in addition to salary and commission. When the

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company was purchased in 2001, my stock options vested and I used that money to help support my family during my 4-year Ph.D. program at The University of Alabama.

What do you enjoy most about being a marketing professor?

I don't know ... pretty much everything!

Leaving behind my sales career (and income) to go back to school took a pretty big leap of faith, not just for me but for my whole family. But I have to say, being a university professor is everything I hoped for. Most of my friends wish they had a job like mine.

Just like in field sales, college professors have a great degree of freedom in terms of planning their days and teaching their courses. But with that freedom comes a great deal of responsibility.

Students typically don't realize what professors are up to outside the three hours each week they see them in the classroom. I like to have fun in class. But keeping classes fresh and interesting, both for me and the students, requires a good bit of forethought and preparation. College professors are also typically involved in multiple committees at the department, college, and university level. Finally, most faculty are actively involved in research, with the goal of publishing their works in peer-reviewed journals. It can take 2-3 years to see a project through from its inception, so it's very important to keep a steady pipeline of new research going at all times.

Professors in the Fogelman College are evaluated and rewarded for their performance in each of these areas. Fortunately, I really enjoy all three: teaching, service, and research.

“... being a university professor is everything I hoped for. Most of my friends wish they had a job like mine.”

What research are you currently involved in?

How much time do we have?

It's a pretty neat time to be a marketing scholar. There is a lot of healthy debate within the discipline relating to marketing's role within the firm and society. The past twenty to thirty years have witnessed dramatic social, technological, and economic change. As marketing generally involves boundary-spanning activities, market-facing processes should naturally take on much greater strategic importance.

My research generally deals with competition and the role of marketing relationships (for instance, between firms, between the firm and its customers, etc.) in generating long-term competitive advantages.

The research projects I'm most excited about currently involve the use of cutting edge statistical analysis in studying the links between strategic human resource management, organizational climate, and firm performance. As pretty much all social phenomena are hierarchical (e.g., think 'students in a class in a department at a college at a university'), the analytical approach I am using is really useful in studying a wide variety of marketing and business problems.

In the current political season, have you noticed any unique marketing trends or developments?

Obviously, there are strong parallels between promoting a political candidate and a product or service. Perhaps some students recall the striking resemblance between President Obama's 2008 campaign logo and that of a certain carbonated cola drink? That was definitely not by accident.

Given the absence of a strong economic recovery and the general trend for midterm elections to go against the President's party, we should see a lot of new faces in Congress and Governor's mansions in 2011. If a "product" fails to produce desired economic results, there is a real limit to what "marketing" efforts can do to get consumers to "repurchase" it.

I would say the most significant political trend over the past two years has been the rapid rise and increasing influence of the “Tea Party” groups. I think there are strong parallels between the Tea Party and the notion of brand communities, in that these groups are emergent phenomena that arise from the interactions of individual “consumers.” For the most part, they are not the product of careful planning by “producers.” These communities are self-organized and create their own rules for self-governance as they proceed. That process can get kind of messy at times. There is inevitably conflict between the community and established interests. Information technology plays a really strong role in both the brand and political community settings. It’s kind of interesting stuff, really.

“If a ‘product’ fails to produce desired economic results, there is a real limit to what ‘marketing’ efforts can do to get consumers to ‘repurchase’ it.”

What do you think is one of the better marketing campaigns you’ve seen in Memphis?

Well, there are a lot of local corporations and small businesses that do a pretty good job – it’s hard to single one or two out.

FedEX is obviously the most visible Memphis-based marketer on a national scale. It seems to

me that they have always done a really great job with their television advertising – clever stuff that consistently hits home with their intended message. They are also world-class in terms of their selection and leveraging of sponsorship properties, an area that I find pretty interesting.

One of my favorites on the local scene, mostly because I drive by it every day, is the billboard promoting Kroger’s gas directly overlooking the Schnuck’s gas station on Poplar. Subtle, huh? That one makes me chuckle a little, but then I’m a bit of a nerd.

Given your background, what new marketing trends do you see in software technology?

You mean in terms of the influence of technology on marketing practice? I guess the obvious answer would be increasing use of social media and mobile applications.

People have a growing need to be “connected” at all times. From a societal perspective, I think there are probably both good and bad implications that accompany that trend. For instance, something like Facebook helps you develop and maintain more relationships, but if you spend too much time on it then your most important relationships may tend to be relatively shallower.

At the same time, from a marketer’s perspective, such innovation typically provides fresh opportunity for firms to develop new services that really do help people lead better lives. At the end of the day, that is what good marketing is truly about.

