

Brian S. Fugate, PhD
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Lehigh University

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EDUCATION

Doctor of Philosophy in Business Administration, University of Tennessee
Master of Business Administration, University of Tennessee
Bachelor of Science, Industrial Engineering, University of Tennessee

RESEARCH

Dissertation Title

The Role of Logistics in the Market Orientation Process

Dissertation Description

Survival in today's increasingly competitive environment depends on two key aspects of being market-oriented – understanding the external environment and executing decisions based on that understanding. Logistics personnel are uniquely positioned to create and maintain a market-oriented organization, as they are progressively gaining more responsibilities in integrating cross-functional processes, assuming multiple boundary spanning roles, and implementing supply chain strategies. This dissertation examines logistics' pivotal role in generating, disseminating, interpreting, and responding to market intelligence. A logistics market orientation model was developed based on literature in marketing, strategic management, supply chain management, logistics, organizational behavior, and information processing and data from in-depth interviews with logistics professionals. The qualitative and empirical survey results of 336 respondents reveal that shared interpretation is a mediator between market intelligence dissemination and responsiveness, the impact on performance is a result of market intelligence responsiveness, and the participation of logistics in MO positively impacts performance of the function and the organization as a whole. The absolute fit indices are: RMSEA of .05, CFI of .95, $\chi^2 = 1635.64$, degrees of freedom of 931, and all hypotheses tested are supported.

Dissertation Committee

Dr. John T. Mentzer (Chair); Dr. Theodore P. Stank; Dr. Daniel J. Flint; Dr. Robert T. Ladd

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Refereed Journal Publications

1. Davis, Beth R. and Brian S. Fugate, "State of Logistics: A Visionary Perspective." *Journal of Business Logistics*, (forthcoming). Accepted in May 2007
2. Esper, Terry L., Brian S. Fugate, and Beth R. Davis, "Sustaining the Competitive Advantage Gained Through Logistics Leverage: A Learning Perspective." *Journal of Business Logistics*, (forthcoming). Accepted in November 2006.
3. Davis, Beth R., Brian S. Fugate, and Ayman Omar (2007), "Functional/Dysfunctional Supply Chain Exchanges," *International Journal of Physical Distribution and Logistics Management*. Vol. 37, No. 1, pp. 43-63.
4. Fugate, Brian S., Funda Sahin, and John T. Mentzer (2006), "Supply Chain Management Coordination Mechanisms," *Journal of Business Logistic*, Vol. 27, No. 2, pp. 129-161.
5. Stank, Theodore P., Beth R. Davis, and Brian S. Fugate (2005) "A Strategic Framework for Differentiating SCM from Logistics," *Journal of Business Logistics*, Vol. 26, No. 2, pp. 27-46.

Non-Refereed Publications

1. Fugate, Brian S. and John T. Mentzer (2004), "Dell's Supply Chain DNA," *Supply Chain Management Review*, Sept./Oct. issue.
2. Holcomb, Mary C., Brian S. Fugate, Tony J. Ross, and Francis J. Quinn (2004), "The Right Connections: A Survey of Connectivity and Visibility," *Supply Chain Management Review*, Sept./Oct. issue.
3. Holcomb, Mary C., Tony J. Ross, and Brian S. Fugate, (2004) "Connectivity: Enabling Visibility in the Adaptive Supply Chain," Chicago: Capgemini.
4. Esper, Terry L. and Brian S. Fugate (2005), "Leading the Dynamic and Effective Supply Chain Organization." *Council of Logistics Management 2005 Annual Manager's Conference*. San Diego, CA. Professional Development Track.

