

# Department of Marketing and Logistics

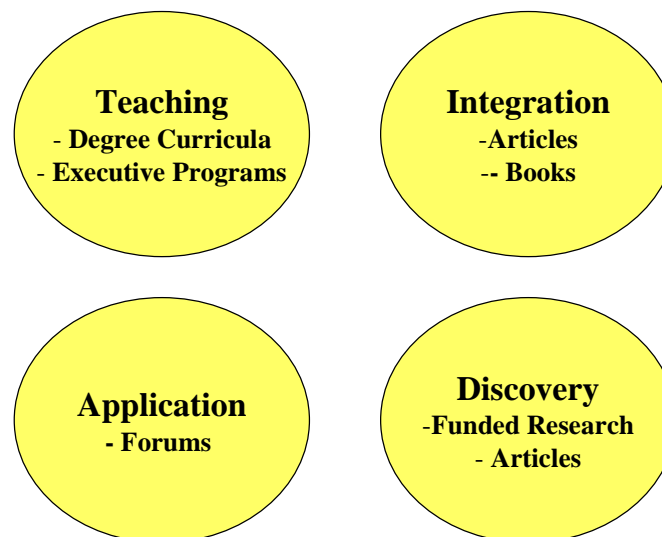
## Strategic Plan

### 2007-2011

#### **MISSION:**

Our mission as an academic unit within the University of Tennessee College of Business Administration (UT CBA) is to contribute to the scholarship of Marketing and Logistics and their roles within the enterprise and the integrated value chain, through the four areas of scholarship expounded by the Carnegie Foundation<sup>1</sup> (Figure 1).

**Figure 1: Dimensions of Scholarship**



<sup>1</sup> Boyer, Ernest L. (1990), *Scholarship Revisited: Priorities of the Professoriate*, Princeton, NJ: The Carnegie Foundation for the Advancement of Teaching.

Although the mission is intended to represent the broad spectrum of marketing and logistics topics, our vision for the department must narrow the focus to facilitate achievement of our goal of establishing both Marketing and Logistics programs as leaders in their respective fields. Marketing, in particular, is challenged to achieve this as a general program given the number of competitors in this space, thus our emphasis is to develop a unifying department vision statement that is inclusive of the diverse perspectives and interests of individual faculty and programs while also recognizing and emphasizing collaborative elements among faculty and/or programs.

## **STATEMENT OF CULTURE AND VALUES**

The culture of the department reflects a sincere desire for a high degree of both collegiality and scholarship. We encourage the interaction of faculty and students, in the support of intellectual curiosity and scholarly ambition. Each person's ideas and insights are valued for their creativity and independence of thought. Yet, the culture provides a constructive environment for learning and active debate, one that fosters openness, candor, and professional growth. Taking risks is valued as a natural consequence of our scholarly pursuits. Faculty members are encouraged to form collaborations here and to reach out to faculty from other institutions, both domestically and globally. Encouraging a diversity of people, beliefs, ideas, experiences, and accomplishments is reinforced in all we undertake.

To ensure the continuance of this culture and these values, the faculty have committed to being an organization in control of its own destiny. This translates to an active willingness to be involved in activities that reinforce departmental sustainability. Visioning and strategic planning, therefore, is undertaken as an ongoing practice to assure the continuous improvement of ourselves as professionals in our scholarly activities (teaching, integration, discovery, and application).

