

C. Clifford Defee

Associate Professor of Practice - INSC

cliff.defee@tcu.edu

Office: Neeley 3237

Phone: 817.257.4095

EDUCATION

Ph.D., Logistics (Dissertation: *Supply Chain Leadership*)

University of Tennessee

MBA, Marketing Research / Statistics

Texas A&M University

BBA, Marketing

Texas A&M University

RESEARCH INTERESTS

- Strategic implications of supply chain leadership
- Supply chain orientation
- Development of organizational capabilities
- Supply chain structure and performance
- Co-author of the annual *State of the Retail Supply Chain* study

TEACHING STRENGTHS

- Supply chain strategy
- Supply chain performance analysis
- Large data set analysis
- Logistics
- Distribution center operations
- Inventory management
- Project management

ACADEMIC APPOINTMENTS

Texas Christian University

- Director, MS-SCM program 2019-present
- Associate Professor of Practice 2019-present

Auburn University

- Supply Chain Management Program Coordinator 2015-2019
- EBSCO Professor of Supply Chain Management, *Emeritus* 2012-2019
- Assistant Professor-SCM & Advisory Council Research Fellow 2007-2012

University of Tennessee

- Research and Teaching Assistant 2003-2007

Texas A&M University

- Graduate Teaching Assistant 1982-1983

PROFESSIONAL EXPERIENCE

- PFSWeb, Inc. - Executive Vice President and Chief Operating Officer 1998-2002
- PFSWeb, Inc. & Daisytek (parent company) - Vice President, Operations 1997-1998
- Andersen Consulting, BPM Division - Executive Director 1995-1996
- Andersen Consulting - Consultant and Manager, Andersen Consulting 1984-1994

REFEREED PUBLICATIONS

Beth Davis-Sramak, Rafay Ishfaq, Brian J. Gibson, and **C. Clifford Defee**, (2020), "Examining retail business model transformation: a longitudinal study of the transition to omnichannel order fulfillment," *International Journal of Physical Distribution & Logistics Management*, Vol. 50, No. 5, pp. 557-576.

Tyler Morgan, Mert Torkman, Glenn Richey, and **C. Clifford Defee**, (2018), "Resource commitment and sustainability: a reverse logistics performance model," *International Journal of Physical Distribution & Logistics Management*, Vol. 48, No. 2, pp. 164-182.

Rafay Ishfaq, **C. Clifford Defee**, Brian J. Gibson and Uzma Raja (2016), "Realignment of the Physical Distribution Process in Omni-Channel Fulfillment," *International Journal of Physical Distribution and Logistics Management*, Vol 46, No. 6/7, pp. 543-561.

Alexander Tratnims, **C. Clifford Defee** and Theodore Farris (2016), "Preparing Business Students for Workplace Reality – Using Global Virtual Teams in Logistics and SCM Education." *International Journal of Logistics Management*, Vol 27, No. 3, pp. 886-907.

C. Clifford Defee, Joe B. Hanna, and Robert E. Overstreet (2012), "LTL Pricing: Looking Back to the Future," *Journal of Transportation Management*, Vol. 22, No. 2, pp. 45-58.

Wesley S. Randall, Brian J. Gibson, **C. Clifford Defee**, and Brent D. Williams (2011), "Retail Supply Chain Management: Key Priorities and Practices," *The International Journal of Logistics Management*, Vol. 22, No. 3, pp. 390-402.

Rodney Thomas, **C. Clifford Defee**, Brent Williams, and Wesley S. Randall (2011), "Assessing the Managerial Relevance of Contemporary Supply Chain Management Research," *The International Journal of Physical Distribution and Logistics Management*, Vol. 41, No. 7, pp. 655-667.

C. Clifford Defee, Theodore P. Stank, and Terry L. Esper (2010), "The Performance Implications of Transformational Supply Chain Leadership and Followership," *The International Journal of Physical Distribution and Logistics Management*, Vol. 40, No. 10, pp. 763-791.

