

Thomas Martin Key

Education

PhD, Business Administration, Southern Illinois University (2008-2012)

Master of Arts, Socio-Cultural Anthropology, Southern Illinois University (2000-2003)

Bachelor of Arts, Anthropology, Southern Illinois University (1998-2000)

Professional Experience

Professor of Digital Strategy & Marketing, College of Business, University of Colorado Colorado Springs (2024-present).

Department Chair Marketing, Strategy, & International Business, College of Business, University of Colorado Colorado Springs (2022-present).

Associate Dean of Strategic Initiatives, College of Business, University of Colorado Colorado Springs (2021- 2022).

Faculty Director of Executive Education, College of Business, University of Colorado Colorado Springs (2021- 2022).

Associate Professor of Digital Strategy & Marketing, College of Business, University of Colorado Colorado Springs (2020-present).

Assistant Professor of Marketing, College of Business, University of Colorado Colorado Springs (2014-2020).

Assistant Professor of Marketing, School of Business, St. John Fisher College (2012-2014).

President/CEO, Key Industries, Inc. (2003-2009).

Refereed Publications

Clark, T., Azab, C., & Key, Thomas M. (2024), Marketing's Next Era: The Scope and Impact of Marketing's Future, The Reach and Legacy of Shelby Hunt." *Journal of Business Research*, 170, 1-12. <https://doi.org/10.1016/j.jbusres.2023.114278>

Clark, T., Key, Thomas M., & Azab, C. (2023), "Contours of the marketing literature: Text, context, point-of-view, research horizons, interpretation, and influence in marketing." *AMS Review*, 13, 232-249. <https://doi.org/10.1007/s13162-023-00267-1>

Clark, T., Key, Thomas M., & Azab, C. (2022), "Marketing as an emergent discipline: Commentary on Shelby Hunt's final contribution to our field." *AMS Review*.

Clark, T. & Key, Thomas M. (2021), "The Methodologies of the Marketing Literature: Mechanics, Uses, and Craft." *AMS Review*, 11, 416-431. <https://doi.org/10.1007/s13162-021-00210-2>

Key, Thomas M., Clark, T., Ferrell, O.C., Stewart, D., & Pitt, L. (2021), "Re-Institutionalizing Marketing." *AMS Review*, 11, 446-453. <https://doi.org/10.1007/s13162-021-00220-0>

Key, Thomas M., Keel, A.L., Czaplewski, A.J., & Olson, E.M. (2021), "Brand Activism Change Agents: Strategic Storytelling for Impact and Authenticity." *Journal of Strategic Marketing*, <https://doi.org/10.1080/0965254X.2021.1904435>

Sukle, M., Schultz, D, Czaplewski, A., & Key, Thomas M. (2021), "Colorado Marijuana Countermarketing for Youth: Don't Be a Lab Rat Campaign." *Journal of Advertising Research*,

Olson, Eric M., Kai M. Olson, Andrew J. Czaplewski, & Thomas M. Key (2021), "Business Strategy and the Management of Digital Marketing" *Business Horizons*, 64(2), 285-293. <https://doi.org/10.1016/j.bushor.2020.12.004>

Key, Thomas M., Terry Clark, OC Ferrell, David Stewart, & Leyland Pitt (2020), "Marketing's Theoretical and Conceptual Value Proposition: Opportunities to Address Marketing's Influence." *AMS Review*, <https://doi.org/10.1007/s13162-020-00176-7>

Key, Thomas M. & Duening, T.N. (2020), "Strategic Entrepreneurial Storytelling: An Applied Framework for Better Pitches." *Contemporary Management Research*, <https://doi.org/10.7903/cmr.19684>

Key, Thomas M. & Challagalla, G. (2020), Information transparency as competitive advantage: research approaches to platform ecosystem design and competition. *AMS Review*, 10 (1-2), 145-147. <https://doi.org/10.1007/s13162-020-00172-x>

Key, Thomas M. & Astrid Keel (2020), "How Executives Talk: Exploring Marketing Executive Value Articulation with Computerized Text Analysis" *European Journal of Marketing*, 54 (3), 546-569. <https://doi.org/10.1108/EJM-01-2019-0105>

Key, Thomas M., Andrew Czaplewski, & Jeff Ferguson (2019), "Preparing Workplace Ready Students with Digital Marketing Skills," *Marketing Education Review*, 29 (2), 131-135. <https://doi.org/10.1080/10528008.2019.1610331>

Key, Thomas M., Carol Azab, & Terry Clark (2019), "Embedded Ethics: How Complex Systems and Structures Guide Ethical Outcomes," *Business Horizons*, 62 (3), 327-36. <https://doi.org/10.1016/j.bushor.2019.01.011>

Blair, Amanda, Thomas M. Key, & Matthew Wilson (2019), "Crowdsourcing to Manage Service Gaps in Service Networks," *Journal of Business and Industrial Marketing*, 34(7), 1497-1505. <https://doi.org/10.1108/JBIM-12-2018-0387>

Key, Thomas M. (2017) “Domains of Digital Marketing Channels in the Sharing Economy,” *Journal of Marketing Channels*, 24 (1-2), 27-38.

