
CYNTHIA WALLIN BLAIR

Associate Professor of Global Supply Chain ■ Marriott School of Business ■ Brigham Young University

- EDUCATION** **Ph.D.**, W.P. Carey School of Business, Arizona State University, August 2006, Tempe, Arizona, Major: Business Administration, Emphasis: Supply Chain Management
- M.B.A.**, Marriott School of Management, Brigham Young University, April 1994, Provo, Utah, Emphasis: Finance and Operations
- B.S.**, Marriott School of Management, Brigham Young University, April 1989, Provo, Utah, Major: Accounting
- RESEARCH FOCUS** Buyer-Supplier Interfaces in Developed and Developing Economies, Trust-based Relationships, Information Sharing, Internal and External Collaboration, and Collaborative Inventory Management Approaches
- PEER-REVIEWED JOURNAL ARTICLES**
- Wallin Blair, C., M. Rungtusanatham, E. Rabinovich, Y. Hwang, R. Money. 2020. "Managing Critical Spare Parts within a Buyer-Supplier Dyad: Buyer Preferences for Ownership and Placement." *Journal of Business Logistics*, 41(2), 111-128.
- Ashenbaum, B., C. Wallin Blair, B. Brewer. 2020. "The influence of the competitive landscape on cross-functional interactions between procurement and engineering", *Journal of Purchasing and Supply Management*, 26(1), 1-18.
- Brewer, B. B. Ashenbaum, C. Wallin Blair. 2019. "Cross-functional influence and the supplier selection decision in competitive environments: Who makes the call?" *Journal of Business Logistics*. 40(2), 105-125.
- Brewer, B., C. Wallin, B. Ashenbaum. 2014. "Outsourcing the procurement function: Do actions and results align with theory?" *Journal of Purchasing and Supply Management*, 20(3), 186-194.
- Jones, S., S. Fawcett, C. Wallin, A. Fawcett, B. Brewer. 2014. "Can small firms gain relational advantage? Exploring strategic choice and trustworthiness signals in supply chain relationships." *International Journal of Production Research*, 52(18) 5451-5466.
- Rungtusanatham, M., C. Wallin, S. Eckerd. 2011. "The Vignette in a Scenario-Based Role-Playing Experiment." *Journal of Supply Chain Management*, 47(3), 9-16.
- Allred, C., S. Fawcett, C. Wallin, G. Magnum. 2011. "A Dynamic Collaboration Capability as a Source of Competitive Advantage." *Decision Sciences Journal*, 42(1), 129-161.
- Fawcett, S., C. Wallin, C. Allred, G. Magnum, A. Fawcett. 2011. "Information Technology as an Enabler of Supply Chain Collaboration: A Dynamic Capabilities Perspective." *Journal of Supply Chain Management*, 47(1), 38-59.

- Foster, T., C. Wallin, J. Ogden. 2011. "Towards a Better Understanding of Supply Chain Quality Management Practices." *International Journal of Production Research*, 49(8), 2285-2300.
- Ogden, J., C. Wallin, T. Foster. 2010. "On Baldrige Core Values and Commitment to Quality." *Quality Management Journal*, 17(3), 21-34.
- Jones, S., S. Fawcett, A. Fawcett, C. Wallin. 2010. "Benchmarking Trust Signals in Supply Chain Alliances: Moving Toward a Robust Measure of Trust." *Benchmarking: An International Journal*, 17(5), 705-727.
- Fawcett, S., C. Wallin, C. Allred, G. Magnum. 2009. "Supply Chain Information Sharing: Benchmarking a Proven Path." *Benchmarking: An International Journal*, 16(2), 222-246.
- Fawcett, S., B. Richie, C. Wallin, S. Webb. 2009. "The Art of War: Managing the Intricacies of Power and Trust." *Decision Sciences Journal of Innovative Education*, 7(1), 239-247.
- Rungtusanatham, M., E. Rabinovich, B. Ashenbaum, C. Wallin. 2007. "Vendor-Owned Inventory Management Arrangements in Retail Operations: An Agency Theory Perspective." *Journal of Business Logistics* 28(1), 111-135.
- Wallin, C., M. Rungtusanatham, E. Rabinovich. 2006. "What Is the "Right" Inventory Management Approach for Purchased Items?" *International Journal of Operations and Production Management* 26(1), 50-68.