C. Clifford Defee, Brent D. Williams, Wesley S. Randall, and Rodney Thomas (2010), "An Inventory of Theory in Logistics and SCM Research," *International Journal of Logistics Management*, Vol. 21, No. 3, pp. 404-489.

C. Clifford Defee and Brian S. Fugate (2010), “Changing Perspective of Capabilities in the Dynamic Supply Chain Era,” *International Journal of Logistics Management*, Vol. 21, No. 2, pp. 180-206.

Terry L. Esper, **C. Clifford Defee** and John T. Mentzer (2010), “A Framework of Supply Chain Orientation,” *International Journal of Logistics Management*, Vol. 21, No. 2, pp. 161-179.

Brian J. Gibson, **C. Clifford Defee**, and Wesley S. Randall (2010), “Estado de la Cadena de Abastecimiento del Retail,” *Zonalistica*, Vol. 56, No. 1, pp.62-68 (invited article).

Wesley S. Randall, **C. Clifford Defee** and Stephan P. Brady (2010), “Value Propositions of the U.S. Trucking Industry,” *Transportation Journal*, Vol. 49, No. 3, pp. 5-23. **Recipient of the Best Paper award for 2010.**

C. Clifford Defee, Theodore P. Stank, Terry L. Esper and John T. Mentzer (2009), “The Role of Followers in Supply Chains,” *Journal of Business Logistics*, Vol. 30, No. 2, pp. 65-84. **Recipient of the Bernard J. LaLonde Best Paper award for 2009.**

C. Clifford Defee, Wesley S. Randall, and Brian Gibson (2009), “Roles and Capabilities of the Retail Supply Chain Organization,” *Journal of Transportation Management*, Vol. 20, No. 2, pp. 31-47.

Wesley S. Randall, **C. Clifford Defee**, Brian J. Gibson, and Jeremy Davidson (2009), “The State of the Retail Supply Chain,” *Distribution Business Management Journal*, Vol. 8, No. 1, pp. 6-8 (invited article).

C. Clifford Defee, Terry L. Esper, and Diane Mollenkopf (2009), “Leveraging Closed-Loop Orientation and Leadership for Environmental Sustainability,” *Supply Chain Management: An International Journal*, Vol. 14, No. 2, pp. 87-98.

Wesley S. Randall and **C. Clifford Defee** (2008), “Exploring the 3PL Value Proposition,” *Journal of Transportation Management*, Vol. 19, No. 1, pp. 27-39.

C. Clifford Defee (2006), “Creating Competitive Advantage Using Non-Equity Strategic Alliances: A Small Company Perspective,” *Supply Chain Forum: An International Journal*, Vol. 7, No. 2, pp. 48-61.

C. Clifford Defee and Theodore P. Stank (2005), “Applying the Strategy-Structure-Performance Paradigm to the Supply Chain Environment,” *International Journal of Logistics Management*, Vol. 16, No. 1, pp. 28-50.

PROFESSIONAL PUBLICATIONS

C. Clifford Defee (2020), “Westward Expansion: The Operational Challenges Created by Regional Expansion and Growing Demand at Chick-fil-A,” *Fourth Annual TCU Neeley School of Business Invitational MBA / MS Supply Chain Case Competition*, February 2020.

Brian J. Gibson, **C. Clifford Defee**, Rafay Ishfaq, and Beth Davis-Sramek (2019), “Urban Fulfillment: The Battle for City Shoppers,” *DC Velocity*, Vol 17, No. 1, pp.38-48.

Brian J. Gibson, **C. Clifford Defee**, Rafay Ishfaq, and Beth Davis-Sramek (2018), “Urban Fulfillment: The Battle for City Shoppers,” *Supply Chain Quarterly*, Vol 12, No. 4, pp.28-35. **Cover Article**.

