

# GARY F. GEBHARDT

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*Updated December 1, 2014*

## EDUCATION

**NORTHWESTERN UNIVERSITY** **DECEMBER 2004**  
Ph.D. in Marketing  
Minors in Management & Organizations and Economics

**WEATHERHEAD SCHOOL OF MANAGEMENT** **JANUARY 1989**  
**CASE WESTERN RESERVE UNIVERSITY**  
Master of Business Administration  
Concentrations in Strategy, Marketing and Organizational Behavior

**CERTIFIED PUBLIC ACCOUNTANT, STATE OF OHIO** **MAY 1988**  
License Number: 04-3-22014  
Passed exam on first attempt, May 1985

**UNIVERSITY OF AKRON** **MAY 1985**  
Bachelor of Science in Accounting

## ACADEMIC APPOINTMENTS

**HEC MONTRÉAL** **2010 - PRESENT**  
Department of Marketing  
Professeur Agrégé (Associate Professor) 2012 - Present  
Professeur Visiteur (Visiting Professor) 2010 - 2012

**UNIVERSITY OF SOUTH FLORIDA** **2003 - 2010**  
Marketing Department, College of Business Administration  
Assistant Professor

**NORTHWESTERN UNIVERSITY** **2003**  
Weinberg College of Arts and Sciences  
Instructor

## MANAGERIAL EXPERIENCE

**PACKAGE SOFTWARE ASSOCIATES** **1997 - 1998**  
Vice President of Strategy and Operations

**KUCZMARSKI AND ASSOCIATES** **1997**  
Marketing Strategy and New Product Development Consultant

**MANAGERIAL EXPERIENCE (CONTINUED)**

<b>MOTOROLA</b>	<b>1994 - 1997</b>
Marketing Strategy and Planning Manager	1996 - 1997
Channel Strategy and Planning Manager	1996
Business Development Manager	1995 - 1996
Product Development Manager	1994 - 1995
<b>PRICE WATERHOUSE</b>	<b>1993 - 1994</b>
Consulting Manager, National Public Utilities Practice Group	
<b>FRANK LYNN &amp; ASSOCIATES</b>	<b>1990 - 1993</b>
Marketing Strategy and Channels Consultant	
<b>PRICE WATERHOUSE</b>	<b>1984 - 1990</b>
Business Process Reengineering and Information Technology Consultant	
Senior Consultant	1987 - 1990
Staff Consultant	1985 - 1987
Audit and Consulting Internships	1984 - 1985

**HONORS AND AWARDS**

**2014 SHETH FOUNDATION/JOURNAL OF MARKETING AWARD**

Awarded for an article published in the *Journal of Marketing* between 2004 and 2008 that has made long-term contributions to the discipline of marketing. "The award recognizes scholarship based on the benefits of time and hindsight and acknowledges contributions and outcomes made to marketing theory and practice...The criteria for selection included the quality of the article's contribution to theory and practice, its originality, its technical competence, and its impact on the field of marketing."

**2014 HEC MONTRÉAL PRIX ROGER-CHARBONNEAU  
(ROGER-CHARBONNEAU AWARD)**

Awarded to for the best non-textbook published during the year by one or more HEC Montréal professors, researchers, full-time faculty lecturers or full-time lecturers.

**HEC MONTRÉAL ATELIER D'INNOVATIONS PÉDAGOGIQUES MAJEURES 2013-2015  
(WORKSHOP FOR MAJOR PEDAGOGICAL INNOVATIONS)**

\$12,000 support for developing and writing a series of integrated cases (i.e., across academic disciplines) for MBAs.

**2008 ROBERT D. BUZZELL MARKETING SCIENCE INSTITUTE BEST PAPER AWARD**

Awarded for the Marketing Science Institute (MSI) working paper that has made the most significant contribution to marketing practice and thought. It also serves to signal the kind of writing and research that is of lasting value to corporate marketing executives. Each year the award is given for the best MSI paper issued during the calendar year two years previous.