**RESEARCH
PAPERS
UNDER REVIEW**

- Wallin Blair, C., B. Brewer, S. Jones, A. Fawcett, S. Fawcett. "Reactively or Proactively Motivated? Signaling Trustworthiness in Buyer-Supplier Relationships" Under revision for the *International Journal of Logistics Management*.

**RESEARCH
IN
PROGRESS**

- Wallin Blair, C., K. Seawright, K., H. Dalton, R. Rockwood. "Connecting Firms from the Base of the Pyramid with Supply Chain Partners in the Developed World: A Study of Governance Structures." Targeted to *Journal of Supply Chain Management*.
- Wallin Blair, C., Brewer, B. B. Ashenbaum. "Human Asset Specificity as a Determinant of Supplier Selection in the Procurement of Professional Services." Targeted to *Manufacturing & Service Operations Management*.
- Wallin Blair, C. "Poverty Alleviation through Socially Sustainable Procurement Practices." Targeted to *Journal of Supply Chain Management*.

**REFEREED
CONFERENCE
PROCEEDINGS**

- Wallin, C., H. Dalton, R. Rockwood, K. Seawright. "Supply Chain Governance Structures in the Base of the Pyramid" *Proceedings of the 48th Annual Meeting of the Decision Sciences Institute, Washington, D.C., November 2017*.
- Wallin, C., B. Brewer, S. Jones, A. Fawcett, S. Fawcett. "Reactively or Proactively Motivated? Signaling Trustworthiness in Supply Chain Relationships" *Proceedings of*

the 48th Annual Meeting of the Decision Sciences Institute, Washington, D.C., November 2017.

- Seawright, K., C. Wallin. "Small and Micro-Business Supply Relationships: Sustainable Poverty Reduction Efforts." *Proceedings of the 59th Annual Conference of the International Council for Small Business*, Dublin, Ireland, June 2014.
- Seawright, K., C. Wallin, R. Westbrook, R. Jensen. "Buyer-Supplier Relationships in Sustainable Poverty Alleviation Efforts." *Proceedings of the Global Innovation and Knowledge Academy Conference*, Valencia, Spain, June 2013.
- Seawright, K., C. Wallin. "Buyer-Supplier Relationships at the Base of the Pyramid." *Proceedings of the North American Research Symposium on Purchasing and Supply Management*, Tempe, Arizona, March 2013.
- Jones, S., S. Fawcett, C. Wallin, B. Brewer. "Trustworthiness as a Small-Firm Competitive Lever: A Dynamic Model of Motivation and Resistance." *Proceedings of the Academy of Management Conference*, San Antonio, Texas, August 2011.
- Wallin, C., S. Fawcett, S. Jones, B. Brewer, A. Fawcett. "A Study of Reciprocal Trust." *Proceedings of the North American Research Symposium on Purchasing and Supply Management*, San Diego, California, March 2011.
- Fawcett, S., C. Wallin, C. Allred, G. Magnum, A. Fawcett. "Evaluating Information Technology as a Supply Chain Collaboration Enabler: Insights from the Resource-Based View." *Proceedings of the CSCMP Supply Chain Management Educators' Conference*, San Diego, California, October 2010.
- Allred, C., S. Fawcett, C. Wallin., G. Magnum. "Supplier, Customer and Collaboration Orientations: A Longitudinal Perspective." *Proceedings of the North American Research Symposium on Purchasing and Supply Management*, Tempe, Arizona, March 2010.
- Allred, C., S. Fawcett, C. Wallin. "Collaboration's Role in Mitigating Functional and Inter-organizational Conflict." *Proceedings of the CSCMP Supply Chain Management Educators' Conference*, Denver, Colorado, October 2008.
- Fawcett, S., C. Wallin, S. Webb, B. Richie. "The Art of War: Managing the Intricacies of Power and Trust." *Proceedings of the CSCMP Supply Chain Management Educators' Conference*, Denver, Colorado, October 2008.
- Fawcett, S., C. Allred, C. Wallin. "Market and Collaboration Orientations: Examining Supply/Demand Chain Effects." *Proceedings of the Academy of Management Conference*, Operations Track, Anaheim, California, August 2008.
- Fawcett, S., C. Wallin, C. Allred, G. Magnum. "Has a Proven Path Emerged? A Longitudinal Study of Supply Chain Information Sharing Capability." *Proceedings of the Academy of Management Conference*, Operations Track, Anaheim, California, August 2008.
- Wallin, C., E. Rabinovich and M. Rungtusanatham. "To Consign or Not to Consign? Forms and Timing." *Proceedings of the North American Research/Teaching Symposium on Purchasing and Supply Management*, Tempe, Arizona, March 2004.

