

**MARY COLLINS HOLCOMB**  
University of Tennessee  
College of Business Administration  
Department of Marketing and Supply Chain Management  
Knoxville, TN 37996  
(865) 974-1658

## **EDUCATION**

*The University of Tennessee, Knoxville*

Ph.D. in Business Administration, May 1992  
Concentration: Logistics and Transportation  
Supporting field: Industrial Engineering

Master of Business Administration, May 1990  
Concentration: Logistics and Transportation

Bachelor of Science, December 1986  
Major: Logistics and Transportation

## **ACADEMIC EXPERIENCE**

### **Professor, University of Tennessee**

August 2015 – present; Department of Marketing and Supply Chain Management. Principal faculty lead for undergraduate (UG) supply chain management (SCM) curriculum; faculty coordinator for the SCM ProMBA component; responsible for the design and delivery of an intermediate UG course in SCM concepts and principles. Primary leader for the implementation of large-scale integrated supply chain simulations in executive programs.

### **Associate Professor, University of Tennessee**

August 2003 to August 2015; August 1997 – January 2001. Department of Marketing and Supply Chain Management. Responsible for the development and delivery of an undergraduate course in intermediate supply chain management concepts and principles; design and delivery of an undergraduate supply chain course with an emphasis on quantitative techniques. Additional design and development of curriculum at the graduate and executive level focused on analysis and solution methods for the design, control, and operation of supply chains.

## **ACADEMIC EXPERIENCE (cont.)**

### **Interim Assistant Dean - Undergraduate Programs, University of Tennessee**

January 2001 to July 2003. Responsible for the implementation of the new undergraduate curriculum (Fall 2002) and future efforts to revise programs; ongoing monitoring of the delivery of the pre-business and business core; representation of the undergraduate program internally for programmatic priority and resource allocation; coordination between and among curriculum design committees; periodic assessments of the effectiveness and efficiency of the undergraduate program; and overseeing undergraduate student recruiting and advising.

### **Assistant Professor, University of Tennessee**

August 1993 to July 1997. Department of Marketing, Logistics & Transportation. Primary course design and delivery of *Transportation Principles and Policy*. Research focus includes transportation infrastructure issues related to capacity and operations, and logistics/transportation trends and performance measures.

### **Assistant Professor, Iowa State University**

August 1991 to May 1993. Department of Transportation and Logistics. Responsible for curriculum content and course development, including structure and lectures for *Business Logistics* and *Transportation Carrier Management*. Research focus on customer service process design and measurement, logistics quality, and systems design and implementation using total quality management.

### **Associate Instructor, University of Tennessee**

August 1987 to May 1991. Department of Marketing, Logistics and Transportation. Responsible for the structure, lectures, and examinations for various undergraduate courses including: *Transportation Policy and Principles*, *Materials and Traffic Management*, and *Logistics Strategy Seminar*. Assisted in research projects for Burlington Northern Railroad, Saturn Corporation, and Burlington Motor Carriers. Secured dissertation funding from Procter & Gamble Company, in addition to a college dissertation award, which resulted in self-funded research.

## **REFEREED PUBLICATIONS**

M.R. Bowers, A.G. Petrie, M.C. Holcomb (2018). "Unleashing the Power of Supply Chain Analytics," *MIT Sloan Management Review*, Vol. 59, No. 1.

C.C. Craighead, D.J. Ketchen, Jr., M.T. Jenkins, M.C. Holcomb (2017). "A Supply Chain Perspective on Strategic Foothold Moves in Emerging Markets," *Journal of Supply Chain Management*, Vol. 53, No. 4.

## REFEREED PUBLICATIONS (cont.)

- D.M. Gligor, M.C. Holcomb, and J. Feizabadi (2016). "An Exploration of the Strategic Antecedents of Firm Supply Chain Agility: The Role of a Firm's Orientations," *Journal of International Production Economics*, Vol. 179, pp. 24-34.
- D.M. Gligor, C.L. Esmark, and M.C. Holcomb (2015). "Performance Outcomes of Supply Chain Agility: When Should You Be Agile?" *Journal of Operations Management*, Vol. 33, pp. 71-82.
- D.M. Gligor and M.C. Holcomb, (2014). "The Role of Logistics Alliance Orientation on Forming the Alliance Structure: A Conceptual Framework," *Journal of Transportation Management*, Vol. 24, No. 2, pp. 45-61.
- M.C. Holcomb, S. Troth, and K.B. Manrodt (2014). "A Shift in Fundamentals: The Changing Direction in Logistics and Transportation Management," *Transportation Journal*, Vol. 53, No. 4, pp. 517-533.
- D.M. Gligor and M.C. Holcomb (2014). "Antecedents and Consequences of Integrating Logistics Capabilities across the Supply Chain," *Transportation Journal*, Vol. 53, No. 2, pp. 211-234.
- D.M. Gligor and M.C. Holcomb (2014). "The Road to Supply Chain Agility: An RBV Perspective on the Role of Logistics Capabilities," *International Journal of Logistics Management*, Vol. 25, No. 1, pp. 160-179.
- D.M. Gligor and M.C. Holcomb (2014). "Increasing Responsiveness through the Firm-LSP Relationship Structure: A Behavioral Perspective," *Journal of Transportation Management*, Vol. 23, No. 2, pp. 7-24.
- D.M. Gligor and M.C. Holcomb (2014). "The Role of Personal Relationships in the Supply Chain: An Exploration of Buyers and Sellers of Logistics Services," *International Journal of Logistics Management*, Vol. 24, No. 3, pp. 328-355.
- D.M. Gligor, M.C. Holcomb, and T.P. Stank (2013). "A Multidisciplinary Approach to Supply Chain Agility: Conceptualization and Scale Development," *Journal of Business Logistics*, Vol. 34, No. 2, pp. 94-108.
- D.M. Gligor and M.C. Holcomb (2012). "Antecedents and Consequences of Supply Chain Agility: Establishing the Link to Firm Performance," *Journal of Business Logistics*, Vol. 33, No. 4, pp. 295-308.
- D.M. Gligor and M.C. Holcomb (2012). "Understanding the Role of Logistics Capabilities in Achieving Supply Chain Agility: A Systematic Literature Review," *Supply Chain Management: An International Journal*, Vol. 17, No. 4, pp. 438-453.
- M.C. Holcomb, S.Y. Ponomarov and K.B. Manrodt (2011). "The Relationship of Supply Chain Visibility to Firm Performance," *Supply Chain Forum: An International Journal*, Vol. 12, No. 2, pp. 22-31.