**2006 MSI/H. PAUL ROOT AWARD**

Awarded for “Creating a Market Orientation: A Longitudinal, Multi-Firm, Grounded Analysis of Cultural Transformation,” by Gary F. Gebhardt, Gregory S. Carpenter, and John F. Sherry, Jr., which appeared in the October 2006 (Vol. 70, No. 4) issue of *Journal of Marketing*. The article was chosen by members of the Journal of Marketing Editorial Review Board for its significant contribution to the advancement of marketing practice.

**2006 UNIVERSITY OF SOUTH FLORIDA MARKETING DEPARTMENT RESEARCH ACHIEVEMENT AWARD**

**MARKETING SCIENCE INSTITUTE RESEARCH GRANT #4-1149**

\$2,500 Research Support

**2001 ISBM BUSINESS MARKETING DOCTORAL SUPPORT AWARD COMPETITION**

\$5,000 Research Support

**PUBLISHED PEER-REVIEWED ARTICLES**

Carrillat, François A., Robert J. Riggle, William B. Locander, Gary F. Gebhardt, and James M. Lee (2009), "Cognitive Segmentation: Modeling the Structure and Content of Customers' Thoughts," *Psychology & Marketing*, 26 (6), 479-506.

Gebhardt, Gary F., Gregory S. Carpenter and John F. Sherry, Jr. (2006), “Creating a Market Orientation: A Longitudinal, Multi-Firm, Grounded Analysis of Cultural Transformation,” *Journal of Marketing*, October 2006, Volume 70, Issue 4, 37-55.

\*\*\* *Winner of the 2006 MSI/H. Paul Root Award, awarded by the Journal of Marketing Editorial Review Board for its significant contribution to the advancement of marketing practice.*

\*\*\* *Winner of the 2008 the Robert D. Buzzell Marketing Science Institute (MSI) Best Paper Award for the MSI working paper version for the paper that has made the most significant contribution to marketing practice and thought. It also serves to signal the kind of writing and research that is of lasting value to corporate marketing executives. Each year the award is given for the best MSI paper issued during the calendar year two years previous.*

\*\*\* *Winner of the 2014 Sheth Foundation/Journal of Marketing Award for an article published in the Journal of Marketing between 2004 and 2008 that has made long-term contributions to the discipline of marketing. “The award recognizes scholarship based on the benefits of time and hindsight and acknowledges contributions and outcomes made to marketing theory and practice...The criteria for selection included the quality of the article's contribution to theory and practice, its originality, its technical competence, and its impact on the field of marketing.”*

## BOOKS

Brunet, Johanne and Gary F. Gebhardt, (forthcoming), *Market-Focused Innovation: For Whom are You Innovating and Why?* University of Toronto Press.

Carpenter, Gregory S., Gary F. Gebhardt and John F. Sherry, Jr., (2014), *Resurgence: The Four Stages of Market-Focused Reinvention*, Palgrave Macmillan.

\*\*\* Winner of the 2014 HEC Montréal Prix Roger-Charbonneau (Roger-Charbonneau Award) for the best non-textbook published by an HEC Montréal Professor during the year.

## BOOK CHAPTERS

Gebhardt, Gary F. (2012), "Market Orientation," in *Marketing Strategy Handbook*, edited by V. Shankar and G. Carpenter, Edward Elgar Publishing.

## ARTICLES IN PREPARATION

Gebhardt, Gary F., Francis Farrelly and Jodie Conduit, "Market Research Practices As Collaborative Sense-Making," in preparation for the *Journal of Marketing*.

Tellier, Sébastien, Gary F. Gebhardt and Jean-Sébastien Marcoux, "Citizen Orientation: Rethinking Market Orientation in Political Contexts," in preparation for the *Journal of Marketing*.

