

RICHARD GERMAIN

**Marketing Department Head and Challenge for Excellence Chair in Supply Chain Management
College of Business, University of Louisville, Louisville, KY**
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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).

ACADEMIC EXPERIENCE

- Marketing Department Chair and Challenge for Excellence Chair in Supply Chain Management; College of Business; University of Louisville (USA): 2012+.
- Professor of Operations Management; EBS University of Economics and Law (Germany) and Graduate School of Management, St. Petersburg University (Russia): 2010-2012.
- Professor of Marketing and Challenge for Excellence Chair in Supply Chain Management at the University of Louisville (USA): 2001-2010.
- Assistant/Associate Professor of Marketing at Oklahoma State University (USA): 1990-2001.

ADMINISTRATION AND SERVICE

- Marketing Department Chair; University of Louisville; 2012+.
- Head of the Deutsche Bahn and Russian Railways Center for International Logistics and Supply Chain Management (CIL), St. Petersburg University (Russia) 2011-2012. Major activities:
 - Developed CIL strategic plans, financial statements, and activity reports and presentation to CIL Steering Committee for approval.
 - Administered and supervised Russian Railway contracts involving:
 - i. Creation of supply chain concentrations at bachelor and masters levels (benchmarking and full curricular development).
 - ii. Production of multiple cases, course packages, and teaching manuals.
 - iii. Organization of teaching and research symposia, conferences, and workshops.
 - Supervised implementation of CIL research plan including contract development and administration with outside research agencies.
 - Academic responsibility for custom-built Russian Railways executive programs including short (72-hour) and long (515-hour) programs and planning and organizing international course modules.
 - Staff supervision (eight employees).
- MBA Committee, 2004-2010, (University of Louisville).
- Logistics & Distribution Institute (University of Louisville): Director of Programs (2004-2007); Associate Director (2007-2010).
- Louisville Logistics Network: Board Member (2005-2010); Executive Board Member (2002-2005).
- 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.
 - Dissertation committee member for 15 other students.

- Journal Editorial Review Board:
 - *Journal of Business Logistics*.
 - *International Journal of Physical Distribution & Logistics Management*.

INSTRUCTION

- Ph.D. level: Theory and Philosophy of Science; Linear Modeling; Structural Equation Modeling; Supply Chain Management.
- Master's level (MBA and Master of International Business): Marketing Management; Supply Chain Management; International Logistics.
- Bachelor's level: Principles of Marketing; Market Research; Logistics and Supply Chain Management; Marketing Management; Introductory Statistics.
- Executive Education (modules): Logistics Service; International Logistics; Inventory Management; Global Sourcing and Outsourcing.
- International teaching experience: Germany, Russia.

REFEREED JOURNAL ARTICLES

1. B. Davis-Sramek, B. Fugate, C. Autry, R. Germain (2102), "Does Knowledge Management Facilitate Logistics-Based Differentiation? The Effect of Global Manufacturing Reach," *International Journal of Production Economics*, 139 (2) -496-509.
2. R. Germain, B. Davis-Sramek, S. Lonial & P.S. Raju (2011), "The Impact of Relational Supplier Exchange on Financial Performance: A Study of the Hospital Sector," *Journal of Business Logistics*, 43 (3), 240-53.
3. R. Germain, K. Krotov & Y. Fedotov (2011), "Outsourcing and Vertical Integration: Research Propositions from an Organizational Perspective," *Russian Management Journal*, 9 (2), 93-108.
4. L. Birou, R. Germain & W. Christensen (2011), "Applied Logistics Knowledge and its Impact on Financial Performance," *International Journal of Operations & Production Management*, 31 (8), 816-34.
5. W. Meek, M. Baucus, B. Davis, & R. Germain (2011), "Commitment in Franchising: The Role of Collaborative Communication and a Franchisee's Propensity to Leave," *Entrepreneurship Theory & Practice*, 35 (3), 559-81.
6. B. Davis-Sramek, R. Germain & T. Stank (2010), "The Impact of Order Fulfillment Service on Retailer Merchandising Decisions in the Consumer Durables Industry," *Journal of Business Logistics*, 31 (2), 215-30.
7. B. Davis-Sramek, R. Germain & K. Iyer (2010), "Supply Chain Technology: The Role of Environment in Predicting Performance," *Journal of the Academy of Marketing Science*, 38 (Spring), 42-55.
8. K. Iyer, R. Germain & C. Claycomb (2009), "B2B E-commerce Supply Chain Integration and Performance: A Contingency Fit Perspective on the Role of Environment," *Information & Management*, 46 (August), 313-22.
9. 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.
10. 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.
11. 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.
12. 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.