ANNOUNCEMENTS

Jennifer Martinez elected President of KPMG PhD Project

Jennifer Martinez, PhD student, has been elected 2011 President of the Marketing Doctoral Student Association of the KPMG PhD Project.

AWARDS AND RECOGNITIONS

2010 Dr. Neil Southern Logistics Endowed Fund Scholarship Winners

The Department of Marketing and Supply Chain Management, in conjunction with Mr. James A. Van Eynde and Dr. R. Neil Southern, have announced this year's winners of the Dr. Neil Southern Logistics Endowed Fund Scholarship. This annual scholarship was established to provide assistance to undergraduate Logistics and Supply Chain Management majors.

The committee reviewed a competitive pool of applicants. Academic achievement, financial need, a commitment to a career in supply chain management, and enthusiasm for the major are distinguishing factors considered by the committee.

The winners are:

- **Michael Jensen.** Michael has been employed in the supply chain management industry for over 15 years. He is currently a junior.
- **Anthony Jordan.** Anthony is a second-generation logistician looking to start his own logistics company. He is currently a junior.
- **Herman VanHorn.** Herman currently works as a distribution center manager. He plans to leverage his experience and education toward career progression in the field. He is currently a sophomore.
- **Cassandra Young.** Cassandra's experience in financial banking fostered her interest in supply chain management and inspired her return to the University of Memphis. She is currently a junior.

Dr. Cervetti and Dr. Stafford receive Best Paper Award

Dr. Michael Cervetti and Dr. Marla Stafford received a "Best Paper Award" based upon peer reviews of "The Use of Performance Control Charts in Higher Education" which was presented at the International Conference on Learning Administration in Higher Education 2010 in Nashville Tennessee in June.

Dr. Sherrell and Professor Kehr receive Service Awards

Dr. Daniel Sherrell and Professor Dale Kehr were recently recognized for a service milestone at the University of Memphis. Dr. Sherrell was recognized for completing 15 years of service and Professor Kehr was recognized for completing 10 years of service.



EVENTS AND ACTIVITIES

Dr. Babakus conducts doctoral seminar in Sweden

Emin Babakus, First Tennessee Professor and professor of marketing, spent the last week of February 2010 as a guest professor at Lulea University of Technology, Lulea, Sweden. He was invited to conduct a doctoral seminar in advanced research methods for the Ph.D. students in e-commerce and industrial marketing. This program attracts students from all over the world. The current group of 16 students came from as far as Australia, South Africa, Hong Kong, Iran, Cyprus, Tunisia, Russia, and the United States. The week-long seminar covered major topics in research design, measurement and analysis.

Lulea is a port city with 75,000 residents located in the northern part of the Baltic Sea. While temperatures during late February ranged from -20°F to -35°F with more than three feet of snow on the ground and everything frozen (including the Baltic Sea!), all seemed to function in harmony with nature.



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EVENTS AND ACTIVITIES

SCMSA visits Menlo Worldwide Logistics facility

On Friday, March 19, 2010, the Supply Chain Management Student Association (SCMSA) had the opportunity to visit Menlo Worldwide Logistics' third-party logistics facility supporting Nike Golf. Mr. Ken Looney, Site Manager, and his team graciously hosted fourteen students and one faculty member of the organization.



Sensei, James Richardson, provided an in-depth review of the continuous improvement taking place at Menlo Worldwide and the positive results enjoyed by Nike and others. The facility tour reinforced these discussions and provided an opportunity for the students to ask questions to these experts.

Menlo Worldwide provided a walking tour of the four facets of the facility. The company performs custom manufacturing for customer-specific golf clubs, receiving and warehousing of product, processing and value added services for customer orders, and reverse logistics for product returns. The vast space of the warehouse, the astronomical number of items held, and the span of control of supply chain events were overwhelming. However, as the leadership explained their ability to use technology, information systems, human ingenuity, application of Lean techniques, and automation to conquer their workload, the students could envision their textbook knowledge coming to life and overcoming the complexity associated with managing a real-world supply chain.

The SCMSA is extremely grateful to Mr. Greg Powers for arranging the tour, to Mr. Ken Looney and his group for hosting it, and to the students who gave up the first sunny afternoon in 2010 for professional development. This tour is the first since the organization reorganized at the beginning of the year. For information about the SCMSA, please contact Dr. Shawn Jones, Faculty Advisor to SCMSA, at srjones8@memphis.edu or Christine Bach, President of SCMSA, at cbach@memphis.edu.