## REFEREED PUBLICATIONS (cont.)

S.Y. Ponomarov and M.C. Holcomb (2009). "Understanding the Concept of Supply Chain Resilience," *International Journal of Logistics Management*, Vol. 20, No. 1, pp. 124-143.

J. Mascariolo and M.C. Holcomb (2008). "Moving Towards a Resilient Supply Chain," *Journal of Transportation Management*, Vol. 19, No. 2, pp. 71-83.

M.C. Holcomb and K.B. Manrodt (2007). "The Changing State of Transportation," *Journal of Transportation Management*, Vol. 18, No. 2, pp.17-37.

M.C. Holcomb and K.B. Manrodt (2000). "The Shippers' Perspective: Transportation and Logistics Trends and Issues," *Transportation Journal*, Vol. 40, No. 1, pp. 15-25.

M.C. Holcomb and B. Jennings (1997). "The Investment and Marketing of Transload Facilities: A Statistical Evaluation," *Journal of Transportation Management*, Vol. 9, No. 1, pp. 38-49.

B. Jennings and M.C. Holcomb (1996). "Beyond Containerization: The Broader Concept of Intermodalism." *Transportation Journal*, Vol. 35, No. 3, pp. 5-13.

E.P. Patton, G.M. Kellar, and M.C. Holcomb (1995). "Rail Line Rationalization under Regulation." *Transportation Practitioners Journal* (now the *Journal of Transportation Law, Logistics, and Policy*), Vol. 63, No. 3, pp. 335-359.

M.C. Holcomb (1994). "Customer Service Measurement: A Methodology for Increasing Customer Value Through Utilization of the Taguchi Strategy," *Journal of Business Logistics*, Vol. 15, No. 1, pp. 29-39.

C. John Langley, Jr. and M.C. Holcomb (1992). "Creating Logistics Customer Value." *Journal of Business Logistics*, Vol. 13, No. 2, pp. 1-27.

M.C. Holcomb and C.K. Walter (1992). "The Business Logistics Game: Experience in Simulating Alternative Strategies." *Logistics Spectrum*, Vol. 26, No. 4, pp. 12-19.

## WORK IN PROGRESS

L.W. Saunders, J.R.W. Merrick, and M.C. Holcomb (2017). "Supply C: Does Supply Lead Time Matter?" revise and resubmit, *Journal of Operations Management*.

M.T. Jenkins and M.C. Holcomb (2017). "Supplier and Nascent Firm Collaboration: A Social Capital Perspective" revise and resubmit, *Journal of Purchasing and Supply Management*.

M.T. Jenkins and M.C. Holcomb (2017). "Examining the Evolution of the Supply Chain-Life Cycle in Nascent Firms;" revise and resubmit, *Journal of Business Logistics*.

D.M. Gligor, M.C. Holcomb, and C.W. Autry (2017). "A Strategic Perspective on Supply Chain Agility," under review, *Journal of Business Logistics*.

## **WORK IN PROGRESS (cont.)**

D.M. Gligor, N.M. Gligor, and M.C. Holcomb (2017). "Distinguishing between the Concepts of Agility and Resilience: A Multidisciplinary Approach," under review, *International Journal of Operations and Production Management*.

## **BOOK CHAPTERS**

M. C. Holcomb, "Supply Chain Integration," Managing Global Supply Chain Relationships: Operations, Strategies and Practices, Flynn, Morita, and Machuca (Editors), Hershey, PA: IGI Global, November 2010. (invited and refereed)

C. John Langley, Jr. and M. C. Holcomb. "Total Quality Management in Logistics," The Logistics Handbook. (J. F. Roberson and W. C. Copacino, eds.). New York: The Free Press, 1994. (invited and refereed)

M.R. Crum and M.C. Holcomb. "Transportation Outlook and Evaluation," The Logistics Handbook. (J.F. Roberson and W.C. Copacino, eds.). New York: The Free Press, 1994. (invited and refereed)

C. John Langley, Jr. and M.C. Holcomb. "Achieving Customer Value Through Logistics Management," Quality Management Systems: Competing With Customer Value. (M. J. Stahl and G. C. Bounds, eds.). Westport, CT: Quorum Books, 1991. (invited and refereed)

## **REFEREED CONFERENCE PROCEEDINGS**

M.T. Jenkins, M.C. Holcomb, and C.C. Craighead, "The Role of Supply Chain Knowledge in Improving Product Launch Performance in Emerging Markets" *Council of Supply Chain Management Professionals Academic Research Symposium*, September 2017.

W.L. Tate, L.M. Ellram, M.L. Murfield, and M.C. Holcomb, "The Impact of Logistics and Transportation Commoditization on Supply Chain Relationships and Firm Performance in the Automotive Industry," *Council of Supply Chain Management Professionals Academic Research Symposium*, September 2017.

M.T. Jenkins and M.C. Holcomb, "Toward a Definition of Synchronization," *Council of Supply Chain Management Professionals Educator's Conference*, September 2014.

W.J. Rose, J.E. Bell, and M.C. Holcomb, "A Simplified Teaching Approach for Inventory Order Sizing: Adjusting for High Order Costs and Lead Times," *Proceedings of the Annual Meeting of Decision Sciences Institute*, November 2013.

M.C. Holcomb, S.Y. Ponomarov and K.B. Manrodt, "The Relationship of Supply Chain Visibility to Firm Performance," 24th International Conference on Logistics Research, Bordeaux, France, September 2010.

## REFEREED CONFERENCE PROCEEDINGS (cont.)

D.M. Gligor and M.C. Holcomb, "The Role of Logistics Capabilities in Achieving Supply Chain Agility," Council of Supply Chain Management Professionals Educators' Conference, San Diego, October 2010.