C. Clifford Defee (2018), “The Value of Practice Rounds’ Revisited,” *LINKS Newsletter*, May-June 2018, pp. 7-8.

Rafay Ishfaq, Brian J. Gibson and **C. Clifford Defee** (2016), ”How Retailers are Getting Ready for an Omnichannel World,” *Supply Chain Quarterly*, Vol 10, No. 2, pp. 24-29. **Cover Article**.

Brian J. Gibson, **C. Clifford Defee**, and Parag S. Jategaonkar (2012), “Fulfilling the Multi-Channel Opportunity,” *Integrated Solutions for Retailers*, February, pp. 27-29.

C. Clifford Defee (2011), “Independent Owner Operator Working Conditions in Maritime Drayage: Earnings Analysis,” Coalition for Responsible Transportation.

Joe B. Hanna and **C. Clifford Defee** (2011), “Synergic Pricing in the LTL Industry,” www.smc3.com.

C. Clifford Defee (2011), “The Value of Practice,” *LINKS Newsletter*, January 2011, pp. 7-8.

C. Clifford Defee (2007), “Characteristics of Supply Chain Leadership,” *Industry Week*.

The Institute for the Learning Sciences, Northwestern University (1991), *Business Practices Course (Computer-based)*, Chicago, IL: Andersen Consulting and Northwestern University. *Cliff served as lead content manager during this joint effort. This was Andersen Consulting’s first computer-based training course.*

Gus Smith, Daryl Heath, and **C. Clifford Defee** (1987), *Computer Integrated Distribution*, Chicago, IL: Andersen Consulting.

ANNUAL STUDY

Brian J. Gibson, **C. Clifford Defee**, Rafay Ishfaq, and Beth Davis-Sramek (2018), “The State of the Retail Supply Chain: Essential Findings of the Eighth Annual Report,” www.rila.org.

Brian J. Gibson, **C. Clifford Defee**, and Rafay Ishfaq (2017), “The State of the Retail Supply Chain: Essential Findings of the Seventh Annual Report,” www.rila.org.

Brian J. Gibson, **C. Clifford Defee**, and Rafay Ishfaq (2016), “The State of the Retail Supply Chain: Essential Findings of the Sixth Annual Report,” www.rila.org.

Brian J. Gibson, **C. Clifford Defee**, and Rafay Ishfaq (2015), “The State of the Retail Supply Chain: Essential Findings of the Fifth Annual Report,” www.rila.org.

Brian J. Gibson and **C. Clifford Defee** (2014), “The State of the Retail Supply Chain: Essential Findings of the Fourth Annual Report,” www.rila.org.

Brian J. Gibson and **C. Clifford Defee** (2012), “The State of the Retail Supply Chain: Essential Findings of the Third Annual Report,” www.rila.org.

Brian J. Gibson, **C. Clifford Defee**, Wesley S. Randall, and Brent D. Williams (2010), “The State of the Retail Supply Chain: Results and Findings of the 2010 Study,” www.rila.org.

Brian J. Gibson, **C. Clifford Defee**, and Wesley S. Randall (2009), “The State of the Retail Supply Chain: Results and Findings of the 2009 Study,” www.rila.org.

CONFERENCE PROCEEDINGS

Ted Farris, **C. Clifford Defee**, and Alexander Trautrimas, (2013), “The Global Workgroup Project: Creating Real-world Experience in the Classroom, Conference Proceedings of CSCMP European Research Seminar, 15th May 2013, at Vrije Universiteit Amsterdam (Netherlands).

C. Clifford Defee, Rodney Thomas, and Ted Farris (2012), “Student Motivation in Selecting a Logistics Major,” CSCMP Educator’s Conference, Atlanta, GA.

Ted Farris and **C. Clifford Defee**, “The Global Workgroup Project: Creating Real-world Experience in the Classroom,” RIRL International Meetings on Logistics Research, Montreal (Canada).

Wesley S. Randall, **C. Clifford Defee** and Stephan P. Brady (2011), “Value Propositions of the U.S. Trucking Industry,” CSCMP Educator’s Conference, Philadelphia, PA.