**CONFERENCE
PRESENTATIONS**

- “Connecting Firms from the Base of the Pyramid with Supply Chain Partners in the Developed World: A Study of Governance Structures.” Presented at the European Decision Sciences Institute Conference, Nantes, France, June, 2023
- “The Merchants of Venice and the Roughnecks of Bakken: Human Asset Specificity in Turbulent Environments” Presented at the Decision Sciences Institute Conference, Chicago, IL, November, 2018.
- “Supply Chain Governance Structures in the Base of the Pyramid” Presented at the Decision Sciences Institute Conference, Washington, D.C., November, 2017.
- “Reactively or Proactively Motivated? Signaling Trustworthiness in Supply Chain Relationships” Presented at the Decision Sciences Institute Conference, Washington, D.C., November, 2017.
- “Environmental Influence on Cross-Functional Interaction: Procurement, Engineering, and the Competitive Landscape.” Presented at the Decision Sciences Institute Conference, Austin, Texas, November, 2016.
- “Cross-functional Influence between Procurement and Engineering: The Impact of Risk, Uncertainty and Equivocality.” Presented at the Decision Sciences Institute Conference, San Francisco, California, November 2014.
- “Small and Micro-Business Supply Relationships: Sustainable Poverty Reduction Efforts.” Presented at the ICSB 2014 World Entrepreneurship Conference, Dublin, Ireland, June 2014.
- “Buyer-Supplier Relationships at the Base of the Pyramid.” Presented at the North American Research Symposium on Purchasing and Supply Management, Tempe, Arizona, March 2013.
- “Procurement Outsourcing Structure and Procurement Performance.” Presented at the Decision Sciences Institute Conference, San Francisco, California, November 2012.
- “A Study of Reciprocal Trust.” Presented at the North American Research Symposium on Purchasing and Supply Management, San Diego, California, March 2011.
- “Is Trustworthy Behavior Profitable for Small Firms?” Presented at the Decision Sciences Institute Conference, San Diego, California, November 2010.
- “The Antecedents and Performance Outcomes of Integration Intensity: A Multi-period Study.” Presented at the Production and Operations Management Conference, Vancouver, Canada, May 2010.
- “Supplier, Customer and Collaboration Orientations: A Longitudinal Perspective.” Presented at the North American Research Symposium on Purchasing and Supply Management, Tempe, Arizona, March 2010.
- “A Longitudinal Study of the Antecedents and Performance Outcomes of Integration Intensity.” Presented at the International Decision Sciences Institute Conference, Nancy, France, June 2009.

- “A Study of the Antecedents and Performance Outcomes of Trust in Buyer-Supplier Relationships.” Presented at the Decision Sciences Institute Conference, Phoenix, Arizona, November 2007.
- “Does One Size Fit All? An Empirical Study of Inventory Management Approach Decisions.” Presented at the Decision Sciences Institute Conference, San Antonio, Texas, November 2006.
- “Inventory Management Approaches for a Purchased Item: A Transaction Cost Perspective.” Presented at the Decision Sciences Institute Conference, San Francisco, California, November 2005.
- “To Consign or Not to Consign? Forms and Timing.” Presented at the North American Research/Teaching Symposium on Purchasing and Supply Management, Tempe, Arizona, March 2004.
- “What is the “Right” Inventory Management Approach for You?” Presented at the Decision Sciences Institute Conference, Boston, Massachusetts, November 2004.
- “Postponement, Speculation and Consignment: Decoupling the Confounding Effects of Location and Ownership Decisions.” Presented at the Decision Sciences Institute Conference, Washington D.C., November 2003.