S.Y. Ponomarov and M.C. Holcomb, "Building Supply Chain Resilience through Logistics Capabilities," Proceedings of the Production and Operations Management Annual Conference, Orlando, May 2009.

S.Y. Ponomarov and M.C. Holcomb, "Developing a Conceptual Framework for Linking Logistics Capabilities and Supply Chain Resilience," Proceedings of the Council of Supply Chain Management Professionals Educators' Conference, Denver, October 2008.

M.C. Holcomb, K.B. Manrodt, T.J. Ross, and J.M. Cooke, "Trends and Issues in Logistics and Transportation: Twelfth Annual Survey," *Annual Conference Proceedings*, Council of Logistics Management, Chicago, September 2003.

J.H. Foggin and M.C. Holcomb, "LOGEX: A Business Logistics Simulation," Decision Sciences Institute, 32<sup>nd</sup> Annual Meeting, San Francisco, November 2001.

M.C. Holcomb, K.B. Manrodt, and R.H. Thompson, "Transforming Logistics: Tenth Annual Survey of the Nation's Largest Shippers," Supply Chain Link Expo, Cranfield, England, October 17-18, 2001.

P.A. Bradley, M.C. Holcomb, K.B. Manrodt, and R.H. Thompson, "Trends and Issues in Logistics: Ninth Annual Survey of the Giants of Shipping," *Annual Conference Proceedings*, Council of Logistics Management, New Orleans, 2000.

M.C. Holcomb and K.B. Manrodt, "The Changing Environment of Transportation & Logistics: A Profile of the Top U.S. Purchasers," 8<sup>th</sup> World Conference on Transportation Research, Antwerp, Belgium, July 1998.

M.C. Holcomb, K. Manrodt, and R. McKenna, "Technology's Role in Changing the Nature of Channel Relationships: The Case of Transportation Management Solution Software," 1998 Marketing Exchange Colloquium – American Marketing Association, Vienna, Austria, July 1998.

B. Jennings and M. C. Holcomb, "Integrated Intermodal Transportation: The Transload Process," Transportation Research Board Annual Meeting, Washington, D.C., January 1996.

M.C. Holcomb, J.L. Kent, and K.B. Manrodt, "Profile: The Fourth Annual Survey of Top U.S. Purchasers of Transportation Services," *Annual Conference Proceedings*, Council of Logistics Management, San Diego, 1995.

B. Jennings and M.C. Holcomb, "Bulk Transload Practices - The Forgotten Intermodal Movements," Intermodal Distribution Education Academy, Atlanta, May 9-11, 1995.

M.C. Holcomb, "Logistics: The New Frame of Reference," *Annual Conference Proceedings*, Council of Logistics Management, Cincinnati, 1994.

## REFEREED CONFERENCE PROCEEDINGS (cont.)

M.C. Holcomb, "Measuring Customer Service Quality," *Annual Conference Proceedings*, Council of Logistics Management, Washington, D.C., 1993.

M.C. Holcomb, C. John Langley, C.M. Curry, D.L. Neff, and W.J. DeWitt, "Managing Logistics with a Quality Focus," *Annual Conference Proceedings*, Council of Logistics Management, New Orleans, 1991.

M.C. Holcomb and E.L. DePorter. "A Linear Programming Application Helps Feed the Homeless," *Annual Conference Proceedings*, Computers and Industrial Engineering. Orlando, Florida, 1990.

C. John Langley, M.C. Holcomb, J. Baudouin, A. Donnan, and P. Caruso. "Approaches to Logistics Quality", *Annual Conference Proceedings*. Council of Logistics Management, St. Louis, Missouri, 1989.

## NON-REFEREED PUBLICATIONS

M.C. Holcomb and K.B. Manrodt, "25th Annual Study of Logistics and Transportation Trends: Time to Commit to a Direction", *Logistics Management*, September 2016.

M.C. Holcomb and K.B. Manrodt, "24th Annual Study of Logistics and Transportation Trends: Serving up Friendly Freight, *Logistics Management*, September 2015.

M.C. Holcomb, K.B. Manrodt, C.T. Barnes, and J. Clum, *The New Tenets of Transportation*, University of Tennessee Global Supply Chain Institute, September 2014.

M.C. Holcomb and K.B. Manrodt, "23rd Annual Study of Logistics and Transportation Trends: Transportation Tug of War, *Logistics Management*, September 2014.

M.C. Holcomb and J.M. Tillman, "The HOS Rule Change and Trucking Operations," *Logistics Management*, July 2014.

M.C. Holcomb and K.B. Manrodt, "22<sup>nd</sup> Annual Study of Logistics and Transportation Trends: Masters Co-Create Value, *Logistics Management*, September 2013.

M.C. Holcomb, K.B. Manrodt, J. Provonsha and C. Eichelberger, *Bridging the Divide: Achieving Breakthrough Transportation Performance*, University of Tennessee Global Supply Chain Institute, September 2013.

D. M. Gligor and M. C. Holcomb, *Competing Through Supply Chain Agility, Hot Topics*, Council of Supply Chain Management Professionals, August 2013.

M. C. Holcomb and K. B. Manrodt, "Logistics Transformation: Navigating the Supply Chain Value Curve," Ernst & Young, September 2012, pp. 1-36.

## **NON-REFEREED PUBLICATIONS (cont.)**

M. C. Holcomb and K. B. Manrodt, "21st Annual Study of Logistics and Transportation Trends: Putting Value in the Driver's Seat," *Logistics Management*, September 2012, pp. 34-40.

M. C. Holcomb and K. B. Manrodt, "Operating in the New Normal: Drivers for Success," Ernst & Young, September 2011, pp. 1-22.

M. C. Holcomb and K. B. Manrodt, "20<sup>th</sup> Annual Study of Logistics and Transportation Trends: Navigating Transportation's Bermuda Triangle," *Logistics Management*, September 2011, pp. 26-28.

M. C. Holcomb and K. B. Manrodt, "19<sup>th</sup> Annual Masters of Logistics Study: Stuck in Neutral Gear," *Logistics Management*, September 2010.