<https://doi.org/10.1080/1046669X.2017.1346977> **Over 6200 Downloads**

Key, Thomas M. & Andrew Czaplewski, (2017), “Upstream Social-Marketing Strategy: An Integrated Marketing Communications Approach,” *Business Horizons*. 60 (3).

<https://doi.org/10.1016/j.bushor.2017.01.006> **Business Horizons Best Article Award 2017 Nominee**

Azab, Carol, Thomas M. Key, & Terry Clark, (2017) “Country Market Sequential Order-of-Entry: A Learning Effects Approach,” *Journal of Global Marketing*, 30 (4), 210-227.

<https://doi.org/10.1080/08911762.2016.1261977>

Clark, Terry, Thomas M. Key, Monica Hodis, & Daniel Rajaratnam, (2014) “The Intellectual Ecology of Mainstream Marketing Research: An Inquiry into the Place of Marketing in the Family of Business Disciplines,” *Journal of the Academy of Marketing Science*, 42 (3), 223-241.

<https://doi.org/10.1007/s11747-013-0362-5> **Journal of the Academy of Marketing Science Paper of the Year 2014**

Key, Thomas M., Robert Boostrom, Mavis Adjei, & David Campbell, (2013), “Watch Out: Themes in Timepiece Communities of Counterfeit Consumption,” *Journal of Consumer Behaviour*, 12 (4), 307-317. <https://doi.org/10.1002/cb.1431>

Book Chapters

Clark, Terry & Thomas M. Key (2019), “I am Standing; No, I don’t Use Grecian Formula; No, I’m not an International Grad Student: An Essay in Appreciation of Jag Sheth,” in *Handbook of Marketing Advances in an Era of Disruptions: Essays in Honor of Jagdish Sheth*. Atul Parvatiyar and Rajendra Sisodia editors, Sage Publications.

Czaplewski, Andrew, Thomas M. Key, and James Van Scotter (2016), “The Role of Positive Organizational Behavior in Building a World-Class Service Organization” in *The Positive Organization: Applications and Practices*. T.N. Duening, editor, Business Expert Press.

Clark, Terry and Thomas M. Key (2011), “A Marvel and Wonder: Shelby Hunt’s Contributions to Marketing” in *Marketing Legends, Volume 7, Marketing Management and Strategy: Philosophy of Science Foundations of Marketing*. Rajan Varadarajan, editor, Sage Publications.

Presentations

Key, Thomas M. (2024), “Ethical Dilemmas in Marketing Research with Generative AI” *Academy of Marketing Science Special Session*.

Key, Thomas M. (2024), "Dissonance in Generative AI Managerial Skills: Mental Models, Ethics, and Customer Well-Being." Academy of Marketing Science Special Session.

Key, Thomas M. (2023), "Toxic Markets, Brand Activism, and the Societal Marketer," Winter American Marketing Association Special Session.

Key, Thomas M. (2022), "Re-Institutionalizing Marketing," Winter American Marketing Association Special Session.

Key, Thomas M. (2022), "Marketing Research Impact and Relevance: Methods, Craft, and Frameworks," Academy of Marketing Science Conference.

Key, Thomas M. (2022), "Theory as Craft," Academy of Marketing Science Doctoral Consortium.

Key, Thomas M. (2021), "Pushing Boundaries in Marketing Concepts and Research," Academy of Marketing Science Special Session.

Key, Thomas M. (2020), "The Current Status of the Marketing Discipline and Future Directions," Academy of Marketing Science Doctoral Consortium.

Key, Thomas M. (2019), "Digital Data, Security, and Platform Design: Is Marketing the Problem or Solution?" Academy of Marketing Science Special Session.

Key, Thomas M. (2019), "How Does Marketing Fit in the World? Questions of Discipline Expertise, Scope, and Insight," Academy of Marketing Science Special Session.

Key, Thomas M. (2019), "The Future of Marketing Education," Marketing Management Association Special Session.

Key, Thomas M. (2018), "Does Marketing Have the Right Answers? Questions of Growth, Measurement, Insight, and Heart," Academy of Marketing Science Special Session.

Key, Thomas M. (2017), "Marketing's Point-of-View: Narrative Influence within the Firm," Academy of Marketing Science Special Session.

Key, Thomas M. (2017), "Marketing's Theoretical and Conceptual Value Proposition," Academy of Marketing Science Special Session.

Key, Thomas M. (2016), "Pathways to Relevance: Paradigms and C-suite Significance for the Modern CMO," American Marketing Association Special Session.

