

## Professor Dr. G. Tomas M. Hult, PhD

Professor  
Broad College of Business  
Michigan State University



## PROFESSOR HULT OVERVIEW

Professor G. Tomas M. Hult, PhD, is a globally recognized thought leader in international marketing, marketing strategy, customer satisfaction, supply chain management, and international business – garnering more than 153,000 citations on Google Scholar. He is among the world's top-cited business scholars and is consistently ranked in the top 10 globally in marketing by the Stanford University ranking. Clarivate's Web of Science has also named him among the top 1% of most highly cited researchers in business and economics.

Dr. Hult is an influential voice in both academia and practice. He regularly delivers keynote addresses at major international venues such as the United Nations, World Investment Forum, and the European Commission, and contributes op-eds to high-profile outlets including *The Hill*, *Time*, *Fortune*, *Harvard Business Review*, *World Economic Forum*, and *Dinero*. He is a member of the Expert Networks of both the World Economic Forum and the United Nations/UNCTAD's World Investment Forum, and serves on the leadership team of the American Customer Satisfaction Index (ACSI).

He has been featured in "Talks at Google", and his coauthored book *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (SAGE), with Joe Hair, Christian Ringle, and Marko Sarstedt, is among the world's most cited methods books in business research – translated into several languages and used globally.

Dr. Hult is an elected Fellow of the Academy of International Business (AIB) and the 2016 Academy of Marketing Science / CUTCO-Vector Distinguished Marketing Educator, awarded for lifetime scholarly achievement. He also received the John H. Dunning AIB Service Award, the highest service honor from AIB, for his 15-year tenure as Executive Director (2004–2019) and for significantly shaping the global academic ecosystem of international business.

At Michigan State University, Dr. Hult has generated more than \$40 million in funding through contracts, grants, and matching support. His most recent trade book, *The Reign of the Customer* (Palgrave Macmillan), coauthored with Claes Fornell, Forrest Morgeson, and David VanAmburg, draws on ACSI's vast data to promote customer-centric business strategies. He also serves as faculty advisor for TEDxMSU (with Forrest Morgeson) and MSU Club Tennis (with Jorge Pena Marin).



Top Left to Right: With Michael Porter, plenary at Academy of International Business, Top of the Burj Khalifa, and with Phil Kotler.

## INTERNATIONAL INNOVATOR

SINCE his arrival at the Broad College as a faculty member in 2001, Dr. Tomas Hult has both put the college on the global map and shined in research, thought-leadership, international relations, and scholastic achievements. In addition to serving as Director of the International Business Center, Dr. Hult is currently professor of Marketing and Byington Endowed Chair.

In a recent interview, Tomas said: "I like that we are entrenched in almost everything that is going on in Michigan in terms of international trade. For example, the IBC serves as a Regional Export Network for the State of Michigan, overseeing 24 of Michigan's 83 counties. This means that for all the companies going overseas from one of our counties, we are likely to interact with them to advise on strategies to increase their international competitiveness. The IBC provides real value to companies doing business internationally."

*"In his generation of marketing scholars, he is by far the eminent voice in both marketing strategy and international marketing."*

ROGER CALANTONE,  
MSU UNIVERSITY DISTINGUISHED PROFESSOR

Beyond the on-the-ground support the Center provides, Dr. Hult recognizes the critical importance of research to companies' bottom lines, whether they are local or international in scope. Looking back on his career and how his research has evolved, he sees the way that companies' value research as one of the greatest shifts in global business. "In everything I do, I try to have a strong connection to the overall value chain in international business; for example, in

the International Business Center we leverage our expertise across various activities at the university, region, and country levels," Hult said.

Dr. Hult was selected the 2016 AMS/CUTCO-Vector Distinguished Marketing Educator by the Academy of Marketing Science – a recognition for lifetime achievements as the 2016 top marketing professor in the world. "The broad impact his work has on the global community is immense, and we are very proud to have him as a colleague here at the Broad College of Business," said Sanjay Gupta, Eli and Edythe L. Broad Dean. "In his generation of marketing scholars, he is by far the eminent voice in both marketing strategy and international marketing," said Roger Calantone, MSU University Distinguished Professor.