Refereed Conference Publications

1. Stank, Theodore P., Terry L. Esper, Brian S. Fugate, Glen Margolis, and David Montgomery (2006), "Demand-Supply Integration: Proposing a SCM Agenda," *Council of Supply Chain Management Professionals Educator's Conference*. San Antonio, TX.
2. Fugate, Brian S. (2006), "An Empirical Study of Demand-Supply Integration: A Market Oriented Perspective," *American Marketing Association 2006 Summer Conference*. Chicago, IL. Demand-Supply Integration Track.
3. Fugate, Brian S. (2005), "Market Orientation at the Functional Level: Impact of Boundary Spanning Functions." *American Marketing Association 2005 Summer Conference*. San Francisco, CA. Marketing Strategy Track.
4. Fugate, Brian S. and Beth R. Davis, and Duke Leingpibul (2005), "The Adoption Pattern of Modeling in Logistics: An Historical Analysis." *Council of Supply Chain Management Professionals Educator's Conference*. San Diego, CA. Current Research Track.
5. Fugate, Brian S. and Beth R. Davis (2005), "Does Feedback System Effectiveness Moderate the Market Orientation-Performance Relationship?" *Academy of Marketing Science 2005 Annual Conference*. Tampa Bay, FL. Marketing Strategy Track.

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6. Davis, Beth R. and Brian S. Fugate (2005), "Managing Supply Chain Relationships in a Capacity Constrained Environment: A Tactical Perspective." *Academy of Marketing Science 2005 Annual Conference*. Tampa Bay, FL. Supply Chain Management Track.
7. Davis, Beth R., Brian S. Fugate, and Theodore P. Stank (2004), "Maintaining Logistics Identity in a Supply Chain Era," *Council of Logistics Management 2004 Annual Educator's Conference*. Philadelphia, PA. Current Research and Theoretical Developments Track.
8. Davis, Beth R. and Brian S. Fugate (2004), "Functional/Dysfunctional Business-to-Business Exchanges," *Academy of Marketing Science 2004 Annual Conference*. Vancouver, B.C. Canada. Supply Chain Management Track.
9. Rinehart, Lloyd, Brian S. Fugate, John Mello, Ila Rastogi (2004), "Supply Chain Thought," *35th Annual Meeting of the Decision Sciences Institute 2003*. Boston, MA.
10. Fugate, Brian S. and Funda Sahin (2003). "Supply Chain Coordination Mechanisms: Review, Implications, and Directions for Future Research," *34th Annual Meeting of the Decision Sciences Institute 2003*, Washington D.C. Supply Chain Management Track.
11. Leingpibul, Duke and Brian S. Fugate (2003). "The Historical Analysis of Facility Location Decision Support Systems Adoption in Logistics and Supply Chain Management," *34th Annual Meeting of the Decision Sciences Institute 2003*, Washington D.C. DSS/AI/Expert Systems Track.

Non-Refereed Conference Publications

1. Snyder, Larry M. and Brian S. Fugate (2007), "Supply Chain Disruptions," *Lehigh University Center for Value Chain Research*. Bethlehem, PA
2. Esper, Terry L. and Brian S. Fugate (2005), "Leading the Dynamic and Effective Supply Chain Organization." *Council of Logistics Management 2005 Annual Manager's Conference*. San Diego, CA. Professional Development Track.
3. Davis, Beth R., Brian S. Fugate, and Kenneth B. Kahn (2004). "Forecasting Control: Scorecards to Dashboards," *The University of Tennessee College of Business' Sales Forecasting Management Conference 2004*. Knoxville, TN.

Research Under Review

Titles available upon request, for purposes of double-blind review process

1. Revise & resubmit at *Journal of Business Logistics*
2. Under 1st review at *Journal of the Academy of Marketing Science*
3. Under 1st review at *Journal of Operations Management*
4. Revise & resubmit at *International Journal of Physical Distribution & Logistics Management*
5. Under review at *International Journal of Physical Distribution & Logistics Management*
6. Under review at *International Journal of Physical Distribution and Logistics Management*

Select Research in Progress

Titles available upon request

TEACHING

Courses Taught:

- Supply Chain Management. Fall 2006 and Spring 2007. 3 sections: 180-250 students.
Main Topics: Customer Relationship Management, Customer Service Management, Demand Management, Supplier Relationship Management, Quality, Project Management, Forecasting, Inventory Management, MRP
Teaching Approach: Lecture and small discussion groups, hands-on simulations, SCM games, case studies, video discussion, team project.
- Logistics and Transportation. Spring and Fall 2007. 15-35 students.
Main Topics: Customer Service Management, Inventory Management, Transportation Management, Distribution Management,
Teaching Approach: Open-group discussion, project application, SCM games, case studies, video discussion, team project application in location industry firms.
- Supply Chain Strategy in a Global Environment. Fall 2005 and Spring 2006. 40-50 students.
Main Topics: Strategies in Inventory, Transportation, and Distribution Centers, Logistics Cross-Functional Interfaces, Financial Analysis, Global Logistics, Outsourcing, SC Risk.
Teaching Approach: Open-group discussion, simulation, case studies, team project presentations.
- Logistics Analytical Methods. Spring 2005. 60 students.
Main Topics: Analytical tools and models used in inventory management, transportation, distribution facility location, and customer service.
Teaching Approach: Open-group discussion, problem-solving case-studies.
- Intermediate Logistics. Spring 2004, Summer 2004, and Fall 2004. 25-50 students.
Main Topics: Inventory Management, Transportation, Warehouse/Distribution, Customer Service.
Teaching Approach: Open-group discussion, case studies, team project presentations.
- Supply Chain Management. Summer 2003 and Fall 2003. 215 students.
Main Topics: Global SCM strategic fit, design, and scope, demand management, collaborative inventory management methods, financial SCM, transportation, information technology, distribution centers, and 3PL management.
Teaching Approach: Lecture, “Beer Game” simulation, case studies, team project presentations.
- Marketing & Demand Management. Multiple session guest lecturer for Summer 2004, Fall 2004, and Spring 2005.

Other Teaching Activities:

- Co-developer and reviewer of 22 Supply Chain Management and Professional Development Training Courses for the United States Air Force.
- Completed (2002) College of Business Administration Ph.D. Teaching Workshop.
- Assist in conducting “The Beer Game” distribution simulation for the University of Tennessee Center of Executive Education training.

SERVICE AND AWARDS

Awards, Honors, Scholarships, Research Funding, and Gift Generation

- (2005) Integrated Value Chain Forum Endowment. The University of Tennessee, Department of Marketing and Logistics. \$1,500 funding for dissertation research.
- (2005) The Davis, Golicic, McCarthy Annual Research Award. \$1,000 funding for dissertation research.
- (2005) Schneider Corporation Funding. Research partnership and \$5,000 funding for dissertation research.
- (2005) University of Oklahoma's Supply Chain Management Doctorial Symposium (chosen as University of Tennessee's representative).
- 8 Scholarships: John Deere; Institute of Industrial Engineering; Phi Gamma Delta International; Kappa Tau Lincoln; Tennessee Farmers Cooperative; Joe M. Alphin Agricultural Scholarship.
- International MBA Logistics Case Competition Team. Selected by faculty to represent MBA program.
- Top Sales Representative Award, DialAmerica
- Top 5% Distinction in Fundamentals of Engineering Exam

Leadership

- Treasurer – APICS The Association for Operations Management, UTK Chapter
- President - Institute of Industrial Engineers, UTK Chapter
- Director of Peer Mentor, Director of Recruitment - Student Engineering Council
- Industrial Engineering Council of Advisors
- Technology Fee Advisory Board (Allocated portion of \$5 million to University)

Service and Membership

- Invited, Ad-hoc Manuscript Reviewer, *Journal of Business Logistics*
- Invited, Ad-hoc Manuscript Reviewer, *Journal of Business Research*
- Invited Manuscript Reviewer, *Academy of Marketing Science 2007 Conferences: Supply Chain Management Track*
- Session Facilitator, Decision Sciences Institute 2004 Conference, Supply Chain Management Track, Emerging Issues Session
- Participant, 2004 Council of Logistics Management Doctorial Symposium
- Member, Council of Supply Chain Management Professionals
- Member, American Marketing Association
- Member, Academy of Marketing Science
- Member, Decision Sciences Institute
- Member, Junior Achievement (taught business subjects to grades K-12)
- Panel judge for MBA milestone case presentations, University of Tennessee

