

RICHARD GERMAIN

Challenge for Excellence Chair in Supply Chain Management
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EDUCATION

- Ph.D. in Marketing; Minors in Logistics and Advertising; Michigan State University (1989).
- Master of Business Administration; Major in Management Science; McGill University, Montreal (1986).
- Bachelor of Commerce; Major in Quantitative Methods; Concordia University, Montreal (1981).

EXPERIENCE

- University of Louisville: Challenge for Excellence Chair in Supply Chain Management (2001+).
- Oklahoma State University: Assistant/ Associate Professor of Marketing (1990-2001).

HONORS

- 2004: Outstanding Research Award, College of Business, University of Louisville.
- 2003: Outstanding College Faculty Member Award, College of Business, University of Louisville.
- 2002: Outstanding Paper Award from for "Applied Product Knowledge and Performance: Moderating Effects of Uncertainty," *International Journal of Quality & Reliability Management*.
- 1999: Outstanding Paper Award for "Total System JIT Outcomes: Inventory, Organization, and Financial Effects," *International Journal of Physical Distribution & Logistics Management*.
- 1995: Best Paper Award for "Form Postponement as a Strategic Initiative in Affecting Organizational Design," the *American Marketing Association 1995 Summer Educators' Conference*.
- 1994: Greiner Undergraduate Teaching Excellence Award, Oklahoma State University.
- 1989: Best Student Paper Award for "The Effect of Product Diversification and Size on the Organizational Structure of Demand Servicing Activities," *American Marketing Association 1989 Summer Educators' Conference*.
- 1978-1981: ESSO Canada undergraduate scholarship.

MAJOR SERVICE

- MBA Committee, 2004+ (University of Louisville).
- Logistics & Distribution Institute (University of Louisville): Director of Programs (2004-2007); Associate Director (2007+).
- Louisville Logistics Network: Board Member, Executive Board Member (2002+).
- Marketing Ph.D. Program Coordinator, 1995-1999 (Oklahoma State University).
- Direct Marketing Education Foundation: sponsor of 9 scholarship winners.
- Ph.D. Dissertation Committee Service:
 - Chaired two committees (at Oklahoma State University) including one awarded \$10,000 dissertation grant from the National Association of Purchasing Managers.
 - Currently chairing one dissertation committee at the University of Louisville.
 - Committee Member of 10 other students.
- Journal Editorial Review Board:
 - *Journal of Business Logistics*.
 - *International Journal of Physical Distribution & Logistics Management*.

INSTRUCTION

- Ph.D. Level: Theory & Philosophy of Science; Linear Modeling
- MBA Level: Marketing Management; Supply Chain Management

- Undergraduate Level: Principles of Marketing; Market Research; Logistics; Marketing Management; Introductory Statistics

