

ERIC M. OLSON

Interim Dean
Professor of Marketing and Strategic Management
Director of the Sport Management Program

College of Business Administration
University of Colorado Colorado Springs
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EDUCATION

Ph.D., Management (emphasis in marketing with supporting studies in strategic management): University of Minnesota, Twin Cities (1992)

Master of Business Administration: Portland State University, Portland, Oregon (1986)

Bachelor of Science, U.S. History: Lewis and Clark College, Portland, Oregon (1975)

PROFESSIONAL EXPERIENCE

Interim Dean, College of Business at UCCS, 7-2017 to present.

Director of the Sport Management Program, College of Business at UCCS: 10-2007 to present

Associate Dean College of Business at UCCS: 11-2004 through 8-2007

Chairman of the Marketing, Strategy, and International Business Department: 8-1996 to 11-2004, 6-2009 to 1-2010, 7-2011 to 7-2012.

Professor of Marketing and Strategic Management - COB at UCCS 8-2001 to present

Associate Professor of Marketing and Strategic Management - COB at UCCS: 8-1998 to 8-2001

Assistant Professor of Marketing and Strategic Management – COB at UCCS: 8-1992 to 8-1998

PUBLICATIONS / PRESENTATIONS

Peer Reviewed Journal Articles:

Olson, Eric M., Stanley F. Slater, G. Tomas M. Hult, and Kai M. Olson (forthcoming) "The Application of Human Resource Management Policies Within the Marketing Organization: The Impact on Business and Marketing Strategy Implementation," Industrial Marketing Management.

Olson, Eric M., Rebecca Duray, Cary Cooper, Kai Olson (2016) "Strategy, Structure, and Culture Within the English Premier League: An Examination of Large Clubs," Sport, Business and Management: An International Journal, 6 (1), 55-75.

Olson, Eric M. and Andrew J. Czaplewski (2015) "Exporting a Global Brand," Marketing Management Thought Leadership section of Marketing News, 49 (10), 39-42.

Czaplewski, Andrew J., Thomas N. Duening, Eric M. Olson, (2015) "The Rise of Entrepreneurial Thinking," Marketing Management Thought Leadership section of Marketing News, 49 (2), 38-43.

Czaplewski, Andrew, Eric M. Olson, Margaret McNulty (2014) "Going Green Puts Chipotle in the Black," Marketing Management Thought Leadership section of Marketing News, 48 (3), 30-37.

Czaplewski, Andrew, Margaret McNulty, Eric M. Olson (2012) "The Smell of Success-A Brand Building Strategy That Does More Than Make Sense," Marketing Management, 21, 37-43 (Fall). (Featured cover article.)

Slater, Stanley F., Eric M. Olson, Hans Eibe Sørensen, (2012) "Creating and Exploiting Market Knowledge Assets," Journal of Business Strategy, 22, (4) 18-27.

Slater, Stanley F., Eric M. Olson, and Carol Finnegan, (2011) Business Strategy, Marketing Organization Culture, and Performance," Marketing Letters, 22, 227-242 (September).

Slater, Stanley F., G. Tomas M. Hult, Eric M. Olson, (2010) "Factors Influencing the Relative Importance of Marketing Strategy Creativity and Marketing Strategy Implementation Effectiveness," Industrial Marketing Management, 39, (May) 551-559.

Olson, Eric M., Rebecca Duray, and Stanley F. Slater (2010) "Building Arsenal's Stadium," Marketing Management, 19, 34-39 (Summer).

- Slater, Stanley F., Eric M. Olson, and G. Tomas M. Hult, (2010) "Worried About Strategy Implementation? Don't Overlook Marketing's Role," Business Horizons, 53, 5, 469-479, (September/October).
- Finnegan, Carol, Eric M. Olson, Stanley F. Slater, (2009) "Its More Than Green to be Keen," Marketing Management, 18, 5 (September/October).
- Davis, Alan, and Eric M. Olson, (2008) "Critical Competitive Strategy Issues Every Entrepreneur Should Consider Before Going Into Business," Business Horizons, 51 (May/June).
- Slater, Stanley F., G. Tomas M. Hult, and Eric M. Olson, (2007) "On the Importance of Matching Strategic Behavior and Target Market Selection to Business Strategy in High- Tech Markets, " Journal of the Academy of Marketing Science, 35, 5-17 (Sp).
- Milliman, John, Eric M. Olson and Stanley F. Slater: "A Primer on Providing High Quality Events: The Approach to Excellence at Wimbledon," (2007) Marketing Management, 16, 2 (March/April)
- Slater, Stanley F. Eric M. Olson, and G.Tomas M. Hult, (2006) "The Moderating Influence of Strategic Orientation on the Strategy Formation Capability-Performance Relationship," Strategic Management Journal, 27 (12), pp. 1221-1231.
- Slater, Stanley F. and Eric M. Olson, (2006) "Mix and Match: Blend Execution with Strategic Brand Management," Marketing Management, 15, 4 (July/August).
- Olson, Eric M., Stanley F. Slater, and Christine H. Olson, (2006) "Dolls and Sense: At American Girl, A Doll is Much More Than A Toy," Marketing Management, 15, 5 (September/October).
- Olson, Eric M., Stanley F. Slater, Rachel D. Cooper, and Venkat Reddy, (2006) "Good Sport: Manchester United is no Longer Just a British Brand," Marketing Management, 15, 1, (January/February).
- Olson, Eric M., Stanley F. Slater, and G. Tomas M. Hult (2005) "The Performance Implications of Fit Among Business Strategy, Marketing Organization Structure, and Strategic Behavior," Journal of Marketing, 69, (July).
- Olson, Eric M., Stanley F. Slater, and G. Tomas M. Hult, (2005) "The Importance of Structure and Process to Strategy Implementation," Business Horizons, 48, 1 (January/February)
- Slater, Stanley F, Eric M. Olson, and G. Tomas M. Hult, (2005), "Proper Pairs" Marketing Management, 14, 2, (March/April).
(This was the cover story article in the March/April issue.)

Olson, Eric M., Andrew Czaplewski and Stanley F. Slater, (2005), "Stay Cool" Marketing Management, 14, 5, (September/October).

Atuahene-Gima, Kwaku, Stanley F. Slater, and Eric M. Olson, (2005) "The Contingent Value of Responsive and Proactive Market Orientation for Product Innovation," Journal of Product Innovation Management, 22, (November).

(This Paper was a finalist for Paper of the Year Award in JPIM)

Reddy, Venkateshwar, Eric M. Olson, and Stanley F. Slater (2004), "When Marketing Efforts Go Flat," Marketing Management,

Czaplewski, Andrew J., Eric M. Olson, and Stanley F. Slater, (2003) "Marketing by Design," Marketing Management, 12, 1, (January/February).

Czaplewski, Andrew J. and Eric M. Olson (2003) "Adaptive Strategies of Tobacco Firms Subsequent to the 1998 Master Settlement Agreement: An Examination of Emergent Tobacco Promotional Mix Efforts," Social Marketing Quarterly, 9, 1, (Spring).

Czaplewski, Andrew J. and Eric M. Olson (2003) "Effectiveness of Government Restrictions on Marketing Activities: The Aftermath of the 1998 Master Settlement Agreement" This Article is published by the Center for the Study of Government and the Individual

Czaplewski, Andrew J., Eric M. Olson, and Stanley F. Slater, (2002) "Applying the RATER Model for Service Success: Five service attributes can help maintain five-star ratings," Marketing Management, 11, 2 (January/February).

Olson, Eric M. and Stanley F. Slater, (2002) "The Balanced Scorecard, Competitive Strategy, and Performance," Business Horizons, 45, 3 (May/June).

(This article was the most downloaded Business Horizons article July-December 2002. This article was among the top 25 most downloaded BH articles in 2005 and 2006.)

Slater, Stanley F. and Eric M. Olson, (2002) "A Fresh Look at Industry and Market Analysis," Business Horizons, 45, 1 (January/February).

