

GARY F. GEBHARDT

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Updated May 8, 2019

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

MOTOROLA	1994 - 1997
Marketing Strategy and Planning Manager	1996 - 1997
Channel Strategy and Planning Manager	1996
Business Development Manager	1995 - 1996
Product Development Manager	1994 - 1995
PRICE WATERHOUSE	1993 - 1994
Consulting Manager, National Public Utilities Practice Group	
FRANK LYNN & ASSOCIATES	1990 - 1993
Marketing Strategy and Channels Consultant	
PRICE WATERHOUSE	1984 - 1990
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

Gebhardt, Gary F., Francis Farrelly and Jodie Conduit (2019), “Market Intelligence Dissemination Practices,” *Journal of Marketing*, May 2019, Volume 83, Issue 3, 72-90.

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*

*** *Winner of the 2008 the Robert D. Buzzell Marketing Science Institute (MSI) Best Paper Award for MSI Working Paper version of article.*

*** *Winner of the 2014 Sheth Foundation/Journal of Marketing Award*

BOOKS

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)*

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

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

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*.

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.

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

Balloffet, Pierre, Aymeric Freymond, and Gary F. Gebhardt, (2015) "A textbook case. How do marketing professionals learn?" *Ireland International Conference on Education 2015*, Dublin, Ireland; October 26-29, 2015.

- Peer-reviewed

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^{am} September 29, 2006 and 8^{am} 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 MEMBER

International Journal of Research in Marketing (2016 – present)

Journal of Marketing (2007 – 2018)

AD HOC PEER REVIEW ACTIVITIES

Behavioral Sciences

International Journal of Arts Management

International Journal of Case Studies in Management

Journal of Consumer Research

Journal of Macromarketing

Journal of Marketing 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

Conference Co-Chair, 2017 Ethnography Praxis in Industry Conference (EPIC) in Montréal and at HEC Montréal – 317 international participants

Case Studies Committee Co-Chair, 2018 Ethnography Praxis in Industry Conference (EPIC)

Case Studies Committee, 2016 Ethnography Praxis in Industry Conference (EPIC)

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
- Marketing Science Institute, Academic Member
- Ethnography Praxis in Industry Community

TEACHING INTERESTS

- Marketing Management
- Marketing Strategy
- Innovation and New Product Development
- Marketing Channels
- Business-to-Business Marketing
- Pricing
- Marketing Research
- Web Analytics

TEACHING EXPERIENCE

HEC MONTRÉAL

2010 - PRESENT

MBA Program

- Marketing Management
- Marketing Strategy and Plans
- Pricing Strategy
- B2B and Channel Marketing
- Market Research and Marketing Models
- New Product Development
- Managing Products and Services

McGill-HEC Montréal EMBA

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

Management Science (MSc) Program

- Business-to-Business Marketing
- Web Analytics
- Product Management and Innovation
- Propédeutique en marketing (Marketing Propaedeutic, French and English)

Bilingual Bachelors Program (French and English)

- Marketing Strategy Management

Certificate Program

- Introduction au Marketing (Introduction to Marketing, French)

Executive Education

- B2B Marketing and Value Selling (intensive customized course)

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

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

Patrick Levesque, Chair, MSc supervised project, HEC Montréal 2017

Richard Saad, Final Paper Supervisor, McGill-HEC Montréal EMBA 2017

Rodrigo Carvajal Salinas, Final Paper Supervisor, McGill-HEC Montréal EMBA 2016

Audrey Yung, Chair, MSc thesis in Management, HEC Montréal 2015

Aymeric Freymond, Co-Chair, MSc supervised project, HEC Montréal 2015

Mathieu Mireault, Chair, MSc supervised project, HEC Montréal 2015

Fabio Bernardo, Final Paper Supervisor, McGill-HEC Montréal EMBA 2015

Jean-Philippe Rioux, Final Paper Supervisor, McGill-HEC Montréal EMBA 2015

Adaée Lacoste, Chair, MSc supervised project, HEC Montréal 2014

Sébastien Tellier, Co-Chair, MSc thesis in Marketing, HEC Montréal 2014

Reyhaneh Sayfi, Final Paper Supervisor, McGill-HEC Montréal EMBA 2013

Alexandre Beauregard-Blachford, Co-Chair, MSc thesis in Marketing, HEC Montreal 2012

UNIVERSITY SERVICE: HEC MONTRÉAL

FACULTY REPRESENTATIVE, CONSEIL PÉDAGOGIQUE	2016 – 2019
MEMBER, HEC MONTRÉAL SALES INSTITUTE	2017 – PRESENT
COACH FOR HAPPENING MARKETING B2B CASE TEAM	2013 & 2014
MARKETING COORDINATOR, MBA PROGRAM	2012 - 2017
ACADEMIC SUPERVISOR, M.SC. IN MARKETING – ENGLISH	2011 - 2014
HEC MONTRÉAL MARKETING SEMINAR SERIES, LEADER	2011-2012
Project that obtained funding and organized visits of internationally recognized senior researchers to HEC Montréal to offer advice on publishing in top-tier journals. Open to faculty and doctoral students from the four major business schools in Montréal.	

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)