REFEREED JOURNAL ARTICLES

1. B. Davis, R. Germain & K. Iyer, "Supply Chain Technology: The Role of Environment in predicting Performance," *Journal of the Academy of Marketing Science* (forthcoming).
2. G. Buttermann, R. Germain & K. Iyer (2008), "Contingency Theory "Fit" as Gestalt: An Application to Supply Chain Management," *Transportation Research Part E: Logistics and Transportation Review*, 44 (November), 955-69.
3. R. Germain, C. Dröge & C. Claycomb (2008), "Supply Chain Variability, Organizational Structure and Performance: The Moderating Effect of Demand Unpredictability," *Journal of Operations Management*, 26 (September), 557-570.
4. O. Nasraoui, M. Soliman, E. Saka, A. Badia, R. Germain (2008), "A Web Usage Mining Framework for Mining Evolving User Profiles in Dynamic Websites," *IEEE Transactions on Knowledge and Data Engineering*, 20 (February), 202-15.
5. N. Spears & R. Germain (2007), "A Note on Green Sentiments and the Human-Animal Relationship in Print Advertising During the 20TH Century," *Journal of Current Issues and Research in Advertising*, 29 (Fall), 53-62.
6. N. Spears & R. Germain (2007), "1900-2000 in Review: The Shifting Role and Face of Animals in Print Advertisements in the Twentieth Century," *Journal of Advertising*, 36 (Fall), 19-34.
7. W. Christensen, R. Germain & L. Birou (2007), "Variance vs. Average: Supply Chain Lead-time as a Predictor of Financial Performance," *Supply Chain Management: An International Journal*, 12 (5), 349-57.
8. K. Iyer, R. Germain & G. Frankwick (2006), "Supply Chain Analytic Capability: Environment and Performance," *International Journal of Integrated Supply Management*, 3 (3), 302-20.
9. R. Germain & K. Iyer (2006), "The Interaction of Internal and Downstream Integration and its Association with Performance," *Journal of Business Logistics*, 27 (2), 29-52.
10. C. Claycomb, C. Dröge & R. Germain (2005), "Applied Customer Knowledge in a Manufacturing Environment: Flexibility for Industrial Firms," *Industrial Marketing Management*, 34 (July), 629-40.
11. W. Christensen, R. Germain & L. Birou (2005), "Build-to-Order and Just-in-Time as Predictors of Applied Supply Chain Knowledge and Market Performance," *Journal of Operations Management*, 23 (July), 470-81.
12. C. Claycomb, K. Iyer & R. Germain (2005), "Predicting the Level of B2B E-commerce in Industrial Organizations," *Industrial Marketing Management*, 34 (April), 221-34.
13. K. Iyer, R. Germain & G. Frankwick (2004), "Supply Chain B2B E-Commerce and Time-Based Delivery Performance," *International Journal of Physical Distribution & Logistics Management*, 34 (8), 645-61.
14. X. Lin & R. Germain (2004), "Antecedents to Customer Involvement in Product Development: Comparing U.S. and Chinese Firms," *European Management Journal*, 22 (2), 244-55.
15. X. Lin & R. Germain (2004), "Customer Orientation in Chinese Industrial Firms and Global Marketing Implications," *Journal of Global Marketing*, 17 (1), 93-115.
16. C. Dröge, C. Claycomb & R. Germain (2003), "Does Knowledge Mediate the Effect of Context on Performance? Some Initial Evidence," *Decision Sciences*, 34 (3), 541-69.
17. X. Lin & R. Germain (2003), "Effect of Context, Customer Product Knowledge, and Organizational Structure on Performance: Lessons from Chinese State-Owned Enterprises," *Strategic Management Journal*, 24 (11), 1135-51.
18. X. Lin & R. Germain (2003), "Market Responsive Product Quality Orientation and its Performance Implications," *Journal of International Marketing*, 11, (2), 59-77.
19. C. Claycomb, C. Dröge & R. Germain (2002), "Applied Product Knowledge and Performance: Moderating Effects of Uncertainty," *International Journal of Quality & Reliability Management*, 19 (6), 649-71.
20. C. Claycomb, C. Dröge & R. Germain (2001), "Applied Process Knowledge and Market Performance: The Moderating Effect of Environmental Uncertainty" *Journal of Knowledge Management*, 5 (3), 264-77.