M. C. Holcomb and K. B. Manrodt, *Drivers of Sustainable Supply Chain Management Practice: Adaptability*, Capgemini, February 2010.

M. C. Holcomb and K. B. Manrodt, "Becoming a Masters of Logistics," *Logistics Quarterly*, May 2009, pp. 9 -13.

M. C. Holcomb and K. B. Manrodt, *Drivers of Sustainable Supply Chain Management Practice: Profitability*, Capgemini, December 2009.

M. C. Holcomb and K. B. Manrodt, *Drivers of Sustainable Supply Chain Management Practice: Synchronization*, Capgemini, October 2009.

M. C. Holcomb and K. B. Manrodt, *Optimization: Creating Sustainable Supply Chain Management Practice*, Capgemini, September 2009.

M. C. Holcomb and K. B. Manrodt, *Drivers of Sustainable Supply Chain Management Practice: 2009 Annual Study of Transportation and Logistics Trends*, Capgemini; September 2009.

M. C. Holcomb and K. B. Manrodt, "18<sup>th</sup> Annual Masters of Logistics Study: The Economy Levels the Playing Field," *Logistics Management*; September 2009.

M. C. Holcomb, K. B. Manrodt, and B. J. Griffin, *The 2008 Supply Chain Playbook: Game Strategy*, Capgemini, October 2008.

M. C. Holcomb and K. B. Manrodt, "17<sup>th</sup> Annual Masters of Logistics: The Masters Increase Their Lead," *Logistics Management*, September 2008, pp. 36-42.

M. C. Holcomb, K. B. Manrodt, and P. D. Moore, *The 2007 Supply Chain Playbook: 16<sup>th</sup> Annual Trends and Issues in Logistics and Supply Chain Management*, Capgemini, October 2007.

M. C. Holcomb and K. B. Manrodt, "Navigating Through Turbulent Times," *Logistics Management*, September 2007, pp. 24 -32.



## NON-REFEREED PUBLICATIONS (cont.)

M. C. Holcomb and J. H. Foggin, "A Framework for Network Optimization," *Supply Chain Quarterly*, Q2/2007, pp. 72-77.

M. C. Holcomb and B. E. Jennings, "The Role and Impact of Rail-Truck Intermodalism on Efficient and Effective Transportation: Part 2," *Logistics Quarterly*, May 2007, pp. 26-27.

M. C. Holcomb and B. E. Jennings, "The Role and Impact of Rail-Truck Intermodalism on Efficient and Effective Transportation: Part 1," *Logistics Quarterly*, March/April 2007, pp. 12-15.

K. B. Manrodt, M.C. Holcomb, and P. D. Moore, "The Power of O3: Optimized Strategy, Planning, and Execution, Year 2006 Report on Trends and Issues in Logistics and Transportation," Capgemini, October 2006.

M. C. Holcomb, K. B. Manrodt, and P. D. Moore, "Collaboration: Enabling Synchronized Supply Chains, Year 2005 Report on Trends and Issues in Logistics and Transportation," Capgemini, October 2005.

M. C. Holcomb, "Where In the World Is . . ." *Logistics Quarterly*, December/January 2005, pp. 21-23.

M. C. Holcomb et al., "The Right Connections: A Survey of Connectivity and Visibility," *Supply Chain Management Review*, October 2004.

M. C. Holcomb, T. J. Ross, and B. S. Fugate, "Connectivity: Enabling Visibility in the Adaptive Supply Chain," Capgemini, Chicago, IL, September 2004.

K. B. Manrodt, S. M. Rutner, and M.C. Holcomb, "Taking Appropriate Measures," *DC Velocity*, July 2004.

K. B. Manrodt and M. C. Holcomb, "What Makes a Supply Chain Leader?" *DC Velocity*, January 2003.

K. B. Manrodt, M. C. Holcomb, and T.J. Ross, *Operations Excellence: The Transition from Tactical to Adaptive Supply Chains*, Cap Gemini Ernst & Young, Chicago, IL, September 2003.

A. Montgomery, M. C. Holcomb, and K. B. Manrodt, *Visibility: Tactical Solutions, Strategic Implications*, Cap Gemini Ernst & Young, Chicago, IL, September 2002.

M. C. Holcomb, K. B. Manrodt, and R. H. Thompson, "Achieving World Class Excellence in Supply Chain Management," *Supply Chain Knowledge 2001*, October 2001.

R. H. Thompson, M. C. Holcomb, and K. B. Manrodt, *Transforming Logistics: A Roadmap to Fulfillment Excellence*, Cap Gemini Ernst & Young, Chicago, IL, September 2001.

R. H. Thompson, K. B. Manrodt, M. C. Holcomb, G. Allen, and R. Hoffman, *Logistics @ Internet Speed: The Impact of e-Commerce on Logistics*, Ernst & Young, Chicago, IL, September 2000.

## **NON-REFEREED PUBLICATIONS (cont.)**

R. H. Thompson, K. B. Manrodt, and M. C. Holcomb, *Striving for Excellence: New Measures for Logistics*, Ernst & Young, Chicago, IL, October 1999.

R. H. Thompson, K. B. Manrodt, M. C. Holcomb, and E. L. Oldham, *The Race Is On: Trends and Issues in Logistics and Transportation*, Ernst & Young, Chicago, IL, October 1998.

M. C. Holcomb, K. B. Manrodt and R. Thompson, "Supply Chain Management: The Critical Missing Elements," *Supply Chain Management Review*, Vol. 1, No. 3, Fall 1997, pp. 80-86.

M. C. Holcomb and B. Jennings, "The Expanding Role of Intermodal Freight Movements: An Insight into the Transload Option," *Transportation Quarterly*, Vol. 49, No. 2, Spring 1995, pp. 31-40.

## **FUNDED RESEARCH**

University of Tennessee, College of Engineering and VW Research Initiative – Commoditization of Logistics and Transportation Services Project; September 2015 – September 2016; W.L. Tate and M.C. Holcomb, \$38,037.

University of Tennessee, Supply Chain Forum – Supply Chain Analytics Project; January 2015 – present; M.C. Holcomb and M.R. Bowers; \$5,200.