## **VISION STATEMENT:**

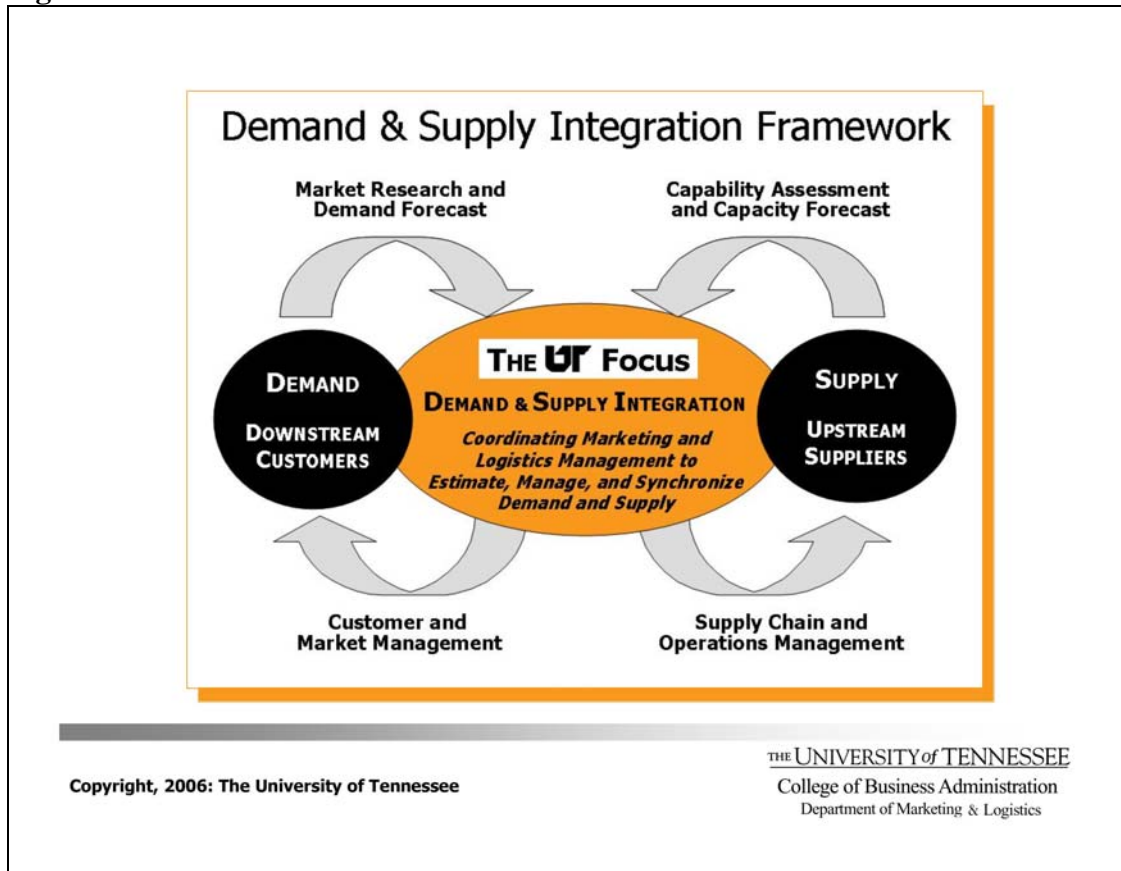
Consistent with the previous discussion, our Vision Statement follows:

The Marketing and Logistics Department will strive continuously toward being a leading source for the creation and dissemination of knowledge in the science and practice of Demand & Supply Integration. With its unique multidisciplinary perspective, the Department envisions Demand & Supply Integration as the dynamic integration of enterprises and their customers and suppliers to *determine, create, fulfill, and communicate value* in the global environment. Within this definition, value is defined by each member of the integrated value chain, but includes at a minimum:

- The value end use customers receive from the integrated value chain.
- The value of customers to members of the integrated value chain.
- The value of the relationships between members of the integrated value chain.

Figure 2 portrays the unifying framework for the department:

**Figure 2**



**GOALS:**

While maintaining our disciplinary strengths in marketing and logistics, we strive to be the globally preeminent department in Demand and Supply Integration:

**PROCESS:**

We believe that achievement of the goals stated above can be accomplished by driving strategy and tactics in ways that are consistent with our vision to sustain and/or improve performance across key drivers of preeminence, including:

- Funding
- Knowledge In
- Infrastructure
- People
- Knowledge Out

In addition, we believe that performance must be accompanied by appropriate *promotion* to ensure stakeholder recognition of our achievements. Thus, the following equations express the process that we believe will lead to achievement of our goals:

*Performance = Visioning \* Continuous Improvement (Funding, Knowledge In, Infrastructure, People, Knowledge Out)*

*Reputation = Performance \* Promotion*

Objectives, goals, strategies, and tactics for each of the drivers of preeminence as well as the concept of promotion are detailed below.

