

PETER V. RAVEN

ASSOCIATE PROFESSOR, Department of Marketing, Seattle University

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EDUCATION

Ph.D. in Business Administration, Washington State University, Pullman, WA,
August 1991. Emphasis in International Marketing
Dissertation: "Communication Strategies in Export Channels: The Effects
of Environmental Uncertainty"

M.S. in International Agricultural Development and Food Science, University of
California at Davis, 1970

B.S. in Food Science, Cornell University, Ithaca, N.Y., 1964

ACADEMIC EMPLOYMENT

Director International Business Programs, ASBE, Seattle University

Associate Professor, Department of Marketing, ASBE, Seattle University

Visiting Associate Professor, Department of Management, ASBE, Seattle University
Nontenure Track, September 1998 to 2001

Associate Professor, Department of Management, Eastern Washington University,
Spokane, WA, 1991-1998, tenured and promoted 1996

Graduate Research and Teaching Assistant, Washington State University, Pullman, WA,
1987-1991

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NON-ACADEMIC EMPLOYMENT

Manager of Technical Services, Fors Farms, Puyallup, WA, 1987

Manager of Quality and Technical Services, CENEX Ag, Seattle, WA,
1983-1987

Manager of Technical Services, Western Farmers Association, Seattle, WA,
1970-1983

U.S. Army, U.S.A., West Germany, and Austria, 1965-1968

Green Giant Co., Belvedere, IL, 1964-1965

PUBLICATIONS

Refereed Journal Articles:

“Hope Among Franchise Leaders: Why Hope has Practical Relevance to Franchising – An Exploratory Study (2009),” *Canadian Journal of Administration*, with Dianne Welsh, forthcoming.

“Loyalty Programs: Airlines Outdo the Hotels,” (2008), *Cornell Hotel and Restaurant Quarterly*, with Fred DeKay and Rex Toh, forthcoming.

“Characteristics of Members of Hotel Frequent-Guest Programs: Implications for the Hospitality Industry,” (2008) with Rex Toh and Frederick DeKay. *Tourism Analysis*, Vol 13, 271-280.

“Franchisee leadership traits vs. manager leadership traits: an exploratory study comparing hope, leadership, commitment and service quality delivery,” (2008), with Robin B. DiPietro, Denver E. Severt, Dianne H. B. Welsh. *The International Entrepreneurship Management Journal*, 4 (1) (March), 63-78.

“A Measure of Hope in Franchise Systems: Assessing Franchisees, Top Executives, and Franchisors,” (2007), with Robin B. DiPietro, Dianne H.B. Welsh, and Denver Severt. *Journal of Leadership and Organizational Studies*,” 13, no. 3, 61-68.

"E-Business In Developing Countries: A Comparison of China and India," (2007) with Huang Xiaoqing and Ben Kim, *International Journal of E-Business Research*, 3 (1), January – March, 90-107.

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“Trends, Implications, and Responses to Global IT Sourcing: A Field Study,” (2006), with Madhu T. Rao, William Poole, and Diane Lockwood, *Journal of Global Information Technology Management*, vol. 9, No. 3, 5-23.

“Retail Service Quality Expectations and Perceptions Among Philippine Small/Medium Enterprises,” (2006). *Journal of Developmental Entrepreneurship*, with J. Mark Munoz and Dianne H. B. Welsh, vol. 11, No. 2 (June), 145-156.

“Family Business in the Middle East: an Exploratory Study of Retail Management in Kuwait and Lebanon,” (2005). *Family Business Review*, with Dianne H.B. Welsh, Vol. XIX, No. 1 (March), 29-48.

“Students as Customers or Products: Perceptions and Preferences of Faculty and Students,” (2005), *Marketing Education Review*, with Carl Obermiller and C. Patrick Fleenor, Vol. 15, No. 2, Summer, pp 27-36.

“An exploratory study of SME management in the Middle East,” (2004). *International Journal of Entrepreneurship & Small Business*, with Dianne H.B. Welsh, vol. 1, nos. 1/2, pp 121-135.