University of Tennessee, Supply Chain Forum and Proctor and Gamble – Supply Chain Agility Project; May 2014 – present; M.C. Holcomb and L.W. Saunders; \$5,000.

Brunswick Boat Group – Network Study Project; June 2006 – January 2007; J.F. Foggin, M.C. Holcomb, J.P. Dittmann, and B.D. Holcomb; \$65,000.

Capgemini U.S. LLC – Logistics and Transportation Trends and Issues; 2000 – 2009; K. B. Manrodt and M. C. Holcomb; \$50,000 (funded each year).

Ernst & Young – Transportation Trends and Issues; 1997 - 1999; K. B. Manrodt and M. C. Holcomb; \$30,000 (funded each year).

Milliken & Company - Executive Development; August 1999; M. C. Holcomb and K. B. Manrodt, Office of Corporate Partnerships; \$45,000.

CVS – Supply Chain Forum, Executive Board Member; August 1998 – April 1999; M. C. Holcomb and J. T. Mentzer; \$50,000.

General Motors and Milliken & Company – Supply Chain Forum, Executive Board Members; August 1997 – April 1998; M. C. Holcomb and R. Mundy; \$100,000.

Philips Consumer Electronics Company - Supply Forecast Modeling; February - May 1996; M. C. Holcomb and J. H. Foggin; \$56,000.

## **FUNDED RESEARCH (cont.)**

Clayton Homes - Facility Location Analysis; project origin and request – University of Tennessee, Office of Research, Memphis; April 1995; K. B. Manrodt and M. C. Holcomb; \$3,000.

State of Tennessee, Department of Economic Development - Mercedes Benz Site Analysis Project; July - August 1993; C. John Langley, M. C. Holcomb, and K. Manrodt; \$11,000.

Texas Instruments – Implementation of Total Quality Management at Iowa State University - (in alphabetical order) G. Chase (Engineering), J. Dugger (Education), B. Flynn (Business), M. C. Holcomb (Business), D. Isaacson (Liberal Arts), J. McElroy (Business), and J. Pickett (University Administration); \$300,000.

## **EXECUTIVE DEVELOPMENT**

### ***University of San Francisco, Executive MBA Program***

Faculty; Spring 2015; Spring 2016

### ***University of Tennessee, Center for Executive Education***

#### **Global Supply Chain Executive Development Program**

Faculty Leader – LINKS Simulation; October 2011 – present; annual course

#### **Global Supply Chain Foundations Program**

Faculty, February 2010 – September 2014; semi-annual course

#### **Supply Chain Certification – Course 3: Logistics and Operations**

Faculty Leader, November 2001- April 2010; semi-annual course

#### **Logistics Executive Development Program**

Faculty, 1993 – 1998; 2001 to 2009; annual course

#### **Custom Logistics Programs**

SONY Consumer Electronics - February – March 2003

USCO Logistics - July 2000

Milliken & Company and Williamson-Dickie - August 1999

Caliber Systems; Hudson, Ohio

September 1996; April 1997

September 1997

Lowe's Companies Inc. - February - March 1995

### ***Monash University, Melbourne, Australia***

#### **Supply Chain and Logistics Management Executive Development Program**

Faculty; February 24 – 29, 2008

## ACADEMIC HONORS and ACCOMPLISHMENTS

University of Tennessee, Leadership Development Program, 2015-2016  
University of Tennessee Center for Transportation Research Faculty Fellow, 2014-2015  
Gerald T. Niedert Supply Chain Fellow, 2013-Current  
Participant, Summer Teaching Institute 2013, Tennessee Teaching and Learning Center  
Nominee, 2012-2013 L. R. Hesler Award  
Outstanding MBA Second Year Faculty Award, 2010  
F. Perry and Elaine Ozburn Award for Excellence in Teaching, 2010  
Outstanding MBA Second Year Faculty Award, 1999 – 2000  
Finalist, Ross Teaching Award, College of Business, University of Tennessee, 1999  
Outstanding MBA Second Year Faculty Award, 1998 – 1999  
University of Tennessee Alumni Outstanding Teaching Award, 1998  
Allen H. Keally Teaching Award, College of Business, University of Tennessee, 1996  
Finalist, Allen H. Keally Teaching Award, College of Business, University of Tennessee, 1994 and 1995  
Dean's Advisory Council Teaching Award, College of Business, Iowa State University, 1992-1993  
Distinguished Professor - International Intermodal Exposition, 1992  
Council of Logistics Management - Ph.D. Dissertation Award–Honorable Mention, 1992  
Order of Omega Teaching Award, Iowa State University, 1991 -- one of thirty recognized faculty university-wide  
John B. Ross Graduate Assistant Teaching Award, College of Business, University of Tennessee, 1990  
Walter H. Bonhom Dissertation Award, University of Tennessee, 1990

## PROFESSIONAL ACTIVITIES

*Co-Editor* – Transportation Journal, July 2015 – present  
*Reviewer* – *APICS: Logistics & Transportation certification exam materials*, 2015-2016  
*Editor* – *Industry Notes*, Transportation Journal, 2012 - present  
*Editorial Review Board*, Supply Chain Forum: An International Journal, 2014 - present  
*Editorial Review Board*, Journal of Business Logistics, 2010 – present  
*Invited reviewer*, Decision Sciences  
*Invited reviewer*, International Journal of Production Economics  
*Invited reviewer*, International Journal of Logistics Management  
*Invited reviewer*, International Journal of Physical Distribution & Logistics Management  
*Member*, APICS CLTD Learning System Development Committee, 2015 - present  
*Reviewer*, Proceedings - Council of Supply Chain Management Professionals – Educators Conference, 2003 – present  
*Regional Roundtable Advisor*, Council of Supply Chain Management Professionals, 2011- 2015  
*Member*, Education Strategies Committee, Council of Supply Chain Management Professionals, 2007 – 2010  
*Reviewer*, Proceedings - Production and Operations Management Society Annual Conference, 2009  
*Program Reviewer* – Marquette University, College of Business Administration, Supply Chain Management Program, November 2004