Gebhardt, Gary F. and Melea Press, "People in the Supply Chain: How Organizational Culture and Capabilities Affect the Implementation of Sustainable Supply Chains," in preparation for the *Journal of Marketing*.

Gebhardt, Gary F., "The Perceived Fairness of Price Skimming Practices," revising for submission to the *Journal of Marketing Theory and Practice*.

Gebhardt, Gary F., François A. Carrillat, Robert J. Riggle and William B. Locander, "A Market-Based Procedure for Assessing and Improving Content Validity," revising for anticipated submission to the *Journal of Consumer Psychology*.

Gebhardt, Gary F., Gregory S. Carpenter and Ann McGill, "My Best Competitor has the Best Strategies: How Learning Creates Tautological Biases in Competitive Assessment." Preparing for submission to the *Journal of Marketing*.

Gebhardt, Gary F., "Ethnographic Insights from Inside Market-Oriented Firms: Furthering Our Understanding of Market Orientation." Anticipate submitting to the *Journal of Marketing*.

Gebhardt, Gary F., "Acultural Co-Consumption: Consuming Together without a Shared Culture." Anticipate submitting to the *Journal of Marketing* or the *Journal of Consumer Research*.

Gebhardt, Gary F., "Toward A Unified Theory Of Corporate Herding Behaviors." Anticipate submitting to the *Strategic Management Journal*.

#### ACTIVE RESEARCH PROJECTS

Barnett, Michael L., Gary F. Gebhardt, and Bryant A. Hudson, "The Helios Paradox: How Success Breeds Failure." Anticipate submitting the *Strategic Management Journal*.

Gebhardt, Gary F., "Making Innovation Happen: A Socio-Cognitive Approach for Encouraging Market Innovations." Currently collecting secondary data and soliciting participating firms for ethnographic fieldwork. Anticipate submitting to the *Journal of Marketing*.

Johnson, David K. and Gary F. Gebhardt, "Rethinking the Relationship between the Gay Civil Rights Movement and Gay Marketing." Anticipate submitting to the *Journal of Consumer Research* or the *American Journal of Sociology*.

#### PUBLISHED WORKING PAPERS

Gebhardt, Gary F., (2009), "Price Skimming's Unintended Consequences," *Marketing Science Institute Working Paper Series*; Issue 2, 2009 (09-109).

Gebhardt, Gary F. (2008), "Social Justice in Marketing: Fairness, Satisfaction and Customer Lifetime Value," *Marketing Science Institute Special Report*, January 2008 (08-201).

Gebhardt, Gary F., Gregory S. Carpenter and John F. Sherry, Jr. (2006), "Creating a Market Orientation: A Longitudinal, Multi-Firm, Grounded Analysis of Cultural Transformation," *Marketing Science Institute Working Paper Series*, Issue 2, June 2006 (06-107).

\*\*\* *Winner of the 2008 the Robert D. Buzzell Marketing Science Institute (MSI) Best Paper Award for the paper that has made the most significant contribution to marketing practice and thought. It also serves to signal the kind of writing and research that is of lasting value to corporate marketing executives. Each year the award is given for the best MSI paper issued during the calendar year two years previous.*

Gebhardt, Gary, Hariskesh Nair, Sridhar Harayanan, and Jeff Shulman (2003), "New Approaches for New Products: Conference Summary," *Marketing Science Institute Working Paper Series*, vol. 2, 2003 (03-002), p. 37-54.

Gebhardt, Gary F. (1992), "Marketing Efficiency Maximization Methodology: Helping Producers Realize the Competitive Advantage of Becoming a Low-Cost Deliverer," a *Frank Lynn & Associates White Paper*.

## CONFERENCE PRESENTATIONS

Tellier, Sébastien, Gary F. Gebhardt and Jean-Sébastien Marcoux (2015), "Citizen Orientation: Rethinking Market Orientation in Political Contexts," *American Marketing Association 2015 Winter Marketing Educators' Conference*, San Antonio, Texas; February 13-5, 2015.