Rodney W. Thomas, **C. Clifford Defee**, Wesley S. Randall, and Brent D. Williams (2010), “Assessing the Managerial Relevance of Contemporary Supply Chain Management Research”, Society for Marketing Advances Annual Conference, Atlanta, GA. **Recipient of the Donald J. Bowersox award for best Supply Chain Management paper.**

Wesley S. Randall, **C. Clifford Defee**, and Brent D. Williams (2010), “Retail Supply Chain Management”, CSCMP Supply Chain Management Educator’s Conference, San Diego, CA.

Wesley S. Randall and **C. Clifford Defee** (2008), “Exploring the 3PL Value Proposition,” Society for Marketing Advances Annual Conference, Orlando, FL.

CONFERENCE PRESENTATIONS

“Employing Qualitative Research Methods,” Panel moderator, 12th Annual Logistics Doctoral Symposium, Auburn University, February 2017.

“Building Skills for Success,” Panel moderator and student research project coordinator, RILA Logistics Conference, Retail Industry Leaders Association, Orlando, FL, February 2017.

"Enabling Omni-channel Success," Presenter and Panel Moderator, Fusion 2017 SCM Symposium, Center for Supply Chain Innovation, Auburn University, April 2017.

"Omnichannel supply chains: are they profit centers or money pits," Panelist, CSCMP Annual Global Conference, Orlando, FL, September 2016.

"Retaining Top Talent: A Perspective on Millennial Employees," Panel moderator and student research project coordinator, RILA Logistics Conference, Dallas, TX, March 2016.

"Retail in a Progressively Mobile World," Panel moderator and student research project coordinator, RILA Logistics Conference, Orlando, FL, February 2015.

"State of the Retail Supply Chain," Co-author and presenter with Brian Gibson, CSCMP Annual Global Conference, San Antonio, TX, September 2014.

"Omni-Channel Fulfillment Best Practices," Co-author with Brian Gibson, RVCF Annual Spring Conference, Retail Value Chain Federation, Fort Meyer Beach, FL, May 2014.

"Engaging Millennials," Panel moderator and student research project coordinator, RILA Logistics Conference, San Diego, CA, February 2014.

"Preparing for Tenure Review," Panelist with Diane Mollenkopf and Rod Thomas at the Logistics Doctoral Symposium, The Ohio State University, Columbus, OH, March 2012.

"Attracting Top Talent," Panel moderator at RILA Logistics Conference, Dallas, TX, February 2012.

"Sustainability Trends within Product Shipment and Store Delivery Strategies," Panel moderator at RILA Logistics conference, Dallas, TX, February 2012.

"Global Retailer Perspective on Multi-Channel Strategy," Co-presenter with Gary Godfrey at the CSCMP Annual Global Conference, Philadelphia, PA, September 2011.

"The Tenure Clock is Ticking...," Panelist with Pat Daugherty, Dale Rogers, and John McDonald at the Logistics Doctoral Symposium, Knoxville, TN, April 2011.

"Visions of Tomorrow: The Global Supply Chain Road Ahead," Panelist with Jon DeCesare, Graham Love and Tim Nolan at the Trans-Pacific Maritime Conference, Long Beach, CA, March 2011.

"Assessing the Managerial Relevance of Contemporary Supply Chain Management Research," co-presenter with Rodney Thomas as the Society for Marketing Advances Annual Conference, Atlanta, GA, November 2010.

"Retail Supply Chain Management", co-presenter with Brent D. Williams at the CSCMP Educator's Conference, San Diego, CA, September 2010.

“The State of the Retail Supply Chain,” co-presenter with Brian J. Gibson, Wesley S. Randall, and Brent D. Williams at the RILA Logistics Conference, Orlando, FL, February 2010.

“The State of the Retail Supply Chain,” co-presenter with Brian J. Gibson and Wesley S. Randall at the RILA Logistics Conference, Dallas, TX, February 2009.