*"The broad impact his work has on the global community is immense, and we are very proud to have him as a colleague here at the Broad College of Business."*

SANJAY GUPTA,  
DEAN OF THE BROAD COLLEGE, MSU

Top: Tomas Hult and Rick Snyder,  
Governor of Michigan.

Bottom: Tomas Hult with Tom Izzo,  
MSU Men's Basketball Coach.



## MSU INTERNATIONAL BUSINESS CENTER RECEIVES THE PRESIDENT'S "E" AWARD FOR EXPORT SERVICE

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**U**.S. SECRETARY OF COMMERCE WILBUR ROSS presented the Broad College of Business International Business Center with the President's "E" Award for Export Service at a ceremony in Washington, D.C., on May 23, 2019. In total, Secretary Ross honored 48 U.S. companies with the President's "E" Award, the highest recognition any U.S. entity can receive for making a significant contribution to the expansion of U.S. exports.

"The International Business Center has demonstrated a sustained commitment to export expansion. The "E" Awards Committee was very impressed with the International Business Center's case studies, which demonstrated measurable increases in its clients' exports. Your organization's creation of the Global

large part to exporting. This growth has enabled the companies touched through our direct outreach and programs and our web tools, including the globalEDGE website, to add jobs and support their local communities as they expand their bottom line. Buyers and consumers in foreign markets want quality products made in the United States, and we are honored to receive the 'E' Award."



*Wilbur Ross (U.S. Secretary of Commerce), Tomas Hult (IBC Director), Jade Sims (IBC Assistant Director), Gilbert Kaplan (U.S. Under Secretary of Commerce for International Trade)*

In 2018, U.S. exports were the highest on record with U.S. services at \$821.1 billion and U.S. exports of goods reaching \$1.7 trillion, demonstrating how American private enterprise can not only survive, but thrive, in the international market.

"Exporting can be a significant challenge for small and mid-sized businesses, but there are great resources in our community that can help companies tap into foreign markets," said Kendra Kuo, Director, U.S. Commercial Service in Grand Rapids. "MSU's International Business Center's innovative team of faculty, staff, and students help businesses to compete globally. The U.S. Commercial Service frequently partners with MSU to offer trade education solutions. As a Spartan, I am proud of MSU's consistent success in helping Michigan companies increase their export sales, and I believe their success exemplifies the spirit of the Department of Commerce's E Award."

Business Club was also particularly notable. The International Business Center's achievements have undoubtedly contributed to national export expansion efforts that support the U.S. economy and create American jobs," said Secretary Ross in his congratulatory letter to the company announcing its selection as an award recipient.

MSU's International Business Center, located in the Broad College of Business, is a provider of export services for small and medium-sized U.S. businesses, including export counseling, strategic planning, training on a wide range of exporting and international business issues, customized market research, and more.

"Exporting is crucial to the success of U.S. businesses, especially those in Michigan, which are integral to global supply chains" said Tomas Hult, Byington Endowed Chair and Professor of Marketing and Director of the International Business Center. "Every day we see the growth of our clients' businesses, due in

American companies are nominated for "E" Awards through the U.S. and Foreign Commercial Service office network, located within the U.S. Department of Commerce's International Trade Administration. Record years of successive export growth and an applicant's demonstration of an innovative international marketing plan that led to the increase in exports is a significant factor in selecting the overall winners.

For more information about the "E" Awards and the benefits of exporting, visit [www.export.gov](http://www.export.gov).

COVER PHOTO:  
Global Focus Photo Contest  
Ecda Wallbank, Alumni  
Thailand, 2019

## ACADEMIC EXPERIENCE

*Michigan State University*, Broad College of Business, East Lansing, Michigan

Professor, Marketing and International Business, 2005 to Current

Byington Endowed Chair, International Marketing, 2013 to 2021

Director, International Business Center (CIBER), 2001 to 2019

Eli Broad Professor, Marketing and International Business, 2010 to 2013

Associate Dean, Eli Broad College of Business, 2008 to 2010

Associate Professor, Marketing and Supply Chain Management, 2001 to 2005

<https://broad.msu.edu/profile/hult/>

*American Customer Satisfaction Index (ACSI)*, Ann Arbor, Michigan

Board Member, Business Executive, and Researcher, ACSI and Global CSI Research

*Academy of International Business (AIB)*, 2004 to 2019

Executive Director, 2004 to 2019

President, Administration of the AIB Foundation, 2004 to 2019

*University of California at Berkeley*, Worldwide Extensions Program, Berkeley, California