**INVITED
RESEARCH
PRESENTATIONS**

- “Building Meaningful Buyer-Supplier Trust.” Presented at the ISM-Utah Conference, Salt Lake City, Utah, March 2023.
- “Global Supply Chain Leadership in a Post-Covid World.” Organized and moderated a panel discussion for the World Trade Association’s Women in International Business Conference, Salt Lake City, Utah, March 2022.
- “Buyer-Supplier Trust: Where Does it Start?” Presented at NIGP/State of Utah Reverse Trade Show, Salt Lake City, Utah, April 2019
- “Purchasing and Engineering: Bridging the Great Divide.” Presented at ISM-Utah Spring Seminar, Salt Lake City, Utah, March 2019
- “Information Technology as an Enabler of Supply Chain Collaboration: A Dynamic Capabilities Perspective.” Presented at Academy of Management Conference, Boston, Massachusetts, August 2012.
- “Is Trustworthy Behavior Profitable for Small Firms?” Presented at NAPM-Utah, Provo, Utah, November 2010.
- “The Art of War: Managing the Intricacies of Power and Trust.” Invited presentation at the Annual Meeting of the Decision Sciences Institute, New Orleans, Louisiana, November 2009.
- “Buyer Preference for Inventory Management Approach in the Negotiation Plan for an Externally-Sourced Critical Item.” Presented at the Business Management Research Seminar, Provo, Utah, October 2009.

“Inventory Management Approaches for a Purchased Item: A Theoretical and Empirical Investigation of Decision Determinants.” Presented at the Business Management Research Seminar, Provo, Utah, March 2007.

“What is the “Right” Inventory Management Approach for Purchased Items?” Presented at ISM meetings held in San Antonio, TX (July 28, 2005), Oklahoma City, OK (August 9, 2005), Austin, TX (September 15, 2005), Tulsa, OK (September 20, 2005), Tucson, AZ (October 12, 2005), Salt Lake City, UT (October 13, 2005), Spokane, WA (October 18, 2005), Phoenix, AZ (October 20, 2005), Colorado Springs, CO (October 27, 2005), San Diego, CA (November 8, 2005), Knoxville, TN (November 17, 2005), Provo, UT (January 11, 2006).

**RESEARCH
GRANTS**

Marriott School of Business 2023, 2022, 2021, 2020, 2019, 2018, 2017, 2016, 2015, 2014, 2013, 2011, 2010, 2008, 2007
Institute for Manufacturing Enterprise Systems, 2003

**HONORS &
AWARDS**

- Outstanding Citizen, Marketing and Global Supply Chain Department, BYU Marriott, 2018
- *Journal of Supply Chain Management* 2011 Harold E. Fearon Best Paper Award
- Outstanding Researcher, Business Management Department, Marriott School, BYU, 2011
- E. Grosvenor Plowman Best Paper Award, Council of Supply Chain Management Professionals, 2010
- Best Paper Award, *Decision Sciences Journal of Innovative Education*, 2009
- Teaching Innovation Award, Council of Supply Chain Management Professionals, 2009

**TEACHING
INTERESTS**

Strategic Sourcing, Operations, and Supply Chain Management

TEXTBOOKS

Managing Supply Chain and Operations: An Integrative Approach, 2nd ed, 2019 by S. Thomas Foster, Scott Sampson, Cynthia Wallin, and Scott Webb.

Managing Supply Chain and Operations: An Integrative Approach, 1st ed, 2014 by S. Thomas Foster, Scott Sampson, Cynthia Wallin, and Scott Webb.

**TEACHING
EXPERIENCE**

Purchasing and Supply Management (GSCM 403), BYU	2008-present
Operations (EMBