



## G. Christopher Crawford, Ph.D.

Rutgers University | Rutgers Business School—Newark and New Brunswick  
Assistant Professor of Professional Practice | Kauffman Dissertation Fellow  
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### EDUCATION

- 2013 **University of Louisville**, Ph.D., Entrepreneurship  
Dissertation: Causes of Extreme Outcomes in Entrepreneurship: Expectations, Endowments, Engagement, and Environments.  
Awarded: \$20,000 Kauffman Dissertation Fellowship.
- 2002 **Miami University**, M.B.A, Marketing.
- 1992 **University of Toledo**, B.B.A., International Business Management.

### PEER-REVIEWED RESEARCH & AWARDS

- Crawford, GC. (September 2017-2020) Modeling the Emergence of Outliers in Entrepreneurship.  
Awarded, as Sole Principal Investigator: National Science Foundation Grant: \$172,094.
- Crawford, GC & Joo, H. (2019) Zero-to-100 Real Quick: Testing Alternative Hypotheses about the Mechanisms Driving Outlier Growth in New Ventures. *Frontiers of Entrepreneurship Research*.
- Crawford, GC. (2018) Skewed Opportunities: How the Distribution of Entrepreneurial Inputs and Outcomes Reconceptualizes the Research Domain. *Proceedings of the Seventy-Eighth Annual Meeting of the Academy of Management*.
- Bort, J, Crawford, GC, Lerner DA. (2018) Moving (Impulsively) Forward: Experimentally Modeling the Strategic Utility of Speed Versus Accuracy in the Emergence of New Organizational Forms. *Proceedings of the Seventy-Eighth Annual Meeting of the Academy of Management*.
- Messersmith, J, Patel, PC, & Crawford, GC. (2018) Bang for the Buck: Understanding Benefit Allocations and New Venture Survival. *International Small Business Journal*. 36(1): 104-125.
- Crawford, GC & McKelvey, B. (2018) Using Maximum-Likelihood Estimation Methods and Complexity Science Concepts to Research Power Law-Distributed Phenomena in *Edward Elgar Handbook of Research Methods in Complexity Science: Theory and Applications* 12: 227-251. E. Midelton-Kelly, A. Paraskevas, & C. Day (Eds.). Cheltenham, UK. ISBN:1785364413.
- Crawford, GC, Linder C, Villani, E, & Lechner, C. (2017) Outlier Antecedents, Processes, and Consequences in the Emergence of New Ventures. *Frontiers of Entrepreneurship Research*.
- Crawford, GC, Dimov, D, & McKelvey, B. (2016) Realism, Empiricism, and Fetishism in the Study of Entrepreneurship. *Journal of Management Inquiry*. 25(2) 168-170. doi:JMI.
- Crawford, GC, Aguinis, HA, Lichtenstein, B, Davidsson, P, & McKelvey, B. (2015) Power Law Distributions in Entrepreneurship: Implications for Theory and Research. *Journal of Business Venturing* 30(5) 696-713. doi:JBV. (Article has 95 Google Scholar citations and 7,500+ combined views/downloads on ResearchGate, SSRN, and Science Direct).

- Crawford, GC & Kreiser, P. (2015) Corporate Entrepreneurship Strategy: Extending the Integrative Framework through the Lens of Complexity Science. *Small Business Economics* 45(2) 403-422. [doi:SBE](#).
- Crawford, GC. (2015) The Emergence of Outliers in Entrepreneurship: A Self-Organized Criticality Framework. *Frontiers of Entrepreneurship Research* 35(16), Article 1. Awarded: National Federation of Independent Business Award for Excellence in Research and \$3,000 prize in Bodø, Norway, June 2016.
- Crawford, GC, McKelvey, B, & Lichtenstein, B. (2014) The Empirical Reality of Entrepreneurship: How Power Law Distributed Outcomes Call for New Theory and Method. *Journal of Business Venturing Insights*. Volume 1, Issue 1-2, Article 1. [doi:JBVI](#).
- Crawford, GC & Lichtenstein, B. (2013) Is there a Singular ‘Law of Entrepreneurship’? Power Law Dynamics of Organizational Emergence and Growth. In Leslie A. Toombs (Ed.), *Proceedings of the Seventy-Third Annual Meeting of the Academy of Management*.
- Crawford, GC. (2012) Emerging Scalability and Extreme Outcomes in New Ventures: Power Law Analyses of Three Studies. In Leslie A. Toombs (Ed.), *Proceedings of the Seventy-Second Annual Meeting of the Academy of Management*, ISSN 1543-8643.
- Crawford, GC & McKelvey, B. (2012) Strategic Implications of Power Law Distributions in the Creation and Emergence of New Ventures: Power Law Analyses in Three Panel Studies. *Frontiers of Entrepreneurship Research*. (32) 12, Article 1. [doi:BCERC](#). Awarded: Kauffman Firm Survey Best Conference Paper and \$1,000 prize.
- Crawford, GC. (2012) Disobeying Power Laws: Perils for Theory and Method. *Journal of Organization Design*. 1(2): 75-81. [doi:JOD](#).