21. R. Germain, C. Dröge & W. Christensen (2001), "The Mediating Role of Knowledge in the Relationship of Context with Performance," *Journal of Operations Management*, 19 (July), 453-69.
22. C. Dröge & R. Germain (2000), "The Relationship of Electronic Data Interchange with Inventory and Financial Performance" *Journal of Business Logistics*, 21 (2), 209-30.
23. C. Claycomb, R. German & C. Dröge (2000), "The Effects of Formal Strategic Marketing Planning on the Industrial Firm's Configuration, Structure, Exchange Partners, and Performance," *Industrial Marketing Management*, 29 (3), 219-34.
24. R. Germain (2000) "Were Banks Marketing Themselves Well From a Segmentation Perspective Before the Emergence of Scientific Inquiry on Service Marketing?" *The Journal of Services Marketing*, 14 (1), 44-62.
25. C. Claycomb, R. Germain & C. Dröge (1999), "Total System JIT Outcomes: Inventory, Organization, and Financial Effects," *International Journal of Physical Distribution & Logistics Management*, 29 (10), 612-30.
26. C. Claycomb, C. Dröge & R. Germain (1999), "The Effect of Just-in-Time Exchange with Customers on Organizational Design and Performance," *International Journal of Logistics Management*, 10 (1), 37-58.
27. R. Germain & N. Spears (1999), "Quality Management and its Relationship with Organizational Context and Design," *International Journal of Quality & Reliability Management*, 16 (4), 371-91.
28. X. Lin & R. Germain (1999), "Predicting International Joint Venture Interaction Intensity in U.S.-Chinese Ventures," *Journal of International Marketing*, 17 (Spring), 5-23.
29. S. Vickery, C. Dröge & R. Germain (1999), "The Relationship between Product Customization and Organizational Structure," *Journal of Operations Management*, 17 (June), 377-94.
30. C. Dröge & R. Germain (1998), "The Design of Logistics Organizations," *Transportation Research, Part E: Logistics & Transportation Review*, 34 (March), 25-37.
31. C. Dröge & R. Germain (1998), "The Inventory Effect due to Just-in-Time: Does it Hold Under Different Contextual, Environmental, and Organizational Conditions?" *Journal of Business Logistics*, 19 (2), 53-71.
32. X. Lin & R. Germain (1998), "Sustaining Satisfactory Joint Venture Relationships: The Role of Conflict Resolution Strategy," *Journal of International Business Studies*, 29 (First Quarter), 179-96.
33. R. Germain & C. Dröge (1998) "The Context, Organizational Design, and Performance of JIT Buying versus Non-JIT Buying Firms," *Journal of Supply Chain Management*, 34 (Spring), 12-18.
34. R. Germain & C. Dröge (1997), "An Empirical Study of the Impact of Just-in-Time Task Scope versus Just-in-Time Workflow Integration on Organizational Design," *Decision Sciences*, 28 (Summer), 615-35.
35. R. Germain & C. Dröge (1997), "The Effect of JIT Purchasing Relationships on Organizational Design, Purchasing Department Configuration, and Firm Performance," *Industrial Marketing Management*, 26 (March), 115-25.
36. R. Germain, C. Dröge & N. E. Spears (1996), "The Implications of Just-in-Time for Logistics Organization Management and Performance," *Journal of Business Logistics*, 17(2), 19-34.
37. R. Germain (1996), "The Role of Context and Structure in Radical and Incremental Logistics Innovation Adoption," *Journal of Business Research*, 35 (February), 117-27.
38. P. Daugherty, R. Germain & C. Dröge (1995), "Predicting EDI Technology Adoption in Logistics Management: The Influence of Context and Structure," *Logistics & Transportation Review*, 31 (December), 309-24.
39. R. Germain & C. Dröge (1995), "Just-in-Time and Context as Predictors of Electronic Data Interchange Technology Adoption," *International Journal of Physical Distribution & Logistics Management*, 25 (1), 18-33.
40. S. C. Hollander & R. Germain (1995), "A Note on the History of the Marketing of Higher Education," *Journal of Non-Profit & Public Sector Marketing*, 3 (2), 63-80.
41. R. Germain, C. Dröge & P. Daugherty (1994), "The Effect of Just-in-Time Selling on Organizational Structure: An Empirical Investigation," *Journal of Marketing Research*, 31 (November), 471-83.

42. R. Germain, C. Dröge & P. Daugherty (1994), "A Cost and Impact Typology of Logistics Technology Adoption and their Effect on Organizational Practice," *Journal of Business Logistics*, 15 (2), 227-48.
43. P. Daugherty, C. Dröge & R. Germain (1994), "Logistical Benchmarking: An Empirical Investigation of Manufacturing Firms," *The International Journal of Logistics Management*, 5 (1), 9-18.
44. R. Germain, (1993) "The Adoption of Logistics Process Technology in Manufacturers," *Journal of Business Research*, 27 (May), 51-63.
45. R. Germain, (1993) "The Early Years of Community Advertising," *Journal of Nonprofit and Public Sector Marketing*, 1 (1), 85-106.
46. C. Dröge & R. Germain (1991), "Evaluating Logistics Management Information Systems," *International Journal of Physical Distribution & Logistics Management*, 21 (7), 22-27.
47. C. Dröge, R. Germain & J. R. Stock (1991), "Dimensions Underlying Retail Logistics and Their Relationship to Supplier Evaluation Criteria," *The International Journal of Logistics Management*, 2 (1), 19-25.
48. R. Germain & C. Dröge (1990), "Wholesaling Operations and Vendor Evaluation," *Journal of Business Research*, 21 (September), 119-29.
49. C. Dröge, R. Germain & D. Halstead (1990), "A Note on Marketing and the Corporate Annual Report: 1930-1950," *Journal of the Academy of Marketing Science*, 18 (Fall), 355-64.
50. R. Germain & B. Cooper (1989), "How A Customer Service Mission Statement Affects Company Performance," *Industrial Marketing Management*, 19 (February), 47-54.
51. C. Dröge & R. Germain (1989), "The Impact of the Centralized Structuring of Logistics Activities on Span of Control, Formalization, and Performance," *Journal of the Academy of Marketing Science*, 17 (Winter), 83-89.
52. R. Germain (1989), "The Effect of Output Standardization on Logistical Strategy, Structure, and Performance," *International Journal of Physical Distribution & Materials Management*, 19 (1), 20-29.