Key, Thomas M. (2016), "Narrative as Method: Using Narrative Theory to Inform Qualitative Research," Academy of Marketing Science Special Session.

Key, Thomas M. (2016), "Is the Marketing Function Influential or Not? We Should Really Be the Ones to Know!" Academy of Marketing Science Special Session.

Key, Thomas M. (2015), "A New Era in Marketing's Strategic Influence," Academy of Marketing Science Special Session.

Key, Thomas M. (2014), "Where/How Does Marketing Fit? What is Marketing's Place in the Firm and within the Family Business Disciplines?" Academy of Marketing Special Session.

Azab, Carol and Thomas M. Key (2012), "Towards a Better Understanding of Service Outcomes: The Impact of the Discrepancies between Should and Will Expectations," Society of Marketing Advances.

Key, Thomas M. (2011), "Industrial Brand Equity, Brand Synergy, and the Decision to Partner" Marketing Management Association.

Key, Thomas M. (2011) "Strategic Entrepreneurial Storytelling: Building Stories for the Big Pitch" voted **Best in Track** Marketing Management Association.

Key, Thomas M. (2011) "Communities of Counterfeit Consumption: An Exploratory Analysis" Association of Marketing Theory & Practice.

Selected Working Papers

"Marketing's Next Era: The Scope and Impact of Marketing's Future, The Reach and Legacy of Shelby Hunt," with Terry Clark and Carol Azab. Under Review *Journal of Business Research*.

"Marketing and Corporate Governance: The Case for Marketing's Centrality," with Terry Clark, Carol Azab, and Matthew Rendleman. Theoretical/Conceptual. Targeting *Journal of the Academy of Marketing Science*.

"The Role of Marketing Within the Firm," with Bernard Jaworski and Manjit Yadav. Currently collecting data in the form of qualitative interviews with senior marketing executives and consultants. Qualitative/Theoretical/Conceptual. Targeting the *Journal of Marketing*.

"The Mobile Marketing and Cybersecurity Interface." Manuscript being written with co-authors. Theoretical/Conceptual. Targeting *Journal of Business Research*.

"Conceptual Mechanisms for Realizing Growth in the Context of Digital Business." Currently writing manuscript. Theoretical/Conceptual. Targeting the *AMS Review*.

"Marketing's Competition for Influence: Expertise Point of View and Narrative Impact," with Terry Clark. Final stages of manuscript preparation. Theoretical/Conceptual. Targeting the *AMS Review*.

"Digital Addiction and the Firm: How and When Managers Should Take Action" with Astrid Keel and Leyland Pitt. Currently writing manuscript. Theoretical/Conceptual. Targeting *Business Horizons*.

"The Importance of Theory and Conceptual Work and Marketing's Influence in the Firm" Currently planning manuscript and finalizing co-author team. Targeting *AMS Review*.

Courses Taught

Digital Strategy and Innovation (EDBA)

Digital Business Strategy and Growth (Graduate, Undergraduate)

Digital Marketing and Social Media Strategy (Graduate, Undergraduate)
Digital Marketing and Social Media Strategy *Online* (Graduate, Undergraduate)
Digital Integrated Marketing Communications (Graduate, Undergraduate)
Digital Integrated Marketing Communications *Online* (Graduate, Undergraduate)
Marketing Strategy (Graduate, Undergraduate)
Marketing Research (Undergraduate)
Strategic Management *Hybrid* (Undergraduate)

Leadership and Administration

Awards & Recognitions

2019 Outstanding Faculty Award
2019 University of Colorado Excellence in Leadership Program
2019 Cybersecurity Fellow Recipient
2017 Outstanding Teacher Award
2017 Outstanding Faculty Member Award Finalist
2017 Business Horizons Best Paper Award Finalist
2015 Daniels Ethics Fellow Recipient
2014 Sheth Foundation Paper of the Year from the Journal of Academy of Marketing Science
2014 Master Teacher Certification
2011 AMA Sheth Consortium Fellow
2011 SMA Consortium Fellow

Professional Organizations

American Marketing Association
Academy of Marketing Science
Marketing Science Institute

Service

Associate Dean of Strategic Initiatives (2021-2022)

Faculty Assembly Representative (2017-Present)

Teaching with Technology Committee (2014-present)

Navigate Committee (2015-present)

FCQ Task Force Committee (2019)

College of Business Dean Search Committee (2019)

College of Business Search Committee (2015) for Financial Officer

MS&IB Search Committee (2014) for NTT Marketing Instructor

MS&IB Search Committee (2016) for NTT Marketing Instructor

Reviewer for Marketing Education Review (2019-present)

Reviewer for Journal of Service Management (2019-present)

Reviewer for Journal of Business Research (2019-present)

Reviewer for European Journal of Marketing (2019-present)

Reviewer for AMS Review (2016-present)

Reviewer for Academy of Marketing Science (2014-present)