- Peer-reviewed

Gebhardt, Gary F., Gregory S. Carpenter and Ann McGill (2010), "My Best Competitor Has the Best Strategies: How Learning Creates Competitive Tautological Biases," *Academy of Management 2010 Annual Meeting*, Montréal, Québec, Canada; August 09, 2010.

- Peer-reviewed
- Published in the *2010 Academy of Management Annual Meeting Proceedings*.

Gebhardt, Gary F. and Paul A. Swindle, "(a)Cultural Co-Consumption: 21 Conversations About the People We Consume With," *2006 Association for Consumer Research Film Festival*, Orlando, Florida; screened on 10<sup>am</sup> September 29, 2006 and 8<sup>am</sup> September 30, 2006.

- Peer-reviewed
- Extended abstract published in *Advances in Consumer Research* (2007), vol. XXXIV, edited by Gavan J. Fitzsimons and Vicki G. Morwitz.

Gebhardt, Gary F. (2006), "Price Skimming Paradoxes," *2006 INFORMS Marketing Science Conference* in Pittsburgh, Pennsylvania; June 10, 2006.

Gebhardt, Gary F. (2005), "Price Skimming Paradoxes," *2005 North American Conference of the Association for Consumer Research*, San Antonio, Texas; September 30, 2005.

- Peer-reviewed
- Extended abstract published in *Advances in Consumer Research* (2006), vol. XXXIII, edited by Cornelia Pechmann and Linda Price.

Gebhardt, Gary F., Gregory S. Carpenter and John F. Sherry, Jr. (2005), "Creating a Market-Oriented Firm: A Longitudinal Study of Organizational Transformations," *2005 INFORMS Marketing Science Conference*, Goizueta Business School, Emory University, Atlanta, Georgia; June, 18, 2005.

Gebhardt, Gary F. (2002), "How Firms Become Market-Oriented: A Longitudinal Qualitative Study of Organizational Transformations," *4th Annual Conference on Ethnography*, Chicago, Illinois; February 23, 2002.

- Peer-reviewed

Carpenter, Gregory S., Gary F. Gebhardt and Ann L. McGill (2001), "They Played a Game: Inferential Biases in Competitor Analysis", *Marketing Science Institute Conference on Competitive Responsiveness*, Cambridge, Massachusetts; May 18, 2001.

- Peer-reviewed

**INVITED PRESENTATIONS**

Gebhardt, Gary F., Gregory S. Carpenter and Ann McGill (2009), "My Best Competitor has the Best Strategies: How Learning Creates Tautological Biases in Competitive Assessment," *Weatherhead School of Management, Case Western Reserve University*, Cleveland, Ohio; July 10, 2009.

Gebhardt, Gary F. (2008), "Price Skimming's Unintended Consequences," *Judge Business School, University of Cambridge*, Cambridge, England; December 11, 2008.

Gebhardt, Gary F. (2006), "A Research Roundtable on Corporate Ethnography and the Longitudinal-Processual Method," *York University*, Toronto, Canada; July 14, 2006.

Gebhardt, Gary F., Gregory S. Carpenter and John F. Sherry, Jr. (2005), "Creating a Market-Focused Organization: Lessons from Elitist Revolutions," *Marketing Science Institute Fall 2005 Board of Trustees Meeting and Conference*, Chicago, Illinois; November 3, 2005.

Gebhardt, Gary F. (2005), "Creating the Market-Oriented Firm," *Nielsen Media Research Product Management Summit 2005*, Nielsen Media Research Global Technology and Information Center, Oldsmar, Florida; June 15, 2005.

Gebhardt, Gary F. (2003), "Creating the Market-Oriented Organization," *University of South Florida Marketing Roundtable*, Tampa, Florida; February 21, 2003.

Gebhardt, Gary F. (1996), "New Product Development and Going to Market," keynote address at *PDA Developers North*, Chicago, Illinois; September 13, 1996.