BOOKS

1. R. Germain (1996), *Dollars Through the Doors: A Pre-1930 History of Bank Marketing in America*, Westport, CT: Greenwood Publishing Group, pp.224.
2. S.C. Hollander & R. Germain (1992), *Was There a Pepsi Generation Before Pepsi Discovered It? Youth-Based Segmentation in Marketing*, Chicago, IL: American Marketing Association, pp.160.
3. D.J. Bowersox, P. Daugherty, C. Dröge, R. Germain & D. S. Rogers (1992), *Logistical Excellence: It's Not Business as Usual*, Burlington, MA: Digital Press, pp.246.
 - Reprint: *Eccellenza Logistica: il nuovo modo di fare business*, (1993) Milan: Italy, FrancoAngeli.

VOLUME CONTRIBUTIONS

1. R. Germain & W. Whitworth (2008), "Customer Service: A Logistics Perspective," in *Engineering Logistics Handbook*, G.D. Taylor (ed.), Boca Raton, FL; CRC Press, 6.1-10.
2. R. Germain & X. Lin (2003), "A Supply Chain and Organizational Approach to Chinese State-Owned Enterprises," in *Chinese Economic Transition & International Marketing*, I. Alon (ed.), Westport, CT: Praeger, 264-79.
3. R. Germain (1997), "An Historical Analysis of Marketing By Service Organizations: The Case of Pre-1930 Banking in America," in *Advances in Services Marketing & Management: Research & Practice*, Vol. 6, T. A. Swartz, D. E. Bowen & D. Iacobucci (eds.), Greenwich, CT: JAI Press, 101-23.
4. R. Germain (1994), "Statistical Methods and Market Research: The Early Twentieth Century," in *Research in Marketing: Explorations in the History of Marketing (Supplement 6)*, R. Fullerton (ed.) Greenwich, CT: JAI Press, 87-101.

CONFERENCE PROCEEDINGS / ABSTRACTS

1. R. Germain, G. Buttermann & K. Iyer (2008), "Electronic Supply Chain Integration: The Moderating Effect of Cooperative Norms," *Communications of the Systematics and Informatics World Network*, Vol. 3 (June), 39-45.

2. G. Buttermann, R. Germain & K. Iyer, "Contingency Theory "Fit" as Gestalt: An Application to Supply Chain Management," *Academy of Management 2007 Annual Meeting*.
3. G. Buttermann, R. Germain & K. Iyer, "Performance through Integration: Transaction Cost Economics and the Supply Chain," *Academy of Management 2007 Annual Meeting*.
4. X. Lin & R. Germain, "Supply Chain Knowledge in U.S. versus Chinese Firms," *Academy of Management 2007 Annual Meeting*.
5. X. Lin & R. Germain (2004), "The Impact of FDI on Performance in Chinese State Enterprises: The Role of Management Decentralization", Inaugural Conference of the International Association for Chinese Management Research (IACMR), Beijing, on CD.
6. R. Germain & X. Lin (2003) "Foreign Direct Investment, Organizational Structure, and Firm Size: Performance Effect in Chinese State Enterprises," *Administrative Sciences Association of Canada 2003 Conference*, Halifax.
7. R. Germain (2003) "On the History of Bank Marketing," *The Romance of Marketing History: Proceedings of the 11th Conference on Historical Analysis & Research in Marketing*, East Lansing, MI, Michigan State University, 295.
8. R. Germain (2002), "A Historical Perspective to Services Marketing: Banking in North America Prior to 1930," *11th Annual AMA Frontiers in Service Marketing Conference*, Chicago, AMA, 76.
9. X. Lin & R. Germain (2001), "Market-Responsive Product Quality Orientation and its Performance Implications in Chinese State -Owned Enterprises," *American Marketing Association 2001 Summer Educators' Conference*, Chicago, 87.
10. B. Larson & R. Germain (2000), "Relational Marketing: How New Is It?" in *Business Research Yearbook: Global Business Perspectives*, J. Biberian & A. Alkhafaji eds., (Spring), McNaughton & Gunn, Inc., Saline, MI, V7, 55-59.
11. R. Germain, C. Dröge & C. Johnson (1998), "Senior Distribution Executive Tenure Impact on Organizational Design in Distribution," *American Marketing Association 1998 Winter Educators' Conference*, Chicago: AMA, 266-92.
12. N. Spears & R. Germain (1997), "The Transference of Ideas Across Disciplines: The Case of Metaphor and Analogy," *Proceedings of the 8th Conference on Historical Research in Marketing & Marketing Thought*, East Lansing, MI: Michigan State University, 49-57.
13. C. Claycomb & R. Germain (1997), "Organizational Learning and Performance: An Empirical Test," *American Marketing Association 1997 Winter Educators' Conference*, Chicago: AMA, 94-100.
14. N. Spears & R. Germain (1995), "A Review of the Product Life Cycle and Diffusion of Innovation: Current and Historical Perspectives," *Proceedings of the 7th Conference on Historical Research in Marketing & Marketing Thought*, East Lansing, MI: Michigan State University, 349-62.
15. C. Dröge, R. Germain & N. E. Spears (1995), "Form Postponement as a Strategic Initiative in Affecting Organizational Design," *American Marketing Association 1995 Summer Educators' Conference*, Chicago: AMA, 263-69.
16. R. Germain & W. G. Zikmund (1993), "Thirty Years of the Survey of Marketing Research: A Longitudinal Investigation," *1993 Southwest Marketing Association Conference: Advances in Marketing*, Southwest Marketing Association, Baton Rouge: LA, 141-47.
17. R. Germain (1993), "An Historical Analysis of Bank Accessibility," *Proceedings of the 6th Conference on Historical Research in Marketing & Marketing Thought*, East Lansing: Michigan State University, 1.
18. R. Germain, C. Dröge & P. Daugherty (1993), "An Empirical Investigation of JIT Exchange, Strategy and Organization," *American Marketing Association 1993 Summer Educators' Conference*, Chicago: AMA, 25.
19. R. Germain & D. S. Rogers (1992), "Organization and Supplier Evaluation in Merchandisers," *American Marketing Association 1992 Summer Educators' Conference*, Chicago: AMA, 447-53.
20. R. Germain (1991), "Community Advertising," *Proceedings of the 5th Conference on Historical Research in Marketing & Marketing Thought*, East Lansing: Michigan State University, 251.
21. R. Germain & C. Dröge (1990), "The Relationships among Size, Technology and Structure in Small versus Large Wholesalers," *American Marketing Association 1990 Summer Educators' Conference*,