(This article was the second most downloaded Business Horizons article July-December 2002. This article was among the top 25 most downloaded BH articles in 2005 and 2006.)

Slater, Stanley F. and Eric M. Olson, (2001) "Marketing's Contribution to the Implementation of Business Strategy: An Empirical Analysis," Strategic Management Journal, 22 (11).

Olson, Eric M., David W. Cravens, and Stanley F. Slater (2001), "Competitiveness and Sales Management: A Marriage of Strategies," Business Horizons, 44, 2 (M/A).

Olson, Eric M., Orville C. Walker, Jr., Robert W. Ruekert, and Joseph M. Bonner, (2001) "Patterns of Cooperation During New Product Development Among Marketing, Operations, and R&D: Implications for Project Performance," Journal of Product Innovation Management.

Slater, Stanley F. and Eric M. Olson, (2000), "Strategy Type and Performance: The Influence of Sales Force Management," Strategic Management Journal, 21, 8 (August).

Olson, Eric M., Stanley F. Slater, and Rachel Cooper (2000), "Managing Design For Competitive Advantage: A Process Approach" Design Management Journal, 11, (Fall).

(This was the Keynote article for the special issue on Merging Design and Business Strategies.)

Olson, Eric M., Stanley F. Slater, Andrew Czaplewski, (2000), "The Iridium Story – A Marketing Disconnect?," Marketing Management, 9 (Summer).

Olson, Eric M., Rachel Cooper, and Stanley F. Slater, (1998), "Design Strategy and Competitive Advantage," Business Horizons, 41, (March/April).

(This article was awarded a "Citation of Excellence" by Anbar Electronic Intelligence.)

Olson, Eric M., Stanley F. Slater, and Toni Anthony, (1998) "Staying on Top at Vail," Marketing Management, 7 (Fall/Winter).

Olson, Eric M., and Jeffery M. Ferguson, (1998) "Crash Landing," Marketing Management, 7, (Summer).

Slater, Stanley F., Eric M. Olson, and Venkateshwar K. Reddy (1997), "Strategy-Based Performance Measurement," Business Horizons, 40, (July/August).

(This article was awarded a "Citation of Excellence" by Anbar Electronic Intelligence.)

Olson, Eric M., Stanley F. Slater, and Toni Anthony (1997), "The Climbing Rockies," Marketing Management, 6, (Summer).

Olson, Eric M. (1997), "Design Equity: A Corporate Perspective," Design Management Journal, 8, (Spring).

Olson, Eric M. and Stanley F. Slater (1997), "Focusing Service Management Efforts: A Model for Nonprofit Organizations," Journal of Nonprofit and Public Sector Marketing 5, (1).

Slater, Stanley F. and Eric M. Olson (1996), "A Value-Based Management System," Business Horizons, 39, (September/October).

(Cited by Harvard Business Review (Spring 2000) as one of BH's top 25 most requested reprints.)

Olson, Eric M. and Stanley F. Slater (1996), "Smooth Takeoff," Marketing Management, 5, (Fall).

(This article was awarded a "Citation of Excellence" by Anbar Electronic Intelligence.)

Olson, Eric M., Orville C. Walker, Jr., and Robert W. Ruekert, (1995) "Organizing For Effective New Product Development: The Moderating Role of Product Innovativeness" Journal of Marketing, 59, (January).*

*(*As of February, 2018 this article had been cited in 1,256 additional publications according to Google Scholar. This article was abstracted in the "Briefings From the Editors" section of the Harvard Business Review, November/December 1995, vol. 73, no. 6., and "Abstracts" in the Journal of Product Innovation Management, January 1996, vol. 13, no. 1, and cited in the Journal of Marketing's 60th Anniversary article titled "In Pursuit of an Ideal: The Editorial and Literary History of the Journal of Marketing." Findings from this research have also been cited in Fortune, December 13, 1993. This paper was nominated for the outstanding dissertation-based article in JM or JMR for 1994-96.)*

Olson, Eric M. (1994) "Interdependence, Conflict, and Conflict Resolution: Design's Relationship with R&D, Marketing, and Manufacturing," Design Management Journal, 5, (Fall).