**1) Funding:** To achieve preeminence, funding, especially in the form of “venture capital,” is of critical importance. To push creative Demand & Supply Integration initiatives forward, initial funding of personnel, infrastructure, and related costs must be considered. To adequately fund the Demand & Supply Integration vision, several methods need to be considered.

Objective: Provide funding sufficient to establish preeminence in Marketing and Logistics regarding the Demand & Supply Integration vision. **YEAR INITIATED**

Goal 1: Focus development efforts on Demand & Supply Integration vision.

Strategy 1: Create an external Demand & Supply Integration advisory board. **2007**  
Tactic 1: Solicit interest for Demand & Supply Integration advisory board regarding Demand & Supply Integration vision  
Tactic 2: Create an extended network using Demand & Supply Integration advisory board.

Strategy 2: Identify individuals with potential interest in Demand & Supply Integration vision. **2007**  
Tactic 1: Offer naming opportunities for professorships/chairs in Demand & Supply Integration.  
Tactic 2: Offer naming opportunity for Demand & Supply Integration research center.

Strategy 3: Identify companies with potential interest in Demand & Supply Integration vision. **2007**  
Tactic 1: Offer naming opportunities for professorships/chairs in Demand & Supply Integration.  
Tactic 2: Offer naming opportunity for Demand & Supply Integration research center.

Strategy 4: Create and grow excellence fund for Demand & Supply Integration vision. **2007**  
Tactic: Approach interested alumni, corporations, and interested individuals.

Strategy 5: Create and grow a Demand & Supply Integration faculty/PhD student consortium fund.

Goal 2: Secure funding for research related to Demand & Supply Integration.

Strategy 1: Develop corporate sponsorship of Demand & Supply Integration research initiatives. **2007**

Tactic: Create corporate teams around a Demand & Supply Integration issue.

Strategy 2: Pursue corporate grants. **2007**

Tactic: Leverage corporate relationships to submit funding proposals where appropriate.

Strategy 3: Pursue government grants. **2008**

Tactic: Identify relevant government/military agencies with which we have strong relationships to submit proposals where appropriate.

Tactic: Work with University of Tennessee Research Office in authoring proposals.

Strategy 4: Pursue funding from professional organizations. **2008**

Tactic: Submit proposals to Marketing Science Institute (MSI).

Tactic: Submit proposals to Institute for Strategic Business Management (ISBM).

Tactic: Submit proposals to Conference Board.

Tactic: Submit proposals to Academy of Management Review (AMR).

Tactic: Submit proposals to Product Development and Management Association (PDMA).

Tactic: Submit proposals to Academy of International Business (AIB).

Tactic: Submit proposals to Council of Supply Chain Management Professionals (CSCMP).

Goal 3: Reinforce industry contact.

Strategy 1: Retain existing forums but consider establishing a combined annual Demand & Supply Integration forum. **2007**

Tactic 1: Begin to initiate discussions with forum members.

Tactic 2: Consider changing the name of the forum umbrella organization to the Demand & Supply Integration Forums.

Strategy 2: Create one or more new forums as the need arises. **TBD**

Goal 4: Initiate entrepreneurial activities.

Strategy 1: If appropriate, identify unique Demand & Supply Integration industry data sources that can result in subscription annual reports. **2008**

Tactic: Create data base of Demand & Supply Integration related information (e.g., best practices).

Strategy 2: Edit handbook on Demand & Supply Integration with some proceeds targeted toward research. **2010**

Tactic: Begin discussions with major publisher.