Chicago: AMA, 305.

22. C. Dröge & R. Germain (1990), "Evaluating Physical Distribution Information Systems: The Role of Information Technology, Resource Availability and Firm Characteristics," *American Marketing Association 1990 Summer Educators' Conference*, Chicago: AMA, 259.
23. C. Dröge, R. Germain & P. Daugherty (1989), "Servicing the Exchange Relationship: Organizational Configuration and Its Effects on Intra-Firm and Buyer-Seller Communications," *1989 Southern Marketing Association Conference*, Southern Marketing Association, Charleston, SC: SMA, 153-57.
24. R. Germain & P. Daugherty (1989), "The Effect of Product Diversification and Size on the Organizational Structure of Demand Servicing Activities," *American Marketing Association 1989 Summer Educators' Conference*, Chicago: AMA, 126-31.
25. S. C. Hollander & R. Germain (1989), "A Note on the History of the Marketing of Higher Education," *1989 Symposium for the Marketing of Higher Education*, Cincinnati, OH: Xavier University, 266-80.
26. R. Germain (1989), "The Adoption of Statistical Methods in Market Research: 1915-1937," *Proceedings of the 4th Conference on Historical Research in Marketing & Marketing Thought*, East Lansing, MI: Michigan State University, 317-30.
 - **Reprint:** *The International Library of Critical Writings in Business History: Volume 1*, (1993), S.C. Hollander and K. M. Rassuli, eds., London: Edward Elgar Publishers Limited, 435-48.
27. R. Germain (1988), "Logistical Systems and Their Relationships with Effective Logistical Product Management," *American Marketing 1988 Association Summer Educators' Conference*, Chicago: AMA, 4-8.

CONSULTING / CONTRACT / OTHER OUTSIDE WORK

- Graduate Management Admissions Council (GMAC, administrator of the GMAT exam); Currently working on 2nd project.
- Center for Sustainable Aluminum Industry (CSAI - A Sloan Foundation Center): \$50,000 contract (2006 -2007).
- Expert Witness for Static Control versus Lexmark: 2006-2007.
- Secat, Inc. (Metallurgical research lab), 2005-2006.
- Oklahoma State University: Athletic Department, 1996.

MEMBERSHIPS

- American Marketing Association
- Council of Supply Chain Management Professionals
- Purchasing Management Association of Louisville
- Academy of Marketing Science