### WORKS IN PROGRESS

- Crawford, GC, Joo, H, & Aguinis, HA. (2020) Firm Size Distributions: The Smoking Guns of How Firms Grow. Under Review at: *Journal of Business Venturing*.
- Podobnik, B, Crawford, GC, Lichtenstein, BM, Wild, D, Zhang, X, Stanley, HE (2020) The New Wealth of Nations: How STEM Fields Generate the Prosperity and Inequality of Individuals, Companies, and Countries. Under Review at: *Proceedings of the National Academy of Sciences of the United States (PNAS)*.
- Bort, J, Crawford, GC, Lerner, D, & Wiklund, J (2020) The Strategic Utility of Impulsivity in Entrepreneurship: An Agent-Based Modeling Approach. Under Review at: *Strategic Management Journal*.
- Crawford, GC, Frid, C, Hechavarria, D, Nelson, TE, Reynolds, PD, Skorodziyevskiy, V, **Teymourian, E, Booyavi, Z., & Li, X.** (2020) Fu\*cking Up the Domain: How Outliers Skew Entrepreneurship Theory and Practice. 10-page Proposal Approved: *Entrepreneurship Theory & Practice* in special issue on knowledge accumulation in the domain. **Rutgers Ph.D. students in red.**

Booyavi, Z., Teymourian, E., & Crawford, GC. (2020) Looking Down Through the Glass Ceiling: How Rock Star Female Entrepreneurs Reconceptualize the Perception of Gender “Inequality,” Abstract Accepted as Interactive Full Paper to: 2020 Babson College Entrepreneurship Research Conference. (Canceled due to COVID-19)

Crawford, GC, Frid, C, Hechavarria, D, Reynolds, PD, Skorodziyevskiy, V, & Teymourian, E. (2020) Fu\*cking Up the Domain: How Outliers Skew Entrepreneurship Theory and Practice. Abstract Accepted as Full Paper to: 2020 Babson College Entrepreneurship Research Conference. (Canceled due to COVID-19)

Crawford, GC, Hunt, R, & Townsend, D. (2019) The Structure of Entrepreneurial Revolutions: How Power Law Distributions and Outliers in Entrepreneurship Shift the Domain’s Paradigm. Preparing for submission to: Journal of Business Venturing (June 2020).

### CONFERENCE PAPERS AND INVITED PRESENTATIONS

Crawford, GC. (December, 2019) Becoming a Rock Star in the Corporate World. Presented to 225 students in Business Forum at Rutgers University, Rutgers Business School—Newark.

Crawford, GC. (May, 2019) How Changing Your Expectations and Engagement Can Change Your Business and Your Life. Presented to Students, Faculty, and Administration at Northeast Normal University RUNIN Program in Changchun, China.

Skorodziyevskiy, V & Crawford, GC. (2019) Release the Hounds! How Environmental Munificence and Tax Rates Drive the Emergence of Outliers in New Ventures. Abstract accepted for full paper submission to: Babson College Entrepreneurship Research Conference in Boston, MA.

Crawford, GC. (August, 2018) Skewed Opportunities: How the Distribution of Entrepreneurial Inputs and Outcomes Reconceptualizes the Research Domain. Presented in support of Best Conference Paper at *Academy of Management Meeting* in Chicago, Illinois, U.S.A.