## **PROFESSIONAL ACTIVITIES (cont.)**

*Track Chairperson, Council of Logistics Management, Annual Meeting, September 2002*  
*Editorial Review Board, Quality Management Journal; 2000 - 2007*  
*Reviewer, Journal of Logistics Management*  
*Academic Advisor – Case Development, National Annual Logistics MBA Case Competition, 1999, 2000, and 2001*  
*Track Chair, Decision Sciences Institute, Annual Meeting, November 2000*  
*Member, Council of Logistics Management Educational Committee, Interactive Supply Chain Educational Tools (ISCET) Project*  
*Board Examiner, American Society of Transportation & Logistics, Inc., 1997 - 1999*  
*Reviewer, Teaching Supply Chain Management, *Production and Operations Management*, 1999*  
*Academic Advisor – Case Development, Logistics MBA Case Competition, 1998*  
*Steering Committee, National Research Council, Transportation Research Board, Conference on Education and Intermodal Transportation; 1996-1997*  
*Reviewer, Transportation and Logistics Educators Conference, Council of Logistics Management, 1996; 1997*  
*Selection Committee, Council of Logistics Management Doctoral Dissertation Award, 1996*  
*Reviewer, Marketing Channels/Logistics Distribution; Academy of Marketing - Summer Marketing Educators' Conference, 1996*  
*Reviewer, Strategic Logistics/Supply Chain Management, *Journal of Marketing Theory & Practice*, 1995*  
*Reviewer, Relationship Marketing, Channels, and Logistics; Academy of Marketing Science Annual Conference, 1994*

## **ACADEMIC RESPONSIBILITIES**

### *University of Tennessee*

2016 – present	ProMBA Program SCM Coordinator
2016 – 2017	Global Leadership Scholar Thesis Advisor: Adam Miller
2015 – 2016	Chair, Haslam College of Business Teaching Roundtable
2014 - present	Undergraduate Council, Curriculum Committee & General Education Committee
2013 - 2015	CBA Undergraduate Core Curriculum Task Force
2012 – 2013	Global Leadership Scholar Thesis Advisor: Brianna Milam; Kathryn Hamlin
2011 - 2012	Global Leadership Scholar Thesis Advisor: Keith Roberts

## **ACADEMIC RESPONSIBILITIES (cont.)**

2008 - 2009	Search Committee, Director – UT Center for Transportation Research
2006 – 2013	CBA Awards Committee
2006 – present	Board of Directors, Demand & Supply Integration Forums
1998 – present	Chair, Scholarship Committee – Supply Chain Management
2005 – 2007	Faculty Advisor, UT Roundtable - Council of Supply Chain Management Professionals
2004 – 2006	Undergraduate Council Chair, Undergraduate Council - Academic Policies Subcommittee
2002 – 2004	Undergraduate Council – General Education Subcommittee
1999 – 2000	CBA Undergraduate Program Task Force
1999 – 2002	Faculty Advisor, Gamma Beta Phi
1996 – 2000	Undergraduate Council Undergraduate Policies Committee, College of Business
1996 - 1998	Stokely Task Force, College of Business; undergraduate business curriculum re-design

### ***Doctoral Dissertations***

*Matthew T. Jenkins*, "Supply Chain Management in the Age of Mass Globalization: The Role of Supply Chain Resource Orchestration and Supply Chain Knowledge in Foreign Market Entry," Co-chair with Christopher Craighead; Haslam College of Business, completed May 2017.

*David M. Gligor*, "The Concept of Supply Chain Agility: Conceptualization, Antecedents and the Impact on Firm," Co-chair with Theodore P. Stank; College of Business Administration, completed April 2013.

*Serhiy Y. Ponomarov*, "Antecedents and Consequences of Supply Chain Resilience: A Dynamic Capabilities Perspective," Co-chair with Theodore P. Stank; College of Business Administration, completed May 2012.

*Jeongran Yu*, "Study of the Driving Cycle for Heavy Duty Trucks in Hilly Terrain and Its Effect on Calculated Emissions, and Comparison of Two Mobile Emission Models," Committee member; College of Engineering, completed August 2012.

### ***Doctoral Dissertations (cont.)***

*L. Michelle Bobbitt*, "An Examination of the Logistics Leverage Process: Implications for Marketing Strategy and Competitive Advantage," Committee member; College of Business, completed December 2004.

*Bradley M. Greene*, "A Taxonomy of the Adoption of Lean Production Tools and Techniques," Committee member; College of Engineering, completed December 2002.

*Zach G. Zacharia*, "An Analysis of the Effect of Logistics Involvement in Cross-functional Integrated New Product Development Projects," Committee member; College of Business, completed May 2001.

*Madhav Pappu*, "The Three Faces of Inter---Organizational Relationships: Towards a Theory of Logistics Partnerships, Strategy, and Inter-Organizational Learning," Committee member; College of Business Administration, completed May 1999.

*Barton E. Jennings*, "An Investigation of Transload: The Use of Non-Containerized Multimodal Bulk Freight Shipments within the United States Freight Carrier Industry," Committee member; College of Business Administration, completed May 1995.

*Harry L. Sink*, "A Managerial Framework for the Acquisition of Third Party Logistics Services," Committee member; College of Business Administration, completed May 1995.

## **BUSINESS EXPERIENCE**

### **Faculty Associate, Mascoma Corporation**

June 2007-May 2008. Principal researcher for biofuels supply chain issues including the location of economically viable sites for biorefineries as well as the feasibility and transportation infrastructure cost for various modes. Additional phases of the work included analyses to determine collection and storage costs, and identification of the current and future feedstocks in the U.S. and Canada for large-scale production bio-refineries.

### **Faculty Associate, Dutch Lubricants**

May to August 2006. Principal researcher for a logistics network redesign with the primary objective of reducing transportation and inventory costs. Analysis and evaluation of current product flows from five major distribution centers to approximately 600 customers in Mississippi, Alabama, and Louisiana. Estimated savings of \$1 million for Dutch Lubricants as a result of the project.

## **BUSINESS EXPERIENCE (cont.)**

### **Faculty Associate, Milliken & Company Contract Fabrics**

May to August 1998. Value chain analysis for determining optimal material and information flows from order entry by Herman Miller to the point of Milliken manufacturing of the fabric. The focus of the project is to define modifications through analytical modeling that will lead to the "best" for the respective supply chains. Simulation models will be used to analyze the Milliken manufacturing component; a network design tool (CAPS Logistics) will be utilized from distribution to the point of Herman Miller consumption of the fabrics.

### **Faculty Associate, Milliken & Company Automotive Fabrics**

May to August 1997. Project scope and responsibility, with the assistance of three MBA interns regarding process improvements in the manufacture of automotive fabric. Analysis and evaluation of material and information flows involved the development of simulation and optimization models. As a result of this effort, Milliken decided to continue and expand the project to a supply chain scope that included their major customer - General Motors.

### **Transportation Analyst, General Motors Corporation**

May to August 1989. Evaluation and assessment of transportation's interface with other functional and matrix groups within the division for the purpose of improving internal customer service. Recommendations from this study were developed into an action plan after upper management review.

### **Business Analyst, Burlington Northern Railroad**

January to March 1987. Senior analyst responsibilities which included the development of a personal computer allowance/rebate forecasting system used by business unit managers in financial monthly planning. Provided quick-response analysis for senior management regarding system operations. Assisted in the development of a training program for implementation of a logistics model.

### **Research Associate, Oak Ridge National Laboratory**

July 1971 to December 1989. Principal Investigator and Editor of the *Transportation Energy Data Book* for six editions. Managed subcontracts for various firms working on the *Data Book*, and supervised several graduate students for the project. Participated in projects for the U. S. Department of Transportation involving the development of various data base management systems for regulatory assessment. Conducted special analyses as requested by the U. S. Department of Energy, Office of Transportation Systems, for transportation policy purposes. Assisted in the development and implementation of a transportation information system for the logistical activities of the Military Airlift Command, U. S. Department of Defense.



## **SELECTED PRESENTATIONS**

“Becoming a Shipper of Choice: The Evolving Role of Transportation,” Annual Conference – APICS, Las Vegas, October 2015.

“24<sup>th</sup> Annual Trends and Issues in Logistics and Transportation,” Annual Conference – Council of Supply Chain Management Professionals, San Diego, September 2015.

“The Impact of Commoditization on Purchasing and Managing Transportation and Logistics Services,” Educators’ Conference, Council of Supply Chain Management Professionals, San Diego, September 2015.

“Standing at the Transportation Crossroads,” Annual Conference – SMC<sup>3</sup>, San Diego, June 2015; Annual Conference – Transportation Intermediaries Association, Orlando, May 2015.

“Five Maxims for Creating Supply Chain Value,” XX Fórum Internacional de Supply Chain, Rio de Janeiro, October 2014.

“23<sup>rd</sup> Annual Trends and Issues in Logistics and Transportation,” Annual Conference – Council of Supply Chain Management Professionals, San Antonio, September 2014.

“22<sup>st</sup> Annual Trends and Issues in Logistics and Transportation,” Annual Conference – Council of Supply Chain Management Professionals, Denver, October 2013.

“21<sup>st</sup> Annual Trends and Issues in Logistics and Transportation,” Annual Conference – Council of Supply Chain Management Professionals, Atlanta, October 2012.

“20<sup>th</sup> Annual Trends and Issues in Logistics and Transportation,” Annual Conference – Council of Supply Chain Management Professionals, Philadelphia, October 2011.

“Supply Chain Management Guiding Trends and Issues: A Comparison of the EU and US Markets,” University of Tennessee and Essec University - Global Supply Chain Management Forum, Paris, June 2011.

“Logistics and Transportation Trends and Issues,” APICS International Conference, Las Vegas, Nevada, October 2010.

“19<sup>th</sup> Annual Trends and Issues in Logistics and Transportation,” Annual Conference – Council of Supply Chain Management Professionals, San Diego, September 2010.

“Drivers of Enduring Supply Chain Management Practice,” 24<sup>th</sup> Annual Conference on Transportation and Cost Innovation, Toronto, Canada, September 2010.

“Game Strategy: 17<sup>th</sup> Annual Study of Trends and Issues in Logistics and Transportation,” Annual Conference – Delta Nu Alpha, Nashville, November 15, 2009.

“Building Supply Chain Resilience through Logistics Capabilities,” Production and Operations Management 20<sup>th</sup> Annual Conference, May 2009.

“2008 Supply Chain Playbook: 17<sup>th</sup> Annual Study of Issues and Trends in Logistics and Transportation,” Annual Conference - Council of Supply Chain Management Professionals, Philadelphia, October 2008.

## **SELECTED PRESENTATIONS (cont.)**

“2008 Supply Chain Playbook,” Webinar sponsored by Logistics Management, 450 people attending, September 25, 2008.

“The 2007 Supply Chain Playbook: The 17<sup>th</sup> Annual Trends and Issues in Logistics and Supply Chain Management,” Supply Chain and Logistics Association Canada Annual Conference, Toronto, May 4, 2008.

“Building Sustainable Competitive Advantage through Supply Chain Management,” Myer, Melbourne, Australia, February 29, 2008.

“The 2007 Supply Chain Playbook: The 17<sup>th</sup> Annual Trends and Issues in Logistics and Supply Chain Management,” Upstate Greenville Council of Supply Chain Management Professionals, Greenville, NC, February 12, 2008.

“The 2007 Supply Chain Playbook: 16<sup>th</sup> Annual Study of Trends and Issues,” Annual Conference - Council of Supply Chain Management Professionals, Philadelphia, October 2007.

“Masters of Shipping: 16<sup>th</sup> Annual Study of Logistics and Transportation Trends and Issues,” Webinar sponsored by Logistics Management, 640 people attending, September 19, 2007.

“Masters of Logistics: 15<sup>th</sup> Annual Study of Trends and Issues,” Annual Conference - Council of Supply Chain Management Professionals, San Antonio, October 2006.

“Trends and Issues in Transportation and Logistics,” Distribution Business Management Association Annual Conference, Las Vegas, NV, September 2006.

“Masters of Shipping: 15<sup>th</sup> Annual Study of Logistics and Transportation Trends and Issues,” Webinar sponsored by Logistics Management; 980 people attending; September 23, 2006.

“Logistics Outlook 2006” Webinar sponsored by Logistics Management; 875 people attending; February 15, 2006.

“Freight Systems Capacities Issues,” Transportation Research Board Annual Meeting, Washington, D.C., January 2006.

“Collaboration: Enabling Synchronized Supply Chains, 14<sup>th</sup> Annual Study of Logistics Trends and Issues,” Council of Supply Chain Management Professionals, San Diego, October 2005.

“Masters of Logistics,” Webinar sponsored by Logistics Management; 175 people attending; September 28, 2005.

M. C. Holcomb and T. J. Ross, “2004 Transformation Technology Survey: Enabling Vision, Velocity and Value,” Annual Conference - Council of Logistics Management, Philadelphia, October 2004.

M. C. Holcomb, K. B. Manrodt, and P. D. Moore, “Year 2004 Report on Trends and Issues in Logistics and Transportation,” Council of Logistics Management Annual Conference, Philadelphia, October 2004.

## **SELECTED PRESENTATIONS (cont.)**

M. C. Holcomb, K. B. Manrodt, and T. Ross, "Year 2003 Report on Trends and Issues in Logistics and Transportation," Council of Logistics Management Annual Conference, Chicago, September 2003.

M. C. Holcomb, "Developing A Research Strategy," Council of Logistics Management Doctoral Symposium, Chicago, September 2003.

M. C. Holcomb, "A Room with a View: Visibility – Tactical Solutions, Strategic Implications," DSI 2003 Solutions Conference, Traverse City, MI, June 2003.

A. Montgomery, M. C. Holcomb, and K. B. Manrodt, "Eleventh Annual Survey: Trends and Issues in Logistics and Transportation," Council of Logistics Management Annual Conference, San Francisco, September 2002.

M. C. Holcomb, "Achieving World Class Excellence in Supply Chain Management," WoF2002 Conference, Orlando, Florida, June 2002.

"World Class Drivers of Logistics Excellence," M. C. Holcomb, Upstate South Carolina Council of Logistics Management Roundtable, Greenville, South Carolina, April 2002.

"Transforming Logistics: Tenth Annual Survey of The Nation's Largest Shippers," M. C. Holcomb, K. B. Manrodt, R. H. Thompson, and P. A. Bradley, Council of Logistics Management Annual Conference, Kansas City, Missouri, September 2001.

"Trends and Issues in Logistics: Ninth Annual Survey of the Giants of Shipping," M. C. Holcomb, K. B. Manrodt, R. H. Thompson, and P. A. Bradley, Council of Logistics Management Annual Conference, New Orleans, Louisiana, September 2000.

"Supply Chains: The Post-Y2K Frontier," M. C. Holcomb, K. B. Manrodt, and R. H. Thompson, Council of Logistics Management Annual Conference, Toronto, Canada, October 1999.

"Logistics Technology and the Human Factor," 1999 Educational Meeting, Health & Personal Care Distribution Conference, Long Boat Key, Florida, October 1999.

"Giants of Shipping – Seventh Annual Survey," M. C. Holcomb, K. B. Manrodt, and R. H. Thompson (Ernst & Young), Council of Logistics Management Annual Conference, Anaheim, California, October 1998.

"The Changing Environment Of Transportation And Logistics: A Profile Of The Top U.S. Purchasers" 8<sup>th</sup> Annual Conference on Transport Research, Antwerp, Belgium, July 11 – 17, 1998.

## TECHNICAL REPORTS

M.C. Holcomb and D. Vavalides. *Hours of Service*, University of Tennessee, Department of Marketing and Supply Chain Management, December 2014.

M.C. Holcomb, K.B. Manrodt, J. Provonsha, and C. Eichelberger. *Bridging the Divide: Achieving Breakthrough Transportation Performance*, University of Tennessee, Global Supply Chain Institute, August 2013.

M. C. Holcomb. *Vehicle Program Support: A White Paper Report on Customer Service*. Working Paper. General Motors Corporation, Chevrolet-Pontiac-GM Canada, Detroit, Michigan, 1989.

M. C. Holcomb, S. D. Floyd, and S. L. Cagle. *Transportation Energy Data Book: Edition 9*. ORNL-6325. Oak Ridge National Laboratory, Oak Ridge, Tennessee, 1987.

D. L. Greene and M. C. Holcomb. *Off-Highway Use of Gasoline in the United States*. Prepared for the U. S. Department of Transportation, Federal Highway Administration, 1986.

C. M. Hanchey and M. C. Holcomb. *Transportation Energy Data Book: Edition 8*. ORNL-6205. Oak Ridge National Laboratory, Oak Ridge, Tennessee, 1985.

R. N. McGill and M. C. Holcomb. *Data Source Compendium of Non-Residential Transportation Energy Use*. ORNL/TM-9329. Oak Ridge National Laboratory, Oak Ridge, Tennessee, 1985.

P. S. Hu and M. C. Holcomb. *Motor Vehicle MPG and Market Shares Report - Model Year 1984*. ORNL/TM-9489. Oak Ridge National Laboratory, Oak Ridge, Tennessee, 1985.

M. C. Holcomb. *Transportation Energy Data Book: Edition 7*. ORNL-6050. Oak Ridge National Laboratory, Oak Ridge, Tennessee, 1984.

G. Kulp and M. C. Holcomb. *Transportation Energy Data Book: Edition 6*. ORNL-5883. Oak Ridge National Laboratory, Oak Ridge, Tennessee, 1982.

M. C. Holcomb, D. L. Greene, and G. F. Roberts. *Motor Vehicle MPG and Market Shares Report*. 81/4. Oak Ridge National Laboratory, Oak Ridge, Tennessee, 1982.

G. Kulp, D. B. Shonka, and M. C. Holcomb. *Transportation Energy Conservation Data Book: Edition 5*. ORNL-5765. Oak Ridge National Laboratory, Oak Ridge, Tennessee, 1981.

M. C. Holcomb and G. Kulp. "Nonhighway Use of Gasoline," *Regional Analyses of Highway Energy Use*. ORNL-5587. Oak Ridge National Laboratory, Oak Ridge, Tennessee, 1980.