13. 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.
14. 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.
15. K. Iyer, R. Germain & G. Frankwick (2006), "Supply Chain Analytic Capability: Environment and Performance," *International Journal of Integrated Supply Management*, 3 (3), 302-20.
16. 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.
17. 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.
18. 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.
19. C. Claycomb, K. Iyer & R. Germain (2005), "Predicting the Level of B2B E-commerce in Industrial Organizations," *Industrial Marketing Management*, 34 (April), 221-34.
20. 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.
21. 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.
22. X. Lin & R. Germain (2004), "Customer Orientation in Chinese Industrial Firms and Global Marketing Implications," *Journal of Global Marketing*, 17 (1), 93-115.
23. 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.
24. 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.
25. X. Lin & R. Germain (2003), "Market Responsive Product Quality Orientation and its Performance Implications," *Journal of International Marketing*, 11, (2), 59-77.
26. 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.
27. 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.
28. 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.
29. C. Dröge & R. Germain (2000), "The Relationship of Electronic Data Interchange with Inventory and Financial Performance" *Journal of Business Logistics*, 21 (2), 209-30.
30. 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.
31. 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.
32. 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.
33. 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.
34. 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.
35. X. Lin & R. Germain (1999), "Predicting International Joint Venture Interaction Intensity in U.S.-Chinese Ventures," *Journal of International Marketing*, 17 (Spring), 5-23.

36. S. Vickery, C. Dröge & R. Germain (1999), "The Relationship between Product Customization and Organizational Structure," *Journal of Operations Management*, 17 (June), 377-94.
37. C. Dröge & R. Germain (1998), "The Design of Logistics Organizations," *Transportation Research, Part E: Logistics & Transportation Review*, 34 (March), 25-37.
38. 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.
39. 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.
40. 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.
41. 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.
42. 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.
43. 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.
44. R. Germain (1996), "The Role of Context and Structure in Radical and Incremental Logistics Innovation Adoption," *Journal of Business Research*, 35 (February), 117-27.
45. 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.
46. 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.
47. 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.
48. 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.
49. 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.
50. 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.
51. R. Germain, (1993) "The Adoption of Logistics Process Technology in Manufacturers," *Journal of Business Research*, 27 (May), 51-63.
52. R. Germain, (1993) "The Early Years of Community Advertising," *Journal of Nonprofit and Public Sector Marketing*, 1 (1), 85-106.
53. C. Dröge & R. Germain (1991), "Evaluating Logistics Management Information Systems," *International Journal of Physical Distribution & Logistics Management*, 21 (7), 22-27.
54. 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.
55. R. Germain & C. Dröge (1990), "Wholesaling Operations and Vendor Evaluation," *Journal of Business Research*, 21 (September), 119-29.
56. 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.
57. R. Germain & B. Cooper (1989), "How A Customer Service Mission Statement Affects Company Performance," *Industrial Marketing Management*, 19 (February), 47-54.
58. 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.

59. R. Germain (1989), “Output Standardisation and 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.
5. Germain (1993), “The Adoption of Statistical Methods in Market Research: 1915-1937,” *The International Library of Critical Writings in Business History: Volume 1*, S.C. Hollander and K. M. Rassuli, eds., London: Edward Elgar Publishers Limited, 435-48.
 - Reprinted as: 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.

OTHER PUBLICATIONS

Instructional Software:

1. *Business Ready Statistics* (2009): Created content for on-line software learning tool consisting of lessons, interactive practice problems, and multiple choice question bank; GMAC: Graduate Management Admissions Council, Tyson’s Corner, VA.

Industry Reports:

2. R. Germain & A. Guenter (2012), *Contract Logistics and Outsourcing in Russia: A Report by the Deutsche Bahn and Russian Railways Center for International Logistics and Supply Chain Management*, Graduate School of Management, St. Petersburg, Russia.

Online Publications:

3. Senior Editor and Contributor (2011+): *Supply Chain Management Encyclopedia*: Available at http://scm.gsom.spbu.ru/Main_Page

CONFERENCE PROCEEDINGS / ABSTRACTS

Over 40 conference presentations, published conference abstracts, and/or published conference papers.

Examples include:

1. R. Germain, K. Krotov, & X. Lin (2012), "Environmental Response Options and Performance," *Logistics: Current Development Trends*, St. Petersburg, Russia, 412-14.
2. 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.
3. 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.
4. 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.
5. 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.
6. 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.
7. 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.
8. 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.
9. 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.

INVITED ACTIVITIES (As Head of **Deutsche Bahn and Russian Railways CIL**)

1. "CIL Research Programs" at *Aalto University*, Helsinki (19.01.2011).
2. "Doing Business in and Supply Chain Management in Russia" at the *Annual 6th Annual Global Supply Chain Management Conference*, Purdue University, West Lafayette, United States (11.2.2011).
3. "CIL Activities, Programs, and Projects," at *Transport Science – Innovative Solutions*, Moscow, Russia (22-23.3.2011).
4. "CIL Activities, Programs, and Projects" at *GreenLogistics.RU*, Petersburg State Transport University, St. Petersburg, Russia (31.03.2011).
5. "Supply Chain Management in Russia" at *Transport Logistics Conference*, Munich, Germany (11.05.2011).
6. Invited panel moderator on "The Role of Human Resources in Encouraging Cooperation" at *The 1520 Strategic Partnership: VI International Rail Business Forum*, Sochi, Russia (31.05.2011).
7. Panel moderator at *Transport Science – Innovative Solutions*, Moscow, Russia (15-13.03.2012).

CONSULTING / CONTRACT / OTHER OUTSIDE WORK

- Graduate Management Admissions Council (GMAC, administrator of the GMAT exam); 2006; 2008-2009: two projects
 - Question writer for pilot project on assessing readiness in statistics for incoming MBA students.
 - Author of *Business Ready Statistics* instructional software.
- 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
- Academy of Marketing Science

HONORS

- 2008, 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 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:” *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.