Viswanathan, Madhubalan and Eric M. Olson (1992), "The Implementation of Business Strategies: Implications for the Sales Function," Journal of Personal Selling and Sales Management, 12, (Winter).

Peer Reviewed Proceedings/Presentations:

Olson, Eric M. (2016), Invited Panel Member, Special Session: "A Tribute to Stanley F. Slater," American Marketing Association Summer Educator's Conference, Atlanta, GA, August 5-7.

Slater, Stanley F. and Eric M. Olson (2008), "Miles and Snow, and Marketing." *Organizational Strategy, Structure, and Process: A Reflection on the Research Perspective of Miles and Snow*, hosted by Cardiff University and the Economic and Social Research Council, Cardiff, Wales, UK, December 3-5.

Olson, Eric M. (2008), "Workplace Design Strategy: An Alternative View." The Design Management Institute's Twelfth Forum on Design Management Research and Education, ESSEC Business School, Cergy-Pontoise/Paris, April 13-15.

Davis, Al and Eric M. Olson, (2007) "Differences Between Large Corporate and Startup Company Strategies in Global Business," *Conference on Developing New*

Strategies in Global Business, Atma Jaya University, Yogyakarta, Indonesia, September 12.

- Olson, Eric M. (2007) "Emirates Stadium: Arsenal FC's £390 Million Gamble." Proceedings of the North American Case Research Association, Vol. 21, #1, Patricia Holman & Tom Hinthorne Editors, Montana State University-Billings, Keystone, CO, October 18-20. (5 pts.)
- Czaplewski, Andrew J., Thomas Gruen, and Eric M. Olson, (2004) "A Lifestyle Segmentation Typology to Model Youth Smoking Behavior," American Marketing Association Conference on Researching Risk: Public Policy and Social Dimensions Workshop and Doctoral Seminar, University of Utah, Salt Lake City, UT.
- Czaplewski, Andrew J., Daniel Segal, and Eric M. Olson, (2003) "Exploratory and Empirical Assessment of the Homeland Security Advisory System, Network, Information, and Space Security Center conference, May 27, 2003, University of Colorado at Colorado Springs.
- Atuahene-Gima, Kwaku, Stanley F. Slater, and Eric M. Olson, (2003) "Exploitive Vs. Exploratory Market Orientation," PDMA conference, Boston, MA.
- Davey, Caroline L, Rachel Cooper, Mike Press, Andrew Wootton, and Eric Olson (2002), "Design Against Crime: Design Leadership in the Development of Emotional Values," The Design Management Institute's Eleventh Forum on Design Management Research and Education, Boston, MA, June, 2002.
- Olson, Eric M (2001) "Gone Shopping - Design Against Crime," A research project funded by the UK Home Office and the British Design Council. Three cases presented: (IDEO Shopping Trolley, Sears' DieHard Security Battery, Kenwood Car Stereo) London and Northampton, England, October 2001.
- Olson, Eric M (2000) "Managing Design for Competitive Advantage," The Design Management Institute's Tenth International Forum on Design Management Research and Education, Frankfurt, Germany, November 16-19, 2000.
- Olson, Eric M., (1999) "Branding: The Nexus Between Design, Marketing, and Consumers" in *New Strategies for Design Management*, The Design Management Institute's Ninth International Forum on Design Management Research and Education, at the Pratt Institute, New York, June 9-12, 1999.
- Olson, Eric M., (1997) "Manufacturing: Odd Function Out...Essential Function In," Fourth International Meeting: Decision Sciences Institute, Sydney, Australia, July 20-23.
- Olson, Eric M., (1996) "Western Pacific Airline's Designs for Success," in *Fostering Strategic Design Cultures*, The Design Management Institute's Eighth International

Forum on Design Management Research and Education, at the Barcelona Design Center and IESE, Universidad de Navarra, November 20-23.

Ruekert, Robert W., Eric M. Olson, and Orville C. Walker, Jr., (1995) "Patterns of Functional Interaction and Their Effects on the Timeliness and Market Performance of Product Development Projects," A Wharton School of Business Conference: Innovation In New Product Development: Best Practices in Research, Modeling, and Applications, May 25-26.

Ruekert, Robert W., Orville C. Walker, Jr., and Eric M. Olson, (1995), "The Effects of Company Policies and Senior Management Interventions on Product Development Team Behavior and Performance," Marketing Science Institute Conference on Organizational Innovation for Effective New Product Development, Boston, MA, September 14-15.

Olson, Eric M. (1995), "Design's Role in the Formation of Corporate Strategy: Oxymoron or Legitimate Endeavor?," in Connecting Value, The Design Management Institute's Seventh International Forum on Design Management Research and Education, Stanford University, July 9-12.

Olson, Eric M. (1994), "Interfunctional Relations Within the New Product Development Context: An Initial Comparison of Industrial and Commercial Designer's Perspectives," in Management and Design - Theories and Strategies for Success, The Design Management Institute's Sixth International Forum on Design Management Research and Education, Paris School of Management, June 1-3.

Olson, Eric M. (1993), "The Marketing/Manufacturing Relationship Within the New Product Development Process: An Initial Examination," in Enhancing Knowledge Development in Marketing, vol. 4, eds. David Cravens and Peter Dickson.

Olson, Eric M. (1993), "Perceptual Differences in Interdependence, Conflict, and Conflict Resolution Between Design and Other Functions Involved in New Product Development," in Design Perspectives: Tools, Processes, and Users, The Design Management Institute's Fifth International Forum on Design Management Research and Education, Massachusetts Institute of Technology, July 14-16.

Rao, Akshay R. and Eric M. Olson, (1989), "Information Examination as a Function of Information Type and Dimension of Consumer Expertise: Some Exploratory Findings," in Advances in Consumer Research, vol. 17, eds. Marvin Goldberg, Gerald Gorn, Richard Pollay.

GRANTS AND RESEARCH

- * Co-recipient of a \$130,000 Colorado Tobacco Research Program grant to study youth behaviors and smoking, 2003.
- * Co-recipient of a \$15,000 NISCC grant to study the impact of the Terror Alert system, 2003.
- * Recipient of a \$5,00 Marketing Science Institute research grant to study the relationship between marketing strategy and competitive strategy, 2001-2002.
- * Recipient of a \$7,000 Society and the Individual grant to study the impact of the Master Settlement Agreement restrictions on tobacco promotion, 2001-2002.
- * Recipient of a \$10,000 Marketing Science Institute research grant to investigate mechanisms for enhancing the new product development process, 1992-1993.
- * Recipient of University of Colorado research grants 1992, 1993, 1994, 1995, 1998, 2000, 2001

TEACHING EXPERIENCE

- * Professor of Marketing and Strategic Management: University of Colorado at Colorado Springs, 2001-present.
- * Associate Professor of Marketing and Strategic Management: UCCS, 1998-2001
- * Assistant Professor of Marketing and Strategic Management: UCCS, 1992-1998
- * Instructor / Teaching Assistant, University of Minnesota, Twin Cities, 1987-1992.
- * Instructor, Bassist College, Portland, Oregon, 1986-1987.

Subjects Taught:

(MBA & Undergraduate): Marketing Strategy/Management, Principles of Marketing, New Product Development, Marketing Research, Strategic Management,

(Undergraduate Only): Personal Selling and Sales Force Management, Advertising Strategy and Campaigns, Advertising Copy and Layout, Promotions

(Distance MBA and Executive MBA Programs): Strategic Management.

SELECT AWARDS / RECOGNITIONS

Chancellor's Award: 2015 (University of Colorado Colorado Springs)

Faculty Award for Excellence in Research: 2009 (University of Colorado Colorado Springs)

Dean's Recognition Award: 2015 (COB at UCCS)

Outstanding Faculty Member award recipient: 1998, 2001, 2006, 2010 (COB at UCCS)

Outstanding Intellectual Contribution (Research) award recipient: 1997, 2000, 2005 (COB at UCCS)

Outstanding Service award recipient: 2003, 2013 (COB at UCCS)

Outstanding Distance MBA Teaching award recipient: 2004 (COB at UCCS)

Robert Lieberman Memorial Award for Undergraduate Teaching Excellence in Marketing 1991 (University of Minnesota)

Selected to the University of Colorado Leadership Development Institute's *Emerging Leaders Program* (2005-2006).

ADDITIONAL ACADEMIC HONORS

- * Early promotion to tenured Associate Professor August 1998.
- * Recipient of three "Citation of Excellence" awards from Anbar Electronic Intelligence for articles in Business Horizons and Marketing Management."
- * Recipient of the Nils-Erik Aaby award for outstanding paper in the College of Business, The University of Colorado at Colorado Springs, 1997.
- * Chairman of the Marketing Strategy Interest Group special session on new product development, AMA Summer Educators' Conference, San Diego, 1996
- * Doctoral Fellowship: Carlson School of Management, University of Minnesota, 1991-1992. (Selected as one of the top two Carlson School of Management dissertation proposals.)
- * Doctoral Dissertation Special Grant: University of Minnesota, 1990-1991.
- * University of Minnesota representative to the Haring Symposium representative: Indiana University, 1990.

SELECT SERVICE EXPERIENCES

- * Interim Dean: College of Business at UCCS July 2017 to present.
- * Director of the Sport Management Program: 2007 to present.
- * External Program Review Member: American University of the Emirates 2012.
- * Associate Dean: COB at UCCS 2004 - 2007.
- * Chairman: Marketing, Strategy, and International Business Department 1997-2004, 2009-2010, 2011-2012.
- * Chairman of the Privilege and Tenure Committee: primary review level 2001-2005.
- * Chairman of the Undergraduate Committee: 2005 - 2008.
- * Member of the Provost/Executive VCAA search committee: 2006-2007 & 2007-2008.
- * Member: Dwire Hall Public Art Selection Committee: 2007-2008.
- * Principal author of the COB P&T Policy and COB Workload Policy: 2004
- * Cochairman: Undergraduate Curriculum Review Committee - UCCS 1998-2000.
- * "Case-In-Point" section editor: Marketing Management 1998-2010.
- * Member of the Design Management Institute's Scientific Committee: 1999-2003.
- * Chairman: Strategic Management positions search committee: 2012.
- * Chairman: Sport Marketing tenure-track line committee: 2011, 2012.
- * Chairman: Interim and Permanent Dean search committees: 2003, 2004.
- * Chairman: International Business position search committee 1997-1999.
- * Chairman: E-commerce position search committee 2000.
- * Chairman: Marketing position search committee 2004.
- * Member of University of Colorado Colorado Springs faculty assembly 1997-1999.

- * Leadership position in redesigning the MBA curriculum 1993-1994.
- * Leadership position in developing promotional materials for the MBA program 1995-1996.
- * Member of the MBA admissions team 1993-1998.
- * Cohosted a two-day seminar on marketing for nonprofit organizations sponsored by the El Pomar Foundation 1995.
- * Chairman of the Marketing Strategy Special Interest Group's session on new product development, AMA Summer Educators' Conference, San Diego, 1996
- * Reviewer for Journal of Marketing, Journal of Product Innovation Management, Journal of Marketing Research, Journal of International Business
- * Reviewer for summer and winter sessions of AMA Educators' Conferences.
- * Reviewer for the John A. Howard AMA doctoral dissertation award, 1997.

SELECT WORK EXPERIENCE

1997 - 2000: Strategic Planning Consultant working with Hewlett Packard, DMW Worldwide, and other firms in Colorado Springs, Colorado.

1986 - 1987: Director of Marketing Research: Turtledove/Clemens Advertising, Inc., Portland, Or.

1981 - 1984: Account Executive: AT&T / U.S.West, Portland, Oregon.

1980 - 1981: Telecommunications Specialist: Graybar Electric, Portland, Oregon.