EVENTS AND ACTIVITIES

Dr. Cervetti presents education paper in Las Vegas

Dr. Michael J. Cervetti presented his paper, *Performance Control Charts in a Business Statistics Class*, at the joint conference of the International Academy of Business and International Educators Group. The conference was held in Las Vegas, Nevada, on May 10-11, 2010. The paper was co-authored with MSCM Department Chair Dr. Marla Stafford.

Dr. Amini invited to continue research and collaborations in Sweden

Dr. Mehdi Amini has been invited as an *Affiliate Professor* to continue his research and educational collaborations with the Luleå University of Technology (LUT) in Sweden for academic year 2010-2011. Since spring 2009, he has been involved in development of research and educational programs at the Department of Commerce, Industrial Marketing and Logistics at the LUT. He has been conducting graduate seminars and engaged in research projects with the faculty and Ph.D. students at the LUT.

Dr. Boller teaches new Masters in Health Administration students

Dr. Greg Boller recently joined forces with the Director of the Masters in Health Administration program to teach advanced communication skills and executive presence to first year MHA students as part of their Day One training.

Dr. Boller designated to serve on branding team by President Raines

Dr. Greg Boller, at the request of President Raines, is now serving as a member of a diverse project team (comprised of representatives from all of the colleges and universities in the Memphis area, the Memphis mayor's office and the Assisi Foundation) charged with the task of branding Memphis as a "college town." This unique (five year) assignment is high profile and very important to the ongoing and future marketing efforts of the City of Memphis.

PUBLICATIONS

Recent articles published including MSCM Faculty and Ph.D. Students

- Pérez-Nordtvedt, L., **Babakus, E.**, and Kedia, B. L. (2010). Learning from International Business Affiliates: Developing Resource-Based Learning Capacity through Networks and Knowledge Acquisition. *Journal of International Management*, 16(3), 162-274.
- Yavas, U., **Babakus, E.**, and Ashill, N. J. (2010). Testing a Branch Performance Model in a New Zealand Bank. *Journal of Services Marketing*, 24(5), 369-377.
- Yavas, U., and **Babakus, E.** (2010). Relationships between Organizational Support, Customer Orientation, and Work Outcomes: A Study of Frontline Bank Employees. *International Journal of Bank Marketing*, 28(3), 222-228.
- Bush, V., **Bush, A. J.** and Orr, L. (2010). Monitoring the Ethical Use of Sales Technology: An Exploratory Field Investigation. *Journal of Business Ethics*, 95, 239-257.
- Evans, R. D., Jr., Hart, P. J., Cicala, J. E., and Sherrell, D. L.** (2010). Elvis: Dead and Loving It – The Influence of Attraction, Nostalgia, and Risk in Dead Celebrity Attitude Formation. *Journal of Management and Marketing Research*, 3(3), 1-13.
- Deitz, G. D.**, Tokman, M. X., Richey, R. G., and Morgan, R. M. (2010). Joint Venture Stability and Cooperation: Direct, Indirect and Contingent Effects of Resource Complementarity and Trust. *Industrial Marketing Management*, 39(5), 862-873.
- Liu, G.**, McKone-Sweet, K., and Shah, R. (2009). Assessing the Performance Impact of Supply Chain Planning in Net-Enhanced Organizations. *Operations Management Research*, 2(1-4), December 2009, 33-43.
- Collier, J. E., and **Sherrell, D. L.** (2010). Examining the Influence of Control and Convenience in a Self-Service Setting. *Journal of the Academy of Marketing Science*, 38(4), 490-509.
- Suntornpithug, N., Todorovic, Z. W., and **Sherrell, D. L.** (2010). Revisiting the Concept of Person Interactivity Through Social Psychology and Social Telepresence Theory. *International Journal of Electronic Business*, 8(1), 31-50.
- Smith, R., and **Royne, M. B.** (2010). Consumer Literacy and Credence Services: Helping the Invisible Hand. *Journal of Consumer Affairs*, 44(3), 598-606.
- Bienstock, C. C., and **Royne, M. B.** (2010). Technology Acceptance and Satisfaction with Logistics Services. *International Journal of Logistics Management*, 21(2), 271-292.

Mittal, B., and **Royne, M. B.** (2010). Consuming as a Family: Modes of Intergenerational Influence on Young Adults. *Journal of Consumer Behaviour*, 9 (4), 239-257.

Forthcoming articles including MSCM Faculty

Wakolbinger, T., and Cruz, J. M. Supply Chain Disruption Risk Management through Strategic Information Acquisition and Sharing and Risk Sharing Contracts. *International Journal of Production Research*.

Amini, M., and Li, H. (2010). Supply Chain Configuration for Dynamic Diffusion of New Products: An Integrated Optimization Approach. *Omega: International Journal of Management Science*.