Strategy 3: Create journal on Demand & Supply Integration with some proceeds targeted toward research. **2011**

Tactic: Begin discussions with major publisher.

Funding Metrics:

1. Have we created significant interest from individuals, corporations, and/or government/military organizations that has led to support of Demand & Supply Integration initiatives?
2. Have we provided sufficient funding for our Demand & Supply Integration initiatives?
3. Have we created a recurring stream of funding for Demand & Supply Integration initiatives?

**2) Knowledge In:** Preeminence will be facilitated by providing ML Department faculty, staff and students with world class access to the existing body of knowledge regarding Demand & Supply Integration.

Objective: Provide world class access to the existing body of knowledge regarding Demand & Supply Integration.

Goal 1: Provide the ML Department faculty, staff, and students with access to the existing body of knowledge of Demand & Supply Integration.

Strategy 1: Provide ML Department access to the relevant literature. **2007**  
Tactic 1: Ensure that library databases include all publications critical to Demand & Supply Integration research.

Strategy 2: Provide ML Department access to relevant scholarly interaction. **2007**  
Tactic 1: Prioritize travel for Demand & Supply Integration related academic conferences and interactions with other academic institutions.  
Tactic 2: Encourage visiting speaker series focused on Demand & Supply Integration-related topics.

Strategy 3: Provide ML Department access to relevant databases. **2007**  
Tactic 1: Identify existence of any secondary databases related to Demand & Supply Integration topics.  
Tactic 2: Procure access for faculty to any secondary databases discovered.

Goal 2: Provide the ML Department faculty, staff, and students with access to the existing phenomena of Demand & Supply Integration in practice and teaching.

Strategy 1: Provide ML Department access to relevant practitioner interaction. **2007**  
Tactic 1: Prioritize travel for Demand & Supply Integration related practitioner conferences and organizations.

Tactic 2: Encourage EIR participants focused on Demand & Supply Integration-related topics.

Tactic 3: Ensure that Integrated Value Chain Forum topics and speakers focus on Demand & Supply Integration issues.

Strategy 2: Provide ML Department access to relevant practice. **2007**

Tactic 1: Ensure that Integrated Value Chain Forum topics and speakers focus on Demand & Supply Integration issues.

Tactic 2: Actively seek Forum sponsorship from organizations noted for best practice in Demand & Supply Integration.

Tactic 3: Encourage faculty/student participation in practitioner conferences and professional organizations with a focus on Demand & Supply Integration.

Tactic 4: Find and obtain membership to message services that provide headline summaries for Demand & Supply Integration.

Strategy 3: Provide ML Department access to relevant teaching. **2010**

Tactic: Encourage faculty/student participation in teaching conferences and professional organizations with a focus on Demand & Supply Integration.

Knowledge In Metrics:

1. Access to publications, conferences, and databases.
2. Amount of funding available for faculty/student exposure to Demand & Supply Integration scholarly interaction.
3. Amount of funding available for faculty/student exposure to Demand & Supply Integration practitioner interaction.
4. Number of faculty/students participating in Demand & Supply Integration scholarly interaction.
5. Number of faculty/students participating in Demand & Supply Integration practitioner interaction.

**3) Infrastructure:** Infrastructure includes the information flows through the organization; allocation of work into roles; techniques of coordination; methods of performance assessment; policies and activities occurring within an organization; culture; and allocation of physical, human, and financial resources.

Objective: To facilitate the attainment of ML Department goals in the scholarship mission areas of discovery, integration, teaching, and application of Demand & Supply Integration.

Goal: To provide a comprehensive infrastructure to promote Demand & Supply Integration scholarship.

Strategy 1: Devise information flows (into the Department, within the Department, and out from the Department) to promote Demand & Supply Integration scholarship. **2007**

Tactic 1: Create a Demand & Supply Integration research/teaching/interaction website that links to main department website.