Gebhardt, Gary F. (1995), "Developing Software Utilizing Wireless Data Transports," *PDA Developers East*, Nashua, New Hampshire; August 7, 1995.

Gebhardt, Gary F. (1992), "Marketing Maximization Methodology for Telecommunications" *Bellcore Channel Marketing Conference*, San Francisco, California; June 1992.

Gebhardt, Gary F. and Brian Dibble (1992), "Marketing Maximization Methodology for Telecommunications" *The Fifth Annual U.S. Pricing Conference*, Chicago, Illinois; April 1992.

**EDITORIAL REVIEW BOARD**

*Journal of Marketing* Editorial Review Board Member (2007 – present)

**AD HOC PEER REVIEW ACTIVITIES**

*International Journal of Arts Management*

*Journal of Consumer Research*

*Journal of Marketing Theory and Practice*

*Journal of Personal Selling & Sales Management*

*Long Range Planning*

*Psychology & Marketing*

*Strategic Management Journal*

2015 EMAC (European Marketing Academy) Conference, Marketing Theory and New Paradigms Track

2010 American Marketing Association Winter Educators' Conference, Marketing Strategy Track

2009 American Marketing Association Winter Educators' Conference, Marketing Strategy Track

2004 Academy of Management Annual Meeting, Business Policy and Strategy

2004 Academy of Marketing Science Annual Conference

**CONFERENCE ORGANIZATION**

Proceedings Co-Chair, 2014 Ethnography Praxis in Industry Conference (EPIC)

**RESEARCH INTERESTS**

Marketing Processes within Organizations

Marketing Strategy and Implementation

Market Research Generation and Use

Market-Centric Innovation

Managerial Decision Making

Organizational Change

Channels of Distribution

**PROFESSIONAL AFFILIATIONS**

American Marketing Association

Academy of Management

Marketing Science Institute, Academic Member

**TEACHING INTERESTS**

Marketing Management

Marketing Strategy

Innovation and New Product Development

Marketing Channels

Business-to-Business Marketing

Marketing Research



**TEACHING EXPERIENCE**

**HEC MONTRÉAL**

**2010 - PRESENT**

**McGill-HEC Montréal EMBA**

- Catalytic Mindset: Market-Focused Innovation (Bilingual: English and French)

**Integrated MBA Program (beginning in 2014)**

- Business and Channel Marketing (English)

- Managing Products and Services (English)

- Market Research and Marketing Models (postponed until 2015)

**Intensive MBA Program (ending in 2015)**

- Marketing Management (English)

- Marketing Research (English and French versions)

- Marketing Strategy (English and French versions)

**Management Science (MSc) Program**

- Business-to-Business Marketing (English)

- Product Management and Innovation (English)

- Propédeutique en marketing (Propaedeutic in Marketing, French and English)

**Certificate Program**

- Introduction Au Marketing (Introduction to Marketing, French)

**UNIVERSITY OF SOUTH FLORIDA**

**2003 - 2010**

Marketing Strategy (PhD survey course)

Marketing Strategy (MBA)

Marketing Strategy (EMBA)

Marketing Management (8-week MBA tool course)

Basic Marketing (undergraduate mass lecture: 440 participants/class)

**NORTHWESTERN UNIVERSITY**

**SPRING 2003**

**WEINBERG COLLEGE OF ARTS AND SCIENCES**

Introduction to Marketing (undergraduate)