“An Exploratory Study of Influences on Retail Service Quality: A Focus on Kuwait and Lebanon” (2004), *Journal of Services Marketing*, with Dianne Welsh, 18, No. 3, 198-214.

“Perishable Asset Revenue Management: Integrated Internet Marketing Strategies for the Airlines” (2003), *Transportation Journal*, with Rex Toh, 42, 4 (Summer), 30-43. [The Transportation Journal is recognized as the leading journal publishing business logistics topics – please see appendix]

“Barriers to Effective E-Business in Developing Countries,” with C. Patrick Fleenor (2002), *The International Business & Economics Research Journal*, Vol. 1, No. 4 (April), 39-47.

“Starbucks International Enters Kuwait,” *The Journal of Consumer Marketing*, (1998), 15, 2-3, 191-197. with Dianne H. B. Welsh and Nasser Al-Mutair.

“Relationship Quality, Satisfaction, and Performance in Export Marketing Channels,” (1996), *Journal of Marketing Channels*, vol. 5 (3/4), 19-48, with Jean L. Johnson.

“The Case of the Elegant Shoplifter, Shuwaikh, Kuwait,” *Franchising Research: An International Journal*, (1996), 1, 3, 43-45, with Dianne B Welsh and Faisal Al-Bisher.

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“Managerial Communication: Skills and Confidence Levels,” *The Northwest Journal of Business and Economics*, (1995), 15-31 with Pam Weigand.

“Environmental Influences and Decision-Making Uncertainty in Export Channels: Effects on Satisfaction and Performance,” *Journal of International Marketing*, (1994), 2 (3), 37-59, with Jim McCullough and Patriya Tansuhaj.

"Responses to Dissatisfaction: A Cross Cultural Comparison," *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, (1994), 7, 207-215, with Ellen Foxman.

"Effects of Power in Export Channels," *Journal of Global Marketing*, (1993), 7 (2), 97-116, with Patriya Tansuhaj and Jim McCullough.

"Locus of Control, Fatalism, and Responses to Dissatisfaction: A Pilot Study," *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, (1990) 3, 21-28, with Ellen R. Foxman and Donald E. Stem, Jr.

"Comparative Advertising: Views from Advertisers, Agencies, Media, and Policy Makers," *Journal of Advertising Research*, (1989) 29, 5 (October/November), 38-48, with Darrel D. Muehling and Donald E. Stem, Jr.

Refereed Articles in Conference Proceedings:

“Franchising as a form of Entrepreneurship: Hope among franchisees, franchisors, and franchise executives,” (July 2007) with D.H.B. Welsh and R. B. DiPietro. *Proceedings of the International Entrepreneurship Conference*, Gdansk, Poland.

“Self-assessed leadership hope level of franchise systems: franchisees, top executives, and franchisors,” with D.H.B. Welsh, R.B. DiPietro, and D. Severt (February 2007). *Proceedings of the International Society of Franchising*, Las Vegas, NV.

“An exploratory study of retail service management in the Philippines,” with J.M. Munoz and D.H.B. Welsh (January 2005). *Proceedings of the U.S. Association for Small Business & Entrepreneurship (USASBE)*, Indian Wells, CA.

“Influences on retail service quality in the Gulf region: Lessons for Entrepreneurs,” with D.H.B. Welsh (January 2003). *Proceedings of the U.S. Association for Small Business & Entrepreneurship (USASBE)*, Hilton Head, SC.

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“Barriers to Effective e-Business in Developing Countries,” with C. Patrick Fleenor (2001), October, *Proceedings International Business Education and Research Conference*, Reno, NV. [Best Paper Award]

“Developing a Global E-Commerce Curricula,” *Proceedings, Western Marketing Educators’ Conference*, April (2000), with Patrick Fleenor and Gail Lasprogata.

“Cultural Dimensions and Advertising: A Comparison of Three Countries,” *Proceedings, Western Marketing Educators’ Conference*, April (1999), with Yvett Beltran.