Tactic 2: Create a Demand & Supply Integration distribution list for internal electronic dissemination of Demand & Supply Integration-related research and practice headlines (i.e., journal tables of contents, news summary services, etc).

Tactic 3: Ensure all Demand & Supply Integration-related research created in the department is disseminated through appropriate physical and electronic channels.

Strategy 2: Devise coordination techniques, policies and activities to promote a culture of Demand & Supply Integration scholarship. **2007**

Tactic: Create Demand & Supply Integration brownbag lunches to bring together faculty and students from across campus interested in Demand & Supply Integration-related topics.

Strategy 3: Assess faculty contribution to Demand & Supply Integration goals. **2011**

Tactic 1: Utilize annual faculty evaluation to consider how each individual faculty contributes to Demand & Supply Integration scholarship.

Tactic 2: Utilize Peer Teaching Review to consider how each individual faculty infuses Demand & Supply Integration content in ML courses.

Strategy 4: Consider contribution to Demand & Supply Integration scholarship when allocating financial resources.

Tactic 1: Establish an operational budget for expenditures on Demand & Supply Integration-oriented travel, research, and teaching support. **2007**

Strategy 5: Consider contribution to Demand & Supply Integration scholarship when allocating physical resources (including IT). **2009**

Tactic 1: Allocate appropriate classrooms to courses containing a high degree of Demand & Supply Integration content.

Tactic 2: Allocate laboratory space for Demand & Supply Integration-oriented research.

Strategy 6: Consider contribution to Demand & Supply Integration scholarship when allocating human resources. **2007**

Tactic 1: Allocate staff time to administer travel, research, and teaching requests focused on Demand & Supply Integration.

Tactic 2: Allocate MBA graduate assistant support to assist faculty with Demand & Supply Integration-oriented research, teaching, and service.

#### Infrastructure Metrics:

1. Assess effectiveness of infrastructure to support Demand & Supply Integration scholarship from faculty perspective.
2. Assess faculty/PhD student Demand & Supply Integration research productivity.
3. Assess degree of Demand & Supply Integration-oriented topic coverage taught in departmental courses.
4. Measure spending of operational budget and private funds on Demand & Supply Integration versus non-Demand & Supply Integration oriented expenditures.



**4) People:** People are the human resources both within and associated with the ML department through whom the Demand & Supply Integration vision will be executed. This includes faculty, staff, students, alumni, and other departmental stakeholders. Our emphasis is to be inclusive of the diverse perspectives and interests of individual faculty and programs while simultaneously recognizing and emphasizing the collaborative Demand & Supply Integration focus among faculty and/or programs. A “Demand & Supply Integration” focused person understands the integration required between marketing (demand management) and logistics (supply management). This person has experience with, or at a minimum can see, the interdependence between marketing and logistics. This person sees the importance of both consumer and business relationships.

Objective 1: Maximize the human resources capabilities engendered in ML Department to drive preeminence in Demand & Supply Integration.

Goal 1: Create ML Department faculty capabilities associated with Demand & Supply Integration.

Strategy 1: Recruit faculty with interest and recognized expertise in Demand & Supply Integration.

Tactic 1: Recruit a Demand & Supply Integration Chair **2011**

Tactic 2: Recruit new faculty with potential for Demand & Supply Integration fit. **2007**

Strategy 2: Develop Demand & Supply Integration expertise in new and existing faculty **2007**

Tactic 1: Provide funding to support faculty travel, research, and teaching innovation associated with Demand & Supply Integration.

Tactic 2: Encourage brown bag presentations on critical Demand & Supply Integration related research needs and results.

Strategy 3: Retain faculty with acknowledged expertise in Demand & Supply Integration

Tactic 1: Provide structure to ensure that faculty with acknowledged Demand & Supply Integration expertise are able to efficiently and effectively conduct Demand & Supply Integration-oriented research, teaching, and application. **2009**

Strategy 4: Collaborate with faculty and practitioners from outside the department (at UT as well as at other academic, business, and government institutions) who possess acknowledged expertise in Demand & Supply Integration. **2007**

Tactic 1: Support faculty travel and research to meet and work with external Demand & Supply Integration experts.