**NORTHWESTERN UNIVERSITY**

**1999 - 2003**

**KELLOGG SCHOOL OF MANAGEMENT**

MBA and EMBA Teaching Assistant

**WEATHERHEAD SCHOOL OF MANAGEMENT**

**FALL 1988**

**CASE WESTERN RESERVE UNIVERSITY**

Management Information Systems Teaching Assistant and Tutor

**UNIVERSITY OF AKRON**

**1984 – 1985**

Accounting Information Systems Teaching Assistant and Tutor

### TEACHING CASES

- “Groupe Park Avenue: Rebranding,” (2014) by Jean-Olivier Dalphond, Johanne Brunet, Gary F. Gebhardt and Brian King
- “Segmentation, Positioning and Targeting – 9 mini-cases on automotive brand positioning” (2014) by Jean-Olivier Dalphond, Johanne Brunet, Gary F. Gebhardt and Brian King
- “Integrated Marketing Communications in the Automotive Industry – 9 mini-cases” (2014) by Jean-Olivier Dalphond, Johanne Brunet, Gary F. Gebhardt and Brian King
- “Smart Cars in Québec: Direct or Indirect Distribution?” (2014) by Gary F. Gebhardt, Brian King and Johanne Brunet

### PEDAGOGICAL REVIEWS

- Reviewer for *Marketing Management: The Big Picture* (2014) by Christie L. Nordhielm and Marta Dapena-Baron, Wiley
- Ad Hoc Reviewer for *HEC Montréal Centre for Case Studies*

### STUDENT SUPERVISION COMPLETED

- Sébastien Tellier, Co-Chair, MSc thesis in Marketing, HEC Montréal 2014
- Reyhaneh Sayfi, Chair, Final Paper, McGill-HEC Montréal EMBA 2013
- Alexandre Beauregard-Blachford, Co-Chair, MSc thesis in Marketing, HEC Montreal 2012

### STUDENT SUPERVISION IN PROCESS

- Mathieu Mireault, Co-Chair, MSc thesis in Marketing, HEC Montréal
- Audrey Yung, Chair, MSc thesis in Management, HEC Montréal
- Aymeric Freymond, Co-Chair, MSc supervised project, HEC Montréal
- Adaée Lacoste, Chair, MSc supervised project, HEC Montréal
- Fabio Bernardo, Chair, Final Paper, McGill-HEC Montréal EMBA 2015
- Jean-Philippe Rioux, Final Paper, McGill-HEC Montréal EMBA 2015

### UNIVERSITY SERVICE: HEC MONTRÉAL

- |  |                        |
|--|------------------------|
| <b>COACH FOR HAPPENING MARKETING B2B CASE TEAM</b>       | <b>2013 &amp; 2014</b> |
| <b>MARKETING COORDINATOR, INTEGRATED MBA PROGRAM</b>     | <b>2012 - PRESENT</b>  |
| <b>ACADEMIC SUPERVISOR, M.SC. IN MARKETING – ENGLISH</b> | <b>2011 - PRESENT</b>  |
| <b>HEC MONTRÉAL MARKETING SEMINAR SERIES, LEADER</b>     | <b>2011-2012</b>       |

Started and led group that obtained funding and organized visits of internationally recognized senior researchers to HEC Montréal to offer advice and mentor junior faculty and PhD students on publishing in top-tier journals. The series invited faculty and doctoral students from the four major business schools in Montréal to attend talks.

**UNIVERSITY SERVICE: UNIVERSITY OF SOUTH FLORIDA, COLLEGE OF BUSINESS**

**FACULTY EXECUTIVE COMMITTEE 2006 - 2008**

**STRATEGIC PLANNING COMMITTEE 2007 - 2008**

**MARKETING PH.D. PROGRAM RESTRUCTURING LEADER 2005 - 2007**

Increased Marketing course load from five to six courses over two years instead of three years. Added required first year paper and replaced comprehensive exams with second year paper. All teaching moved out to third year of program, after students achieve candidacy.

**INAUGURAL UNIVERSITY OF SOUTH FLORIDA MBA SATISFACTION SURVEY DIRECTOR/CO-SPONSOR 2006 - 2007**

**PERSONAL**

Born in Cleveland, Ohio, USA

American Citizen; Permanent Resident of Canada

Languages: English (fluent, mother tongue), French (professional fluency)