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Corporate Affiliations Involving Research and Executive Education

Alticor/Amway	Artesyn Technologies	Avery Dennison
Bush Brothers	Cendian	Continental Tire
Dell	Eastman Chemical Company	FedEx
General Electric	Goody's	IBM
John Deere	Maxtor	MD's Choice
Michelin	Mollenhour Homes	Nutrionics
OfficeMax	Philips	Russell Athletic
Schneider National	Solvay Advanced Polymers	Sony
Steelwedge	Teton Transportation	United States Air Force
Universal Lighting Tech.	Voridian	Whirlpool

BUSINESS EXPERIENCE

University of Tennessee – Marketing and Logistics Knoxville, TN

Associate Director of Sales Forecasting Management Forums 2002 – 2006

- Examine and report company forecasting practices at Alticor/Amway, Maxtor, OfficeMax, and Philips Consumer Electronics as a member of Sales Forecasting Audit Team.
- Assist in the planning of topics for forum meetings and the annual forecasting conference.

University Health Systems – UT Medical Center Knoxville, TN

2002

Value Analysis Facilitator

- Facilitated value analysis to consolidate logistical functions at UT Medical Center to improve delivery efficiency and customer service.
- Benchmarked best practices of logistical operations at 3 domestic Medical Centers.
- Performed feasibility study for automated guided vehicle for delivery system.
- Presented findings to Chief Executive Officer and 14 Medical Center departments.

Deere & Company (John Deere)

1999 – 2002

Supply Chain Management– Supplier Development Raleigh, NC

- Identified and presented projected increase of \$30,000,000 annual gross margin to Vice President and Director of John Deere Supply Management.
- Developed and trained suppliers' materials manager, warehouse manager, and shipping/receiving inventory transaction process.
- Improved ERP accuracy by collaborating with team to collect supplier lead times, establish engineering change methods, and verify ERP back-flush functionality.
- Designed and implemented visual inventory replenishment (kanban) system projected to reduce supplier stock outs and inventory levels by \$2,000,000.

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Deere & Company (John Deere) [continued...]

Supply Chain Management - World Wide Logistics Conyers, GA

- Designed and implemented milk runs for Augusta manufacturing plant to reduce warehousing costs, transportation costs, and inventory carrying costs.
- Contributed to goal of eliminating 4 warehouses/cross-docks at Augusta plant.
- Partnered in development of World Wide Logistics Supplier Database using Access.
- Devised and presented projected savings of \$109,000 annual savings and \$118,000 one-time inventory reduction to Vice President and Director of Supply Management.

Center for Industrial Services Knoxville, TN 1999

Industrial Engineer Consultant

- Reduced production line changeover/setup times by 50% through time studies, process mapping, and developing standard procedures for local manufacturers.

Allied Signal / BREED Technologies Maryville, TN 1997-1999

Industrial Engineering – Automotive Safety Restraints

- Collaborated on the implementation of Toyota Production System.
- Redesigned 2 plants and 25 cell layouts reducing production line floor space 70%.
- Performed over 60 time studies and line balances increasing throughput over 50%.
- Developed training material and trained supervisors/technicians about Toyota Production System, Cycle Time Reduction, and Lean Manufacturing.
- Led Kaizen events to implement 5S and reduce assembly cell changeover times.
- Presented over 30 assembly cell revisions and projected improvements to Suzuki, Honda, Ford, Chrysler, and General Motors Team Managers.

Delta Airlines Atlanta, GA 1997

Industrial Engineering – Airport Customer Service Business Solutions

- Designed processes to measure performance of outsourced service providers.
- Consulted and interacted with domestic and international contract managers to revise current flight on-time performance, baggage, and security tracking system.
- Created database for domestic and international airport service providers.
- Increased Aircraft Cabin Quality Assessment Program responsiveness from 10% to 60%.

Fugate Computer Systems Knoxville, TN 1994-1997

Entrepreneur / Sole Proprietor

- Sold, upgraded, assembled, and repaired personal computer systems.
- Installed and maintained computer accessibility software for legally blind.