Tactic 2: Support travel and research for external Demand & Supply Integration experts to work with ML Department faculty.

Goal 2: Create ML Department student capabilities associated with Demand & Supply Integration.

Strategy 1: Recruit students with interest in Demand & Supply Integration, **2007**

Tactic 1: Recruit MBA and PhD student candidates from Demand & Supply Integration-oriented backgrounds (industry, academic programs, etc.)

Tactic 2: Develop a process for identify and recruiting potential students that includes where to identify them and when and how to motivate them to join.

Tactic 3:

Strategy 2: Develop Demand & Supply Integration expertise in new and existing students **2007**

Tactic 1: Provide and expand funding to support student travel associated with Demand & Supply Integration.

Tactic 2: Provide and expand funding to support Demand & Supply Integration teaching innovation.

Tactic 3: Provide and expand funding to support student research associated with Demand & Supply Integration.

Strategy 3: Retain students with acknowledged expertise in Demand & Supply Integration **2007**

Tactic 1: Provide assistantship support to students with Demand & Supply Integration interest.

Tactic 2: Provide research and travel support to students with Demand & Supply Integration interest.

Strategy 4: Facilitate collaboration between students with Demand & Supply Integration interest and faculty and practitioners from outside the department (at UT as well as at other academic, business, and government institutions) who possess acknowledged expertise in Demand & Supply Integration. **2007**

Tactic 1: Support student travel and research to meet and work with external Demand & Supply Integration experts.

Tactic 2: Support travel and research for external Demand & Supply Integration experts to present to with ML Department students.

Goal 3: Create staff capabilities associated with the ML Department to drive preeminence in Demand & Supply Integration.

Strategy 1: Ensure that ML Department staff has appreciation for and interest in supporting Demand & Supply Integration -oriented programs. **2007**

Tactic 1: Provide funding and time for staff to attend programs focused on Demand & Supply Integration to facilitate their understanding and appreciation of Demand & Supply Integration

Tactic 2: Recruit staff from organizations that are likely to have understood Demand & Supply Integration

Tactic 3: Invite staff to brown bags discussing Demand & Supply Integration.

People Metrics:

1. Success in hiring faculty with Demand & Supply Integration interest and/or expertise.
2. Retention of faculty with Demand & Supply Integration expertise.
3. Percent of faculty academically qualified and practically qualified (AACSB)
4. Graduation rates of students who assume Demand & Supply Integration-oriented positions
5. Retention of staff who apply Demand & Supply Integration principles.

**5) Knowledge Out:** Knowledge Out is a reflection of the contribution to the Body of Knowledge made of ML Department faculty. Contribution to the Body of Knowledge can be made through research (discovery and integration), teaching, and application.

Objective: Establish preeminence of Department in Demand & Supply Integration-oriented research (discovery and integration), teaching, and application knowledge output.

Goal 1: Establish preeminence of Department in Demand & Supply Integration-oriented research (discovery and integration).

Strategy: Ensure that faculty and students regularly publish in top discovery and integration focused publications that are amenable to Demand & Supply Integration-oriented research.

**2009**

Goal 2: Establish preeminence of Department for teaching Demand & Supply Integration concepts.

Strategy 1: Provide familiarity with the concepts of Demand & Supply Integration, and its role in business in undergraduate programs. **2010**

Strategy 2: Provide knowledge related to application of Demand & Supply Integration concepts in overall business decision-making in MBA programs. **2010**

Strategy 3: Ensure that PhD students are provided with an understanding and expertise in research and teaching to contribute to the body of Demand & Supply Integration knowledge. **2010**

Strategy 4: Refine the use of Demand & Supply Integration concepts in overall business decision-making in Executive Education programs. **2010**

Goal 3: Establish preeminence of Department in Demand & Supply Integration Applications Knowledge.