Faculty, International Marketing strategy, 1999 to 2000

*Florida State University*, College of Business, Tallahassee, Florida

Director, International Business Programs, 1997 to 2000

Associate Professor, Marketing and International Business, 1999 to 2000

Assistant Professor, Marketing and International Business, 1996 to 1999

*University of Arkansas at Little Rock*, College of Business Administration, Little Rock, Arkansas

Assistant Professor, Marketing and International Business, 1995 to 1996

Visiting Assistant Professor, Marketing and International Business, 1994 to 1995

*FedEx Center for Supply Chain Management*, Memphis, Tennessee

Research Associate, Global Supply Chain Management, 1993 to 2017

*International Visiting Professorships*

Uppsala University, Sweden, 2004-2005, 2013-Current

University of Leeds, United Kingdom, 2010-2021

University of Bern, Switzerland, 2009-2011

University of Innsbruck, Austria, 2012

Copenhagen Business School, Denmark, 2008-2009

Helsinki School of Economics, Finland, 2004-2005

London Business School, United Kingdom, 2004-2005

Stockholm School of Economics, Sweden, 1999

Cambridge University, United Kingdom, 1998

Oxford University, United Kingdom, 1998

## SCHOLARLY CONTRIBUTIONS



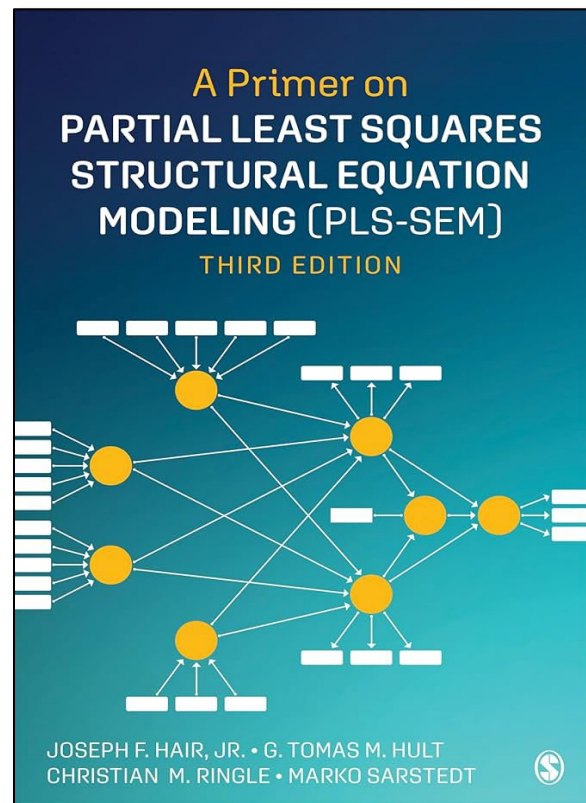
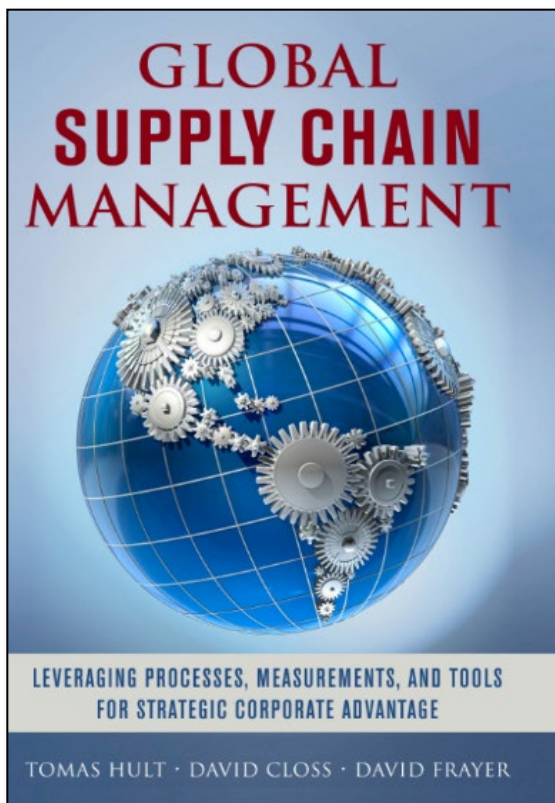
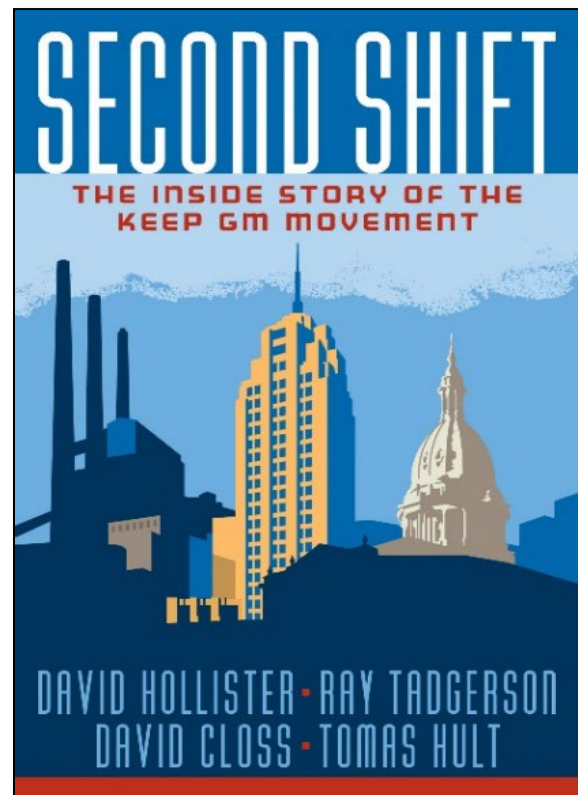
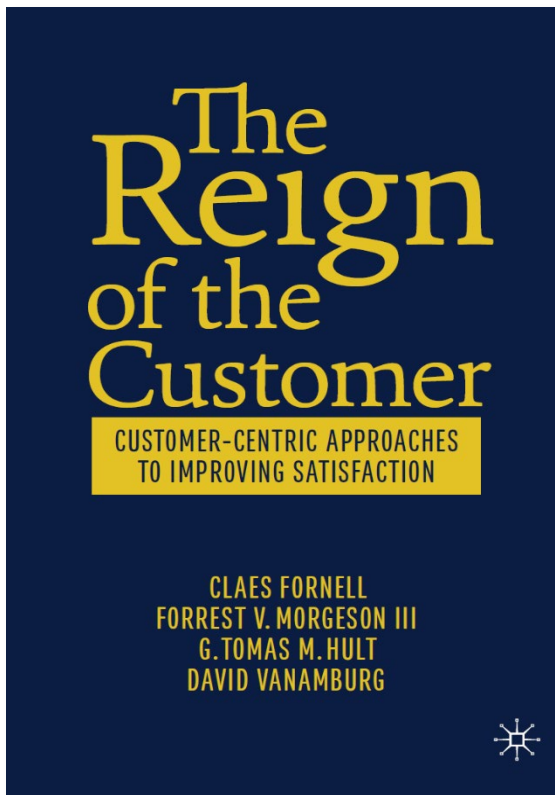
### Selected Books

Fornell, Claes, Forrest V. Morgeson III, G. Tomas M. Hult, and David VanAmburg (2020), *The Reign of the Customer: Customer-Centric Approaches to Improving Satisfaction*, London, United Kingdom: Palgrave MacMillan.

Hair, Joseph F., Jr., G. Tomas M. Hult, Christian Ringle, and Marko Sarstedt (2021), *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, 3<sup>rd</sup> Edition (1<sup>st</sup> Edition 2014, 2<sup>nd</sup> edition 2017), Newbury Park, CA: Sage. Additional versions in numerous languages.

Hollister, David, Ray Tadgerson, David Closs, and Tomas Hult (2016), *Second Shift: The Inside Story of the Keep GM Movement*, McGraw Hill Professional.

Hult, Tomas, David Closs, and David Frayer (2014), *Global Supply Chain Management: Leveraging Processes, Measurements, and Tools for Strategic Corporate Advantage*, McGraw-Hill Professional.



## **Selected Scholarly Articles** (Chronological)

Zhang, Yufei, Joyce Feng Wang, Chen Lin, G. Tomas M. Hult (2025), “Assessing Fast Fashion Overstock Through Time-to-Peak Sales,” *Journal of Retailing*, In Press.

Chabowski, Brian R., Peter Gabrielsson, G. Tomas M. Hult, and Forrest V. Morgeson III (2025), “Sustainable International Business Model Innovations for a Globalizing Circular Economy: A Review and Synthesis, Integrative Framework, and Opportunities for Future Research,” *Journal of International Business Studies*, 56 (3), 383-404.

Yufei Zhang, Clay M. Voorhees, and G. Tomas M. Hult (2024), “Dynamic Interplays Between Online Reviews and Marketing Promotions,” *Journal of the Academy of Marketing Science*, 52 (6), 1820-1841.

Forrest V. Morgeson III, Udit Sharma, Xiaoxu Wu Schultz, Anita Pansari, Ayalla Ruvio, and G. Tomas M. Hult (2024), “Weathering the Crash: Do Customer-Company Relationships Pay Off During Economic Crises?” *Journal of the Academy of Marketing Science*, 52 (2), 489-511.

Hult, G. Tomas M., Forrest V. Morgeson, Udit Sharma, and Claes Fornell (2022), “Customer Satisfaction and International Business,” *Journal of International Business Studies*, 53 (8), 1695-1733.

Hewett, Kelly, G. Tomas M. Hult, Murali K. Mantrala, Nandini Nim, and Kiran Pedada (2022), “Cross-Border Marketing Ecosystem Orchestration: A Conceptualization of Its Determinants and Boundary Conditions,” *International Journal of Research in Marketing*, 39 (2), 619-638.

Zhang, Yufei, Clay M. Voorhees, Chen Lin, Jeongwen Chiang, G. Tomas M. Hult, and Roger J. Calantone (2022), “Information Search and Product Returns Across Mobile and Traditional Online Channels,” *Journal of Retailing*, 98 (2), 260-276.

Samiee, Saeed, Constantine S. Katsikeas, and G Tomas M Hult (2021), “The Overarching Role of International Marketing: Relevance and Centrality in Research and Practice,” *Journal of International Business Studies*, 52 (8), 1429-1444.

Morgeson, Forrest V., III, G. Tomas M. Hult, Sunil Mithas, Timothy Keiningham, and Claes Fornell (2020), “Turning Complaining Customers into Loyal Customers: Moderators of the Complaint Handling – Customer Loyalty Relationship,” *Journal of Marketing*, 84 (5), 79-99.

Hult, G. Tomas M., Maria Alejandra Gonzalez-Perez, and Katarina Lagerström (2020), “The Theoretical Evolution and Use of the Uppsala Model of Internationalization in the International Business Ecosystem,” *Journal of International Business Studies*, 51 (1), 38-49.

Liengaard, Benjamin, Pratyush Nidhi Sharma, G. Tomas M. Hult, Morten Berg Jensen, Marko Sarstedt, Joseph F. Hair, and Christian M. Ringle (2021), “Prediction: Coveted, Yet Forsaken? Introducing a Cross-Validated Predictive Ability Test in Partial Least Squares Path Modeling,” *Decision Sciences*, 52 (2), 362-392.

Ruvio, Ayalla, Richard P. Bagozzi, G. Tomas M. Hult, and Richard A. Spreng (2020), "Consumer Arrogance and Word-of-Mouth," *Journal of the Academy of Marketing Science*, 48 (6), 116-137.

Hult, G. Tomas M., Pratyush Nidhi Sharma, Forrest V. Morgeson III, and Yufei Zhang (2019), "Antecedents and Consequences of Customer Satisfaction: Do They Differ Across Online and Offline Purchases?" *Journal of Retailing*, 95 (1), 10-23.

Hong, Paul, Tobias Schoenherr, G. Tomas M. Hult, Walter Zinn, and Thomas J. Goldsby (2019), "Cross-Functional Management and Base-of-Pyramid Issues in Logistics and Supply Chain Management," *Journal of Business Logistics*, 40 (2), 76-80.