“The Nature of the 3PL Value Proposition,” co-presenter with Wesley S. Randall at the Society for Marketing Advances Annual Conference, St. Petersburg, FL, November 2008.

“Problems and Solutions in Supply Chains Today,” presented at the Supply Chain Leaders in Action Conference of the Distribution Business Management Association, Phoenix, AZ, June 2008.

“Finding and Keeping the Best Talent: A Distribution Center Perspective,” presented to the National Conference on Operations and Fulfillment, Orlando, FL, April 2008.

“Defining Supply Chain Leadership,” presented at the Supply Chain Strategy and Management Forum, Knoxville, TN, April 2006.

“Supply Chain Strategy and Structure,” presented at the Supply Chain Strategy and Management Forum, Knoxville, TN, April 2005.

“Introducing the New Model of Supply Chain Management,” presented at the Supply Chain Strategy and Management Forum, Knoxville, TN, November 2003.

RESEARCH IN PROGRESS

Brian J. Gibson, **C. Clifford Defee**, Rafay Ishfaq, and Beth Davis-Sramek, *The State of the Retail Supply Chain: Essential Findings of the Ninth Annual Report*. Data collection underway for the ninth annual study. White paper target release date is Spring 2021.

LaDonna Thornton and **C. Clifford Defee**. “Truck Driver Motivations: A Qualitative Analysis,” target *Journal of Transportation*. Early stages of data collection.

FUNDED RESEARCH

- “The State of the Retail Supply Chain – Seventh Annual Survey of Retail Professionals,” research supported by a \$20,000 grant from Checkpoint Systems. *Colleagues involved in this research are Brian Gibson and Rafay Ishfaq.* 2016
- “The State of the Retail Supply Chain – Sixth Annual Survey of Retail Professionals,” research supported by a \$20,000 grant from Checkpoint Systems. *Colleagues involved in this research are Brian Gibson and Rafay Ishfaq.* 2015
- “The State of the Retail Supply Chain – Fifth Annual Survey of Retail 2014

Professionals,” research supported by a \$25,000 grant from JDA Software. *Colleague involved in this research is Brian Gibson.*

- “Purveyors of Theory in the Supply Chain Management Discipline,” \$23,000 grant from Auburn University COB. 2012
- “Measures of Supply Chain Performance,” \$20,000 grant from Auburn University COB. 2011
- “The State of the Retail Supply Chain – 2011 Annual Survey of Retail Professionals,” research supported by a \$25,000 grant from Accenture. *Colleague involved in this research is Brian Gibson* 2011
- “Independent Owner Operator Living Wage Analysis”, \$8,000 funded by the Coalition for Responsible Transportation. 2011
- LTL Pricing Study, \$25,000 project funded by SCM³. *Colleagues involved in this research are Joe Hanna and Brian Gibson.* 2010
- “The State of the Retail Supply Chain – 2010 Annual Survey of Retail Professionals,” research supported by a \$5,000 grant from Fortna. *Colleagues: Brian Gibson and Wesley Randall.* 2010
- “The State of the Retail Supply Chain – 2009 Annual Survey of Retail Professionals,” research supported by a \$5,000 grant from Fortna. *Colleagues: Brian Gibson and Wesley Randall..* 2009
- “A Theory of Supply Chain Leadership,” research grant from PFSweb, \$3,000. 2006
- “A Theory of Supply Chain Leadership,” Integrated Value System Ph.D. Dissertation Research Award, Department of Marketing and Logistics, University of Tennessee, \$2,500. 2006

AWARDS/HONORS

- EBSCO Professorship (renewed 2018) 2013-2019
- COB Advisory Council Research Fellowship 2011-2013
- Outstanding Departmental Research Award, Auburn University COB 2011
- Best paper award – *Transportation Journal* (2010) 2011
- Bernard J. LaLonde award – Best article in *Journal of Business Logistics* 2010
- Donald J. Bowersox award – Society for Marketing Advances conference 2010
- Best Reviewer Award, Society for Marketing Advances SCMID track 2008
- Penn State Supply Chain Doctorial Symposium Fellow 2006
- CSCMP Doctorial Symposium Fellow 2005