Crawford, GC. (August, 2018) The Skewed Reality of Entrepreneurship Theory. Presented at the Professional Development Workshop “Modeling the Emergence of Outliers in Entrepreneurship: Theory, Mechanisms, and Methods” at *Academy of Management Meeting* in Chicago, Illinois, U.S.A.

Crawford, GC & Joo, H. (2018) Zero-to-100 Real Quick: Investigating the Drivers of Outlier Growth in the Emergence of New Ventures. Presented at *Babson College Entrepreneurship Research Conference* in Waterford, Ireland with co-author.

Crawford, GC. (2018) Outliers in Entrepreneurship: Skewing Opportunities for the Domain’s Research Paradigm. Invited paper and presentation for *Academy of Management Review Paper Workshop* at University of California-Berkeley, Haas School of Business, Berkeley, California, U.S.A.

Crawford, GC. (2018) Letting Your Entrepreneurial Freak Flag. Invited presentation for *Ohio University Entrepreneurs* student organization at Ohio University, Athens, Ohio, U.S.A.

- Crawford, GC. (2017) Invited paper and presentation of Endowments, Engagement, and the Environment: A Rock Star Theory for the Professional Development Workshop ***Outliers: How to Create and Manage the Exceptional*** at Free University of Bozen-Bolzano, Italy.
- Crawford, GC. (2017) Invited presentation of Modeling the Emergence of Outliers in Entrepreneurship in the ***Kauffman Entrepreneurship Scholars Conference*** at The Ewing Marion Kauffman Foundation, Kansas City, Missouri, U.S.A.
- Crawford, GC. (2017) Presentation of Behavioral Velocity and Nascent Venturing: Modeling the Strategic Utility of Impulsivity and (Hyper)activity with Simulation Experiments. Paper with Bort, Lerner, & Wiklund published in ***Frontiers of Entrepreneurship Research*** for ***2017 Babson College Entrepreneurship Research Conference***. Oklahoma University, Norman, OK, U.S.A.
- Crawford, GC. (2017) Presentation of Outlier Antecedents, Processes, and Consequences in the Emergence of New Ventures. Paper with Linder, Villani, & Lechner selected to Best Paper Proceedings for ***2017 Babson College Entrepreneurship Research Conference***. Oklahoma University, Norman, Oklahoma, U.S.A. (on Research Gate: [here](#)).
- Crawford, GC. (2017) Invited presentation of Modeling the Emergence of Outliers in Entrepreneurship in the ***Ohio University College of Business Research Colloquia*** in Athens, OH, U.S.A.
- Crawford, GC. (2016) First, Dare Greatly: Accelerating the Ecosystem. Invited keynote presentation for ***Athens Startup Weekend***, October 2016 in Athens, Ohio, U.S.A. (on Research Gate: [here](#)).
- Crawford, GC. (2016) The Emergence of Outliers in Social Systems: A Rockstar Theory. Invited keynote presentation for ***Strategic Management Society Conference Extension***, September 2016 in Bolzano, Italy (on Research Gate: [here](#)).
- Crawford, CG. (2016) Causes of Extreme Outcomes in Entrepreneurship: Expectations, Endowments, Engagement, and Environments. Invited presentation for ***Kauffman Emerging Scholars Conference***, February 2016 in Kansas City, Missouri, U.S.A.
- Crawford, GC (2015) How to Be an Outlier. Invited keynote speech for annual ***Schey Sales Symposium*** in Athens, OH, U.S.A. with 250+ industry professionals in attendance.
- Crawford, GC. (2015) The Empirical and Theoretical Foundation for Process Research in Entrepreneurship: Power Law Distributions. Invited Keynote Speaker at Professional Development Workshop titled “Embracing Process Research” at ***Academy of Management Meeting***, August 2015 in Vancouver, British Columbia, Canada.
- Crawford, GC. (2015) The Emergence of Outliers in Entrepreneurship: A Self-Organized Criticality Framework. Abstract accepted as full paper, presented at ***Babson College Entrepreneurship Research Conference*** June 2015 in Boston, Massachusetts, U.S.A.
- Crawford, GC. (2014) The Truth, the Whole Truth, and Nothing but the Truth: Using Power Law Distributions and Complexity Science to Understand Entrepreneurial Outcomes from the Top-Down and Bottom-Up. Presented full paper at ***Western Academy of Management***, Napa Valley, California, U.S.A.