Strategy 1: Drive the concepts of Demand & Supply Integration through faculty interactions with practitioners in the INTEGRATED VALUE CHAIN Forums. **2009**

Strategy 2: Drive the concepts of Demand & Supply Integration through faculty interactions with practitioners in industry association service and conference presentations. **2009**

Strategy 3: Drive the concepts of Demand & Supply Integration through faculty interactions with practitioners in practitioner funded research that leads to additional Demand & Supply Integration knowledge. **2009**

Knowledge Out Metrics:

1. Success in publishing research in designated, and related, journals.
2. Effectiveness of teaching programs as assessed by student evaluations, peer teaching reviews, student placement, and popularity of executive programs.
3. Forum membership, faculty/student Forum participation, faculty/student participation in professional and industry association service and presentation, dollar amount of funded Demand & Supply Integration research.

**Promotion:** To achieve preeminence, recognition of one's efforts is paramount. This recognition comes from the combination of a) vision (and strategic planning), b) performance, c) continuous improvement efforts, and d) the strategic promotion of these other components.

Objective 1: To promote to our key stakeholders the association of Demand & Supply Integration with the ML Department.

Objective 2: To promote a Demand & Supply Integration philosophy for business.

(Goals for these two objectives are identical)

Goal 1: Develop Integrated Marketing Communication plans and communication vehicles to promote Demand & Supply Integration.

Strategy 1: Write a white paper outlining Demand & Supply Integration. **2007**

Tactic 1: Disseminate white paper to key stakeholders (e.g., HBR, SCMR, Marketing News, Business Horizons, Sloan Management Review).

Tactic 2: Identify a publisher and/or journal.

Tactic 3: Develop a Demand & Supply Integration coordinating framework slide.

Tactic 4: Create an executive summary for development purposes.

Strategy 2: Create Demand & Supply Integration website linked to department and INTEGRATED VALUE CHAIN Forums website. **2007**

Strategy 3: Edit the Handbook of Demand & Supply Integration. **2009**

Strategy 4: Create the Journal of Demand & Supply Integration. **2011**

Strategy 5: Promote to internal and external faculty.	
Tactic 1: Announcements – brochures.	<b>2007</b>
Tactic 2: Conference panels.	<b>2007</b>
Tactic 3: Promote Handbook.	<b>2008</b>
Tactic 4: Develop Demand & Supply Integration Vision Presentation.	<b>2007</b>
Strategy 6: Promote to trade associations.	<b>2007</b>
Tactic 1: Announcements – brochures.	
Tactic 2: Develop Demand & Supply Integration Vision Presentation.	
Strategy 7: Promote to industry.	<b>2007</b>
Tactic 1: Announcements – brochures.	
Tactic 2: Panel at CSCMP and other practitioner meetings.	
Tactic 3: Develop Demand & Supply Integration Vision Presentation.	
Strategy 8: Sponsorship of Demand & Supply Integration related events (e.g., CBIM – ISBM conference).	<b>2009</b>
Strategy 9: Alliance with other groups (e.g., international).	<b>2009</b>
Strategy 10: Doctoral consortium – Demand & Supply Integration.	<b>2009</b>
Strategy 11: Contacts with CBA deans.	<b>2007</b>
Tactic 1: Announcement – brochure.	
Tactic 2: Inform our deans group regarding Demand & Supply Integration.	
Strategy 12: Develop means to attract graduate students to study Demand & Supply Integration concepts.	<b>2007</b>
Strategy 13: Consider implications for graduate education.	<b>2008</b>
Tactic: Develop a CEE institute or certification program in Demand & Supply Integration.	

Promotion Metrics:

1. Measure association of our department with Demand & Supply Integration among.
  - a. Deans.
  - b. Faculty.
  - c. Business.
  - d. Graduate students.
2. Google presence.
3. Rate of publicity and Word Of Mouth.
4. Rankings.
5. Funding level.