“A Comparison of Exporters and Students: Attitude and Ethics in Export Markets,” (1998), *Proceedings, Western Marketing Educators’ Conference*, April, 38-41.

“Starbucks enters Kuwait,” with D.H.B. Welsh and N. Al-Mutair (February 1997). *Proceedings of the Small Business Institute Directors’ Association (SBIDA)*, Orlando, FL.

“Choosing a Marketing Simulation,” *Proceedings, Western Marketing Educators’ Conference*, (1996), with John Mager and William Wynd.

Book Chapters:

“China and India: E-business in the Developing World,” (2007) with Huang Xiaoqing and Ben Kim, in *E-Business Models, Services, and Communications*, In Lee, ed., Volume 2, forthcoming.

“Project Based International Business Consulting,” (2005) with C. Patrick Fleenor and Jerry Ralston. Book chapter for *Educating Managers Through Real World Projects*, eds. Charles Wankel and Robert DeFillippi., chapter 2, pp 25-46.

“Feasibility of Global e-Business Projects” (2003), with Pat Fleenor – *Internet Encyclopedia*, Volume 1 A-F, pp. 803-818, Hossein Bidgoli, ed., Hoboken, N.J.: John Wiley & Sons, Inc.

Published Cases:

“The Case of the Elegant Shoplifter: Shuwaikh, Kuwait,” (2006), with Dianne H. B. Welsh and Faisal Al-Bisher, *International Journal of Family Business*, 3 (1), 87-89.

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“Video Streaming In Southeast Asia: Blockbuster At The Edge” (2003), *Asian Case Research Journal*, with Kristie Kucur and C. Pat Fleenor, 7, Issue 2, 195-218.

“Franchise Relations in the Gulf Region: The Case of the Elegant Shoplifter,” with Dianne Welsh and Faisel Al-Bisher (2001), in *International Franchising in Emerging Markets: China, India, and Other Asian Countries*, Ilan Alon and Dianne Welsh, eds., Washington D.C.: CCH Publishing, 229-241. (updated and revised case)

“Starbucks International Coffee enters Kuwait: Gateway to the Middle East,” with Dianne Welsh and Nasser Al-Mutair (2001), in *International Franchising in Emerging Markets: China, India, and Other Asian Countries*, Ilan Alon and Dianne Welsh, eds., Washington D.C.: CCH Publishing, 243-251. (updated and revised case)

Conference Presentations and Proceedings:

“Hope among franchise leaders: Why hope has practical relevance to franchising.” *Proceedings of the IntEnt Conference*, Oxford, OH. July 2008, with D.H.B. Welsh.

“Hope among franchise leaders: A comparison of franchisees and franchisors.” *Proceedings of the International Society of Franchising*, Saint-Malo, France. June 2008, with D.H.B. Welsh.

“A comparison of family and non-family business franchises: Self perceptions of future hope in business development.” Poster presentation at the Family Enterprise Research Conference, Milwaukee, WI. April, 2008, with D.H.B. Welsh.

“Franchising as a form of entrepreneurship: Hope among Franchisees, franchisors, and franchise executives.” *Proceedings of the IntEnt Conference*, Gdansk, Poland. April, 2007, with D.H.B. Welsh and R.B. DiPietro.

“Self-assessed leadership hope level of franchise systems: Franchisees, top executives, and franchisors.” *Proceedings of the International Society of Franchising*, Las Vegas, NV. February 2007, with D.H.B. Welsh, R.B. DiPietro, and D.Severt.

“An Exploratory Study of Retail Service Management in the Philippines,” *USASBE Conference*, Indian Wells, CA, January 13-16, 2005, with J. Mark Munoz and Dianne H.B. Welsh.

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“Project Based International Business Consulting,” presented at *Academy of Management Conference*, New Orleans, LA, August 10, 2004, with C. Patrick Fleenor and Jerry Ralston.

“Entrepreneur’s Guide to the Strategic Use of the Internet,” with Harriet Stephenson and Diane Lockwood, *SBIDA 2003 National Conference*, New Orleans, February 13-15, 2003.