- Crawford, GC. (2013) Emerging Entrepreneurship Research at the Edge of Complexity. **Prize Fellow Presentation**, University of Bath, School of Management, U.K.
- Crawford, GC & Kreiser, P. (2013) Antecedents and Consequences of Power Law Distributions in Corporate Entrepreneurship Research: Extending the Integrative Framework. Presented at **Small Business Economics** special issue workshop, Indiana University, Bloomington, Indiana, U.S.A.
- Crawford, GC & Lichtenstein, B. (2013). Is there a Singular ‘Law of Entrepreneurship’? Power Law Dynamics of Organizational Emergence and Growth. Cross-Divisional Best Paper - Full Presentation, **Academy of Management Meeting**, Lake Buena Vista, Florida, U.S.A.
- Crawford, GC. (2012) Emerging Scalability and Extreme Outcomes in New Ventures: Power-Law Analyses of Three Studies. Cross-Divisional Best Paper - Full Presentation, **Academy of Management Meeting**, Boston, Massachusetts, U.S.A.
- Crawford, GC & McKelvey, B. (2012) Strategic Implications of Power-Law Distributions in the Creation and Emergence of New Ventures: Power-Law Analyses in Three Studies. Full paper presented at **Babson College Entrepreneurship Research Conference**. Fort Worth, Texas, U.S.A. Received **Kauffman Firm Survey Best Conference Paper Award**.
- Crawford, GC. (2012) Toward a Scale-Free Theory of New Venture Performance: A Complexity Science Approach through the Lens of Regulatory Focus Theory. Full paper presented at Babson Conference, Fort Worth, Texas. Summary published in **Frontiers of Entrepreneurship Research**. Volume 32.
- Crawford, GC & Kemelgor, B. (2011) The Power of Promotion: An Agent-Based Model of Human Capital and Self-Regulation Effects on New Venture Performance in Dynamic Environments. Interactive paper presented at Babson Conference, Syracuse, New York. Summary published in **Frontiers of Entrepreneurship Research**. Volume 31.
- Crawford, GC. (2010) A Review and Recommendation of Simulation Methodologies for Entrepreneurship Research. Presented at **Academy of Management Meeting**, Montreal, Canada.
- Crawford, GC & McKelvey, B. (2010) Using Simulation Experiments to Build and Test Entrepreneurship Theories. Interactive paper presented at Babson Conference, Lausanne, Switzerland. Summary published in **Frontiers of Entrepreneurship Research**. Volume 30: Issue 20, Article 3.
- Crawford, GC. (2010) Toward a Simple Theory of Complex Opportunities. Full paper presented at Babson Conference, Lausanne, Switzerland. Summary published in **Frontiers of Entrepreneurship Research**. Volume 30: Issue 15, Article 10.
- Crawford, GC. (2009) Marketing at the Edge of Chaos: The Complexity of Innovative and Imitative Nascent Entrepreneurs. **Proceedings of the Global Research Symposium on Marketing and Entrepreneurship**. Volume 21. Presented in Chicago, Illinois.
- Crawford, GC. (1999) The Right Thing from the Start. **Hardgainer: The Path to Physical Excellence**. 58: 3-8.
- Crawford, GC. (1998) Singleness of Purpose. **Hardgainer: The Path to Physical Excellence**. 54: 3-5

## RESEARCH & TEACHING INTERESTS

Entrepreneurship | The Emergence of Outliers in Social Systems | Venture & Economic Growth  
Organization Theory | Strategic Management | Nonlinear Research Methods

### TEACHING

First line of every course: “*I am here to prepare you for the real world.*”

#### Rutgers University, Rutgers Business School—Newark & New Brunswick (2018-Present)

- Business Policy & Strategy Instructor rating avg 4.4 / 5
- Introduction to Entrepreneurship Instructor rating 4.8 / 5
- Introduction to Management Instructor rating 4.8 / 5
- Managing Growing Ventures Instructor rating 4.7 / 5
  - Procured co-author of Blitzscaling book, *Chris Yeh*, as judge for final student presentations.