Lu, Guanyi Lu, Xenophon Koufteros, Srinivas Talluri, and G. Tomas M. Hult (2019), "Deployment of Supply Chain Security Practices: Antecedents and Consequences," *Decision Sciences*, 50 (3), 459-497.

Hair, Joseph F., G. Tomas M. Hult, Christian Ringle, Marko Sarstedt, and Kai Oliver Thiele (2017), "Mirror, Mirror on the Wall: A Comparative Evaluation of Composite-Based Structural Equation Modeling Methods," *Journal of the Academy of Marketing Science*, 45 (5), 616-632.

Hult, G. Tomas M., Forrest V. Morgeson III, Neil A. Morgan, Sunil Mithas, and Claes Fornell (2017), "Do Firms Know What Their Customers Think and Why?" *Journal of the Academy of Marketing Science*, 45 (1), 37-54.

Fornell, Claes, Forrest V. Morgeson III, and G. Tomas M. Hult (2016), "Stock Returns on Customer Satisfaction Do Beat the Market: Gauging the Effect of a Marketing Intangible" *Journal of Marketing*, 80 (5), 92-107.

Fornell, Claes, Forrest V. Morgeson III, and G. Tomas M. Hult (2016), "An Abnormally Abnormal Intangible: Stock Returns on Customer Satisfaction," *Journal of Marketing*, 80 (5), 122-125.

Giebelhausen, Michael, HaeEun Helen Chun, J. Joseph Cronin, Jr., and G. Tomas M. Hult (2016), "Adjusting the Warm Glow Thermostat: How Incentivizing Participation in Voluntary Green Programs Moderates Their Impact on Service Satisfaction," *Journal of Marketing*, 80 (4), 56-71.

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Katsikeas, Constantine S., Neil A. Morgan, Leonidas C. Leonidou, and G. Tomas M. Hult (2016), "Assessing Performance Outcomes in Marketing," *Journal of Marketing*, 80 (2), 1-20.

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Elango, B., Srinivas Talluri, and G. Tomas M. Hult (2013), “Understanding Drivers Risk-Adjusted Performance for Service Firms with International Operations,” *Decision Sciences*, 44 (4), 755-783.

Arrfelt, Mathias, Robert M. Wiseman, and G. Tomas M. Hult (2013), “Looking Backward Instead of Forward: Aspiration Driven Influences on the Efficiency of the Capital Allocation Process,” *Academy of Management Journal*, 56 (4), 1081-1103.

Chabowski, Brian R., Saeed Samiee, and G. Tomas M. Hult (2013), “A Bibliometric Analysis of

the Global Branding Literature and a Research Agenda,” *Journal of International Business Studies*, 44 (6): 622-634.

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Kirca, Ahmet, G. Tomas M. Hult, Seyda Deligonul, Morys Z. Perry, and S. Tamer Cavusgil (2012), “A Multilevel Examination of the Drivers of Firm Multinationality: A Meta Analysis,” *Journal of Management*, 38 (2), 502-530.

Hult, G. Tomas M. (2012), “A Focus on International Competitiveness,” *Journal of the Academy of Marketing Science*, 40 (2), 40 (2), 195-201.

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Kirca, Ahmet, G. Tomas M. Hult, Kendall Roth, S. Tamer Cavusgil, Morys Perry, M. Billur Akdeniz, Seyda Z. Deligonul, Jeannette A. Mena, Wesley A. Pollitte, Jessica J. Hoppner, Joseph C. Miller, and Ryan C. White (2011), “Firm-Specific Assets, Multinationality, and Firm Performance: A Meta-Analytic Review and Theoretical Integration,” *Academy of Management Journal*, 54 (1), 47-72.

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Chabowski, Brian R., G. Tomas M. Hult, Tunga Kiyak, and Jeannette A. Mena (2010), “The Structure of JIBS’ Social Network and the Relevance of Intra-Country Variation: A Typology for Future Research,” *Journal of International Business Studies*, 41 (5), 925-934.

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Craighead, Christopher W., G. Tomas M. Hult, David J. Ketchen, Jr. (2009), "The Effects of Innovation-Cost Strategy, Knowledge, and Action in the Supply Chain on Firm Performance," *Journal of Operations Management*, 27 (5), 405-421.