“Influences on Retail Service Quality in the Gulf Region: Lessons for Entrepreneurs,” with Dianne H.B. Welsh, *USASBE Conference*, Hilton Head, NC, January 23-26, 2003.

“E-Commerce in Eastern Europe: Potential and Risk,” with C. Patrick Fleenor, Tan Chee Ming, and Claudia Zeibe, *Second International Business and Economy Conference*, San Francisco, January 9-12, 2003.

“Perishable Asset Revenue Management: Internet Marketing Strategies,” with Rex Toh, *Airline Transport Research Society*, Seattle, July 14-16, 2002.

“Students as Customers or Products: Should Marketing Professors Walk the Talk? Perceptions and Preferences of Students and Faculty,” with Carl Obermiller and Patrick Fleenor, *Marketing Educators Association Annual Conference*, April 2002.

“Barriers to e-Business in Developing Countries,” (2001), with C. Patrick Fleenor, *International Business and Economics Research* conference, Reno, October 8.

“Developing a Global E-Commerce Curricula,” (2000), *Western Marketing Educators’ Annual Conference*, Lake Tahoe, NV

“Cultural Dimensions and Advertising: A Comparison Of Three Countries,” (1999) with Yvett Beltran, *Western Marketing Educators’ Annual Conference*, Palm Springs, CA

“A Comparison of Exporters and Students: Attitude and Ethics in Export Markets,” (1998), *Western Marketing Educators’ Annual Conference*, San Diego, CA

“Starbucks enters Kuwait.” *Proceedings of the Small Business Institute Directors’ Association (SBIDA)*, Orlando, FL. February, 1997, with D.H.B. Welsh and N. Al-Mutair.

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“Choosing a Marketing Simulation,” (1996), *Western Marketing Educators’ Annual Conference*, Phoenix, AZ

"Responses to Dissatisfaction: A Cross Cultural Comparison," (1994), *CS/D Annual Conference*

“Developing a Strategic Marketing Plan for Charitable Organizations: Medical Products to Ethiopia,” (1993), with Ginger West, *Western Decision Sciences Institute*, San Diego, CA, March 30-April 2.

Papers Currently Under Review:

“Current State of E-Commerce in Japan,” with Ben Kim, Jee-Young Kim, and James Lee.

“A Comparison of Entrepreneurial Traits among Franchisees, Franchisors & Franchise Executives: A Surprising Finding,” with Dianne H. B. Welsh and Robin B. DiPietro, submitted to the *Journal of Small Business Management*.

Research In Progress:

“Presentations: differences between MBA students and Alumni,” with Robert Callahan.

“Functional Foods: A Cross-National Perceptions,” with David Reid.

“Effects of Perceptions of Uncertainty and Ethics on Export Outcomes: An Exploratory Examination”

COURSES TAUGHT AT SEATTLE UNIVERSITY

Undergraduate courses:

- Buyer Behavior (MKTG 351)
- General Motors Marketing Internship (MKTG 452)
- Globalization of Business Practices (MGMT 320)
- International Marketing (MKTG 456)
- Internet Marketing (ECIS 462)
- Principles of Marketing (MKTG 350)

Graduate courses:

- Global Internet Marketing (ECIS 562)
- New Venture Creation (MGMT 583)

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International Marketing (MKTG 554)
International Business Consulting (MGMT 572)
Research Strategies on the Internet (INFO 591)
Study Tour to Italy (MKTG 491/591) (2003 and 2005)
Study Tour to SE Asia (MKTG 491/591)
Study Tour to Korea and Japan (MKTG 491/591)
More than 20 Independent Studies – both graduate and undergraduate

HONORS

Fellow, International Business, Seattle University, 2007 to present

Who's Who in Professionals and Executives, 2003 – 2004.