#### Ohio University – Assistant Professor of Strategy & Entrepreneurship (2013 to 2018)

- Entrepreneurial Leadership Instructor rating range 4.6 – 4.8
- Business Strategy Instructor rating range 3.7 – 4.8
- MBA Strategic Leadership Instructor rating range 4.1 – 4.3
  - Submitted Case Competition Presentations to Brooks CEO, *Jim Weber*, and majority investor, *Warren Buffet*.
- MBA Applied Business Experience (CAPSIM) Instructor rating 3.7 / 5
- Brazilian MBA 3-hour Seminar
  - Nominated for 2018 University Presidential Teaching Award
  - Voted **Best Ohio University Professor** in The Athens News, 2014 (1<sup>st</sup> place), 2015 (2<sup>nd</sup> place), 2017 (1<sup>st</sup> place), and 2018 (4<sup>th</sup> place)
  - Coached 16 undergraduate CAPSIM<sup>®</sup> teams into top 10% of Global Competition

#### Free University of Bozen-Bolzano – Visiting Professor for Two-Day PhD Seminar (2016)

- The Emergence of Outliers in Social Systems: Power Laws, Mechanisms, & Super Stars

#### Seoul School of Integrated Sciences and Technologies & Aalto University (May 2015 & 2016)

- Two-week Executive MBA Capstone CAPSIM Simulation in Seoul, Korea

#### University of Louisville – Instructor (2010-2013)

- Management & Organizational Behavior Instructor rating 4.0 / 5
- Business-to-Business Marketing Instructor rating 4.6 / 5
- Operations Management Instructor rating 4.0 / 5
  - Recognized as a Faculty Favorite: An Outstanding Professor by Students

#### Miami University (Oxford, OH) – Adjunct Faculty (2000-2007) | Full Time Instructor (2007-2008)

- Principles of Marketing (4/4 load) Instructor rating 3.5 / 4
- Organization Theory & Behavior (4/4 load) Instructor rating 2.8 / 4
- Introduction to Business Instructor rating 3.5 / 4
- Introduction to Management Instructor rating 3.8 / 4
- Introduction to Accounting Instructor rating 4.0 / 4
- Introduction to Business & Economy Instructor rating 3.0 / 4
- Customer Service & Sales Instructor rating 3.1 / 4



- Nominated for *Samuel S. Laws Excellence in Teaching Award*, 2007-2008
- Left Miami to enter Ph.D. program at University of Louisville

**Indiana Wesleyan University – Adjunct Faculty (2005)**

- Introduction to Business Instructor rating: 4.6 / 5

**Experiential Classroom II** (2002) – *Innovative pedagogical instruction to teaching entrepreneurship*. Pedagogical concepts integrated: inverted classroom, Socratic method, case studies.

**ADDITIONAL ACADEMIC & SERVICE ACTIVITIES & AWARDS**

Ph.D. Dissertation Advisor to [Xuanye Li](#), third-year Ph.D. Candidate.

Ph.D. Advisor to [Zahra Booyavi](#), first-year [Ph.D.](#) student.

Submitted Proposal for Professional Development Workshop (as Co-Chair with Christian Lechner), titled: “Modeling the Emergence of Outliers in Entrepreneurship: Theory, Mechanisms, and Methods” in *2019 and 2020 Academy of Management Meeting*.

Editorial Board Member: *Journal of Business Venturing*

Ad-hoc Reviewer: *Academy of Management Review, Journal of Business Venturing, Entrepreneurship Theory & Practice, Journal of Business Venturing Insights, MIS Quarterly, Academy of Management Meeting, Babson College Entrepreneurship Research Conference, and Small Business Economics*.

FIGS Mentor to Maria Migliorino (Fall 2019).

Rutgers Business School Mentorship (Fall 2019) Conducted seven “How to Be a Rock Star in Business and in Life” presentations/workshops.