Hult, G. Tomas M. and Brian R. Chabowski (2008), "Sourcing Research as an Intellectual Network of Ideas," *Decision Sciences*, 39 (3), 323-335.

Hult, G. Tomas M., David J. Ketchen, Jr., David A. Griffith, Carol A. Finnegan, Tracy L. Padron-Gonzalez, F. Nukhet Harmancioglu, Ying Huang, M. Berk Talay, and S. Tamer Cavusgil (2008), "Data Equivalence in Cross-Cultural International Business Research: Assessment and Guidelines," *Journal of International Business Studies*, 39 (6), 1027-1044.

Hult, G. Tomas M., David J. Ketchen, Jr., David A. Griffith, Brian R. Chabowski, Mary K. Hoffman, Bernadine Johnson Dykes, Wesley A. Pollitte, and S. Tamer Cavusgil (2008), "An Assessment of the Measurement of Performance in International Business Research," *Journal of International Business Studies*, 39 (6), 1064-1080.

Hult, G. Tomas M., David J. Ketchen, Jr., and Mathias Arrfelt (2007), "Strategic Supply Chain Management: Improving Performance through a Culture of Competitiveness and Knowledge Management," *Strategic Management Journal*, 28 (10), 1035-1052.

Ketchen, David J., Jr., G. Tomas M. Hult, and Stanley F. Slater (2007), "Toward Greater Understanding of Market Orientation and the Resource-Based View," *Strategic Management Journal*, 28 (9), 961-964.

Short, Jeremy C., David J. Ketchen, Jr., Timothy B. Palmer, and G. Tomas M. Hult (2007), "Firm, Strategic Group, and Industry Influences on Performance," *Strategic Management Journal*, 28 (2), 147-167.

Ketchen, David J., Jr. and G. Tomas M. Hult (2007), "Toward Greater Integration of Insights from Organization Theory and Supply Chain Management," *Journal of Operations Management*, 25 (2), 455-458.

Ketchen, David J., Jr. and G. Tomas M. Hult (2007), "Bridging Organization Theory and Supply Chain Management: The Case of Best Value Supply Chains," *Journal of Operations Management*, 25 (2), 573-580.

Slater, Stanley F., G. Tomas M. Hult, and Eric M. Olson (2007), "On the Importance of Matching Strategic Behavior and Target Market Selection to Business Strategy in High-Tech Markets," *Journal of the Academy of Marketing Science*, 35 (1), 5-17.

Hult, G. Tomas M., Kenneth K. Boyer, and David J. Ketchen, Jr. (2007), "Quality, Operational Logistics Strategy, and Repurchase Intentions: A Profile Deviation Analysis," *Journal of Business Logistics*, 28 (2), 105-132.

Slater, Stanley F., Eric M. Olson, and G. Tomas M. Hult (2006), "The Moderating Influence of Strategic Orientation on the Strategy Formation Capability – Performance Relationship," *Strategic Management Journal*, 27 (12), 1221-1231.

Hult, G. Tomas M., David J. Ketchen, Jr., S. Tamer Cavusgil, and Roger Calantone (2006), "Knowledge as a Strategic Resource in Supply Chains," *Journal of Operations Management*, 24 (5), 458-475.

Boyer, Kenneth K. and G. Tomas M. Hult (2006), "Customer Behavioral Intentions for Online Purchases: An Examination of Fulfillment Method and Customer Experience Level," *Journal of Operations Management*, 24 (2), 124-147.

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## **Selected Professional Affiliations**

Academy of International Business (AIB)  
Academy of Management (AoM)  
Academy of Marketing Science (AMS)  
American Marketing Association (AMA)  
Council of Supply Chain Management Professionals (CSCMP)  
European Marketing Academy (EMAC)  
Industrial Marketing and Purchasing Group (IMP)  
Institute for Operations Research & Management Sciences (INFORMS)  
Institute for Supply Management (ISM)  
Strategic Management Society (SMS)  
United Nations Conference on Trade and Development (UNCTAD)  
United Nations’ World Investment Forum (WIF)  
World Economic Forum (WEF)