Teaching Excellence Award, 1997-1998, Eastern Washington University

Fellow, 1991 Marketing Doctoral Consortium, University of Southern California

Alpha Mu Alpha (National Marketing Honorary) (1991)

Beta Gamma Sigma (National Business Honorary) (1991)

Phi Kappa Phi (National Honor Society) (1970)

Delegate to International Conference on Food Science and Technology (1970)

SERVICE AND PROFESSIONAL ORGANIZATIONS (Since 1998)

Community:

Review Team, University of San Francisco, School of Business & Management, Department of Marketing, Globalization, & Strategy, San Francisco, CA. March, 2008. I was part of a three-person team of International Business leaders from Saint Louis University and Towson University, Maryland, and Seattle University who reviewed the curriculum and processes for International Business at USF. The Review was part of their self-study process. We met with faculty, graduate students, and undergraduate students and presented the Dean and faculty with our findings.

World Trade Club, Board of Directors (2007-present), www.worldtradeclub.net. The World Trade Club is a non-profit association of international business professionals that serves the Washington State trade community.

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Soaring Eagle Foundation, Board of Directors, Secretary,
<http://soaringeaglefoundation.org/>. Supports affordable housing and
environmental programs in the Seattle area, (2007 to present)

Northwest Venture Group, Focus Area Co-Chair, E-Commerce (2000-2004)

Washington Council on International Trade, Seattle, WA (1998 to present)

Seattle University:

Internationalization Committee (2006 to present)

Doctoral Dissertation Committee – Jennifer Fyllingness, Doctoral Program in
Educational Leadership. (2007 to present)

Global Business Outreach Program – a cross-disciplinary program designed to
bring several appropriate disciplines together to solve complex project problems
for companies and organizations, (2006 to present).

Albers School of Business and Economics:

Director of International Business Programs, Seattle University (2005 to present)

Chairman, International Business Board of Advisors (2004 to present)

Co-Chair, Albers Center for Global Business (2007 to present)

Board of Advisors, Entrepreneurship Center, (2003 to present).

Education Committee, Entrepreneurship Center, (2004 to present)

Associate Director, Institute for Global e-Business and Innovation, (2000-2003)

Summer Business Institute, lecturer, Seattle University, (2003, 2004)

Hangyang (Korea) Visitors – presentations on Internet Marketing, (2002, 2004)

Faculty Advisor, Alpha Kappa Psi, Professional Business Fraternity, (1998-2004)

Presentation to AACSB Annual Meeting in Montreal, April 2004, on Global Business
EDGE program at Seattle University

Interviewed by KOMO TV, Cable News Network, and print media for comments on
current marketing and Internet-related events, such as Enron, Internet Airline

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Pricing, etc. (2001, 2002)

Keynote speaker at conference on entrepreneurship, Aarhus, Denmark, April 2001.

Guest lecturer at Aarhus Business School, Aarhus, Denmark, April 2001.

Scholarship Committee, ASBE (2000 to 2004)

CAPCOM, (Curriculum Committee) (2002 to 2004)

Study Tours for Seattle University:

- China, 2008
- Vietnam, 2007
- Korea and Japan, 2005, 2007
- Italy, 2003, 2005
- SE Asia, 2000

National Association of Purchasing Managers – presented two seminars on marketing at a national meeting, July 2000

Entrepreneurship Workshop Series – developed and presented seminars on New Venture Creation, and E-commerce/Internet Marketing, Seattle University: December 1999, March 2000, December 2000, February 2001, December 2001, February 2002, January 2003, February 2003.

Executive Leadership Program, Seattle University – seminar on Globalization, 2000

Management/Marketing Department:

Faculty Advisor, International Business Club, (2007 to present)

Faculty Advisor, Marketing Club, Seattle University (1998 to 2004)

Search Committee for faculty candidates

Professional:

Executive Committee, Northwest International Business Educators Network (NIBEN) (2001 to present)

Reviewer, International Business/Marketing Text Books: various publishers

Reviewer, *Journal of Consumer Satisfaction, Dissatisfaction and Complaining*

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*Behavior; Journal of International Marketing; Annals of Tourism Research;
Western Decision Sciences Institute; Cornell Hospitality Quarterly, and others.*

CONSULTING

Consultant to numerous startups (pro bono), several agro-bio firms, and others