Yavas, U., and **Babakus, E.** (2010). Job Demands, Resources, Burnout and Coping Mechanism Relationships. *Services Marketing Quarterly*.

Yavas, U., Karatepe, O. M., and **Babakus, E.** (2010). Efficacy of Job and Personal Resources Across Psychological and Behavioral Outcomes. *Journal of Human Resources in Hospitality and Tourism*.

Karatepe, O. M., Sokmen, A., Yavas, U., and **Babakus, E.** (2010). Work-Family Conflict and Burnout in Frontline Service Jobs: Direct, Mediating and Moderating Effects. *E + M Economics and Management Journal*.

Davis, P. S., **Babakus, E.**, Danskin Englis, P., and Pett, T. (2010). The Influence of CEO Gender on Market Orientation and Performance in Service SMEs. *Journal of Small Business Management*.

Babakus, E., Yavas, U., and Ashill, N. J. (2010). Service Worker Burnout and Turnover Intentions: Roles of Person-Job Fit, Servant Leadership and Customer Orientation. *Services Marketing Quarterly*.

Yavas, U., Karatepe, O. M., and **Babakus, E.** (2010). Relative Efficacy of Organizational Support and Personality Traits in Predicting Service Recovery and Job Performances: A Study of Frontline Employees in Turkey. *Tourism Review*.

Liu, G., and **Deitz, G. D.** Linking Supply Chain Management with Mass Customization Capabilities. *International Journal of Physical Distribution & Logistics Management*.

Deitz, G. D., Evans, R. E., and Hansen, J. D. Sponsorship and Shareholder Value: A Reexamination and Extension. *Journal of Business Research*.

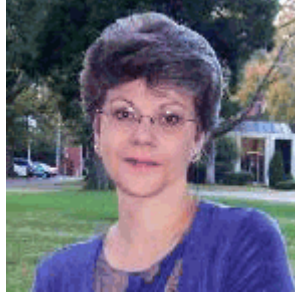
Bhagat, R. S., **Krishnan, B. C.**, Nelson, T. A., Leonard, K. M., Ford, D. L., and Billing, T. K. (2010). Organizational Stress, Psychological Strain and Work Outcomes in Six National Contexts: A Closer Look at the Moderating Influences of Coping Styles and Decision Latitude. *Cross Cultural Management: An International Journal*, 17(1).

Liu, G., Shah, R., and Schroeder, R. G. (2010). Managing Demand and Supply Uncertainties to Achieve Mass Customization Ability. *Journal of Manufacturing Technology Management*, 21(8).

Kowalczyk, C. K., and **Royne, M. B.** Are Products More Real on Reality Shows? An Exploratory Study of Product Placement in Reality Television Programming. *Journal of Current Issues & Research in Advertising*.

Myers, S. D., **Royne, M. B.**, and **Deitz, G.D.** Direct to Consumer Advertising: Exposure, Behavior, and Policy Implications. *Journal of Public Policy & Marketing*.

Meet the Marketing and Supply Chain Management Faculty



Dr. Marla Royne Stafford
Professor and Chair



Dr. Mohammad Amini
Professor



Dr. Emin Babakus
Professor



Dr. Gregory Boller
Associate Professor



Dr. Alan Bush
Professor



Dr. Michael Cervetti
Instructor



Dr. George Deitz
Assistant Professor



Mr. Roger Iles
Instructor



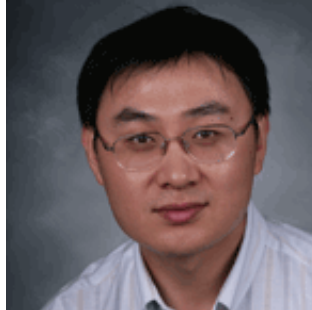
Dr. Shawn Jones
Assistant Professor



Mr. Dale Kehr
Instructor



Dr. Balaji Krishnan
Associate Professor



Dr. Gensheng 'Jason' Liu
Assistant Professor



Dr. Satish Mehra
Professor



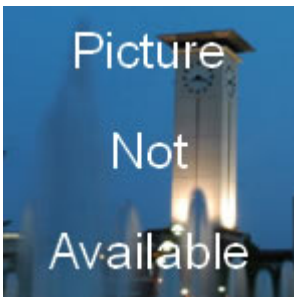
Dr. Ernest Nichols
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Dr. Michael Racer
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Dr. Daniel Sherrell
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Dr. Rachel Smith
Instructor



Dr. Jeff Thieme
Associate Professor



Dr. Tina Wakolbinger
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