TEACHING EXPERIENCE

Texas Christian University

- Logistics & Transportation - UG (INSC 40313) 2019-present
- Logistics & Transportation - GRAD (INSC 70610) 2019-present
- Supply Chain Management (INSC 30313) 2020
- Supply Chain Strategy (INSC 40343) 2020
- Supply Chain Performance Management (INSC 70970) 2019

Auburn University

- Global Supply Chain Strategy (SCMN 4800) 2007-2019
- Project Management (ISMN 6376) 2014-2019
- Special Topics: Project Management (SCMN 4970) 2018-2019
- Supply Chain Performance Management (SCMN 4700) 2015-2019
- Management of Fulfillment Processes (SCMN 3710) 2009-2019
- Logistics: Mgmt. of Fulfillment Processes (SCMN 3713) 2019
- Supply Chain Strategy - GRAD (SCMN 7800) 2007

University of Tennessee

- Logistics Operations (L 413) 2006-2007
- Intermediate Logistics (L 310) 2006
- Integrated Process Management (BA 353) 2004-2007

SERVICE

- Neeley Exploration Team Leader 2020
- University Program Review Committee, HCOB representative 2018-2019
- CSCMP Professional Certification Committee, member 2018-2019
- University Core Curriculum and General Education Committee 2016-2019
- Program Coordinator, SCM program 2015-2019
- Learning Assurance Coordinator, SCM program 2012-2019
- Reviewer, *International Journal of Logistics Management*, *The International Journal of Physical Distribution and Logistics Management*, *Journal of Business Logistics*, *Journal of Supply Chain Management*, Society for Marketing Advances. 2012-2019

- University Senate, department representative 2013-2018
- Faculty Search Committee(s) – three job postings 2017-2018
- Interim Dean Selection Committee 2017
- HCOB Core Curriculum Review Committee 2017
- Undergraduate Curriculum Committee 2014-2016
- Faculty Search Committee Chair – Eminent Scholar in SCM 2013-2015
- COB Budget Committee 2012-2014
- Faculty Search Committee 2012
- Associate Deans Search Committee, Auburn University COB 2011
- Research Committee, Auburn University COB 2010-2012
- Reviewer, SMA Dissertation Proposal Competition 2009-2013
- CSCMP Roundtable Education Process Team 2009-2011
- Graduate Curriculum Committee, Auburn COB 2007-2010
- Auburn Supply Chain Management Association – Faculty sponsor 2007-2013
- North Florida Case Competition – Faculty sponsor 2011-2017
- College Challenge – Faculty sponsor 2008-2009
- ASCMA Spring Field Trip – Faculty sponsor, multiple trips 2008-2018

RECENT CONSULTING PROJECTS

- **Standard Furniture:** Corporate training through Alabama Technical Assistance Center – SC Performance course (Bay Minette, AL) 2018
- **Direct Supply:** Distribution strategy (Milwaukee, WI). 2016-2017
- **SMC³:** LTL pricing study (Atlanta, GA) 2011-2012
- **Coalition for Responsible Transportation:** Independent Owner Operator living wage analysis (multiple U.S. ports) 2010-2011
- **Accenture:** Supply Chain Academy - Stakeholder Alignment training module development (St. Charles, IL) 2010-2011
- **Wal-Mart:** Supply Chain Transformation project (Bentonville, AR) 2008-2009
- **Peerless Pump:** Supply chain audit (Indianapolis, IN) 2006-2007
- **Nissan North America:** Supply chain audit (Los Angeles, CA) 2006
- **PFSweb, Inc.:** New distribution facility start-up (Southaven, MS) 2005

PROFESSIONAL ASSOCIATION MEMBERSHIPS

- American Society of Transportation and Logistics
- Council of Supply Chain Management Professionals
- Institute for Supply Management