Chair (with Christian Lechner): Professional Development Workshop titled “Modeling the Emergence of Outliers in Entrepreneurship: Theory, Mechanisms, and Methods” in *2018 Academy of Management Meeting* in Chicago, IL, USA.

Nominated for *Emergent Scholar Award, Entrepreneurship Division*, 2018 Academy of Management Meeting by Per Davidsson, Queensland University of Technology, January, 2018.

Nominated for *Kauffman Junior Faculty Fellowship* (\$35,000) by Martin Ganco, University of Wisconsin-Madison, January, 2018.

Nominated for *Ascendant Scholar Award*, 2018 Western Academy of Management Conference by Luke Pittaway, Ohio University, January, 2018.

Dissertation Committee Member (2018): Avi Turetsky, Ph.D. Candidate, Case Western University with dissertation titled, “When Heads and Tails Matter: Intra-Industry Performance Distributions and their Management Implications.”

Honoree, 2017 Ohio University Faculty Newsmakers Gala, October, 2017.

Nominated for ***Kauffman Junior Faculty Fellowship*** (\$35,000) by Jay B. Barney, University of Utah, February, 2017.

Submitted \$205,000 grant proposal to ***National Science Foundation*** (#1734567) for: “Modeling the Emergence of Outliers in Entrepreneurship.” February, 2017.

Submitted \$10,000 grant proposal to Batten Institute Fellowship. February, 2017

Received College of Business 2016 & 2017 Faculty Excellence in Intellectual Contribution Award.

Awarded Copeland Research Fellowship: \$5,000 summer support and \$1,500 research honorarium for two years, August, 2015.

Chair of Professional Development Workshop at ***Academy of Management Meeting***: “Using Simulation Experiments to Build and Test Entrepreneurship Theories” in Vancouver, BC, 2015; Orlando, FL, 2013; Boston, MA, 2012; Montreal, Canada, 2010; and Co-chair [with J. Mueller] in San Antonio, TX, 2011.

Received Research Seed Grant: \$3,000. OU Intellectual Contribution Committee, 2015 & 2016.

Recipient of John Richard Binford Memorial Award for leadership and scholarship in the domain of entrepreneurship. Carried banner for School of Interdisciplinary Graduate Studies at University of Louisville graduation commencement and received \$250.

Awarded Graduate Dean’s Citation for significant Ph.D. student accomplishments (University of Louisville, December, 2013)

Voted Outstanding Reviewer, Entrepreneurship track, ***Western Academy of Management*** (2014)

Featured in Louisville’s Student Spotlight for Outstanding Graduate Achievement (2013)

Awarded ***Kauffman Foundation Research Grant*** [with J. Mueller #20090582; \$12,000], 2009-2011. Developed wiki for dissemination of Kauffman Firm Survey to field. Named Kauffman Emerging Scholar

Selected participant to Doctoral Consortium (2012) ***Western Academy of Management Conference***, San Diego, CA and (2011) ***Academy of Management Meeting***, San Antonio, TX

Session Chair & Discussant (2011): ***Academy of Management Meeting***, San Antonio, TX.

Session Chair & Paper Discussant (2011, 2012, 2015, 2017, & 2018): ***Babson College Entrepreneurship Research Conference***

## QUALITATIVE & QUANTITATIVE DEVELOPMENT

**University of Louisville** (2008 to 2013)

Theory-Based Entrepreneurship Ph.D. Courses

- Strategy
- Sociology and Evolutionary Theory

Professor

Jay Barney

Howard Aldrich



- Psychology & Cognition in Entrepreneurship Research Dean Shepherd
- Venture Capital James Fiet
- Quantitative Entrepreneurship Research Per Davidsson
- Contemporary Entrepreneurship Research Scott Shane
- Entrepreneurship from an Economics Perspective Simon Parker
- Complexity Science and Complex Adaptive Systems Bill McKelvey

Methods-Based Ph.D. Courses

- Data Mining Professor Mehmed Kantardzic
- Research Design James Fiet
- Simulation Modeling Mahesh Gupta
- Coursera Online: Model Thinking Scott Page

**Specific Methods Skills**

- **MATLAB:** Power-law analyses, semi- and non-parametric maximum-likelihood Monte Carlo bootstrap estimations, Kolmogorov-Smirnov tests. **SPSS:** linear, multivariate, hierarchical, and logistic regression; ANOVA, MANOVA, MANCOVA; factor analysis; discriminant analysis; Kendall’s Tau and Spearman’s Rho nonlinear correlations.
- **LISREL:** structural equation modeling, latent growth & multiple-sample models. **SAS Enterprise Miner:** artificial neural networks, Kohonen self-organizing map, genetic algorithm, survival analysis - multi-layered perceptron learning algorithm.
- **Agent-based Modeling Simulation Course (2010).** *Repast Simulation Toolkit: Theory and Practice.* Five-day seminar taught by Michael North and Chuck Macal at Argonne National Laboratories, Chicago, IL.

**American Management Association** (2006) New Product Development. Five-day workshop. Las Vegas, Nevada.

**INDUSTRY EXPERIENCE**

**The Red Apple Consulting Company – Principal** – Cincinnati, OH (1999 to 2008)  
*Diversified strategic management and marketing consulting firm.*

**Significant Engagements:**

Rexarc International, Inc. – West Alexandria, OH

- Executive coach for company Vice President. Subsequently hired as **Director of Marketing.** Achieved corporate revenue growth of 43% in 2005 after ten consecutive years of declining sales.
- Directed restructuring plan to focus on customized gas control systems (Build Your Own™) | Designed and developed industry-first piping installation program, Complete Systems™, a nationwide management service coordinating piping system designers, hardware suppliers, and installers for industrial, medical, and specialty gas applications.

- Launched new product line of specialty gas equipment | Created strategic business plan for \$1M loan application (accepted) | Managed \$425,000 budget | Managed project and team dynamics of German suppliers, graphic designers, internal manufacturing, and external national sales force.

NCR Corporation – Dayton, OH

- Developed nationwide inkjet cartridge collection program for NCR's Systemedia Group | Wrote business plan for all operations | Managed implementation of pilot program | Organized cross-functional teams with multiple levels and locations, vendors, and suppliers to prepare rollout; final program budget: \$4.7M, reduced material cost by 36%.

Lee World International – Beijing, China

- Created new strategic development plan and directed ISO/TS 16949 certification for multi-national contract manufacturer of rubber and metal sub-components | Annual sales growth of 45% since engagement.

Gas Technology Consultants – New Orleans, LA

- Created Mobile CANDI™ services to integrate wireless technology and digital imaging for customer's new, nationwide client | Rebranded company with new website, collateral materials, and corporate logo.

**Wells Fargo Financial - Credit Manager, Assistant Branch Manager** (1994 to 1997)

- Responsible for attaining growth and bad debt goals, developing management trainees and staff | Two trainees promoted to Branch Manager
- District sales leader 1995 and 1996 | Grew branch receivables 118% from 1996 to 1997

**T.G.I. Friday's - Marketing Manager, Training Director, Server** (1991 to 1994)

- Managed and developed service staff of 60 | Conducted training programs for staff | Initiated new server mentor program | Directed "Service that Sells" seminars, raised yearly sales 31%

## REFERENCES

**Jay Barney**

(University of Utah – Professor, Entrepreneurship from a Strategy Perspective Ph.D. course)

T: +1 (801) 585-2456

Jay.Barney@Eccles.Utah.edu

**Per Davidsson**

(Queensland U. of Technology – Co-author, Committee member; Professor, Entrepreneurship course)

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**Dimo Dimov**

(Bath University – Co-author, Professor of Innovation and Entrepreneurship)

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**Martin Ganco**

(University of Wisconsin-Madison; Associate Professor; Kauffman Mentor)

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**Bruce Kemelgor**

(U. of Louisville – Professor Emeritus; Dissertation Chair; Co-author)

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**Benyamin Lichtenstein**

(U. Massachusetts at Boston – Co-author; Research Fellow, Center for Sustainable Enterprise)

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**Bill McKelvey**

(U. California Los Angeles – Co-author; Professor, Complex Adaptive Systems Ph.D. course)

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**Luke Pittaway**

(Ohio University – Chair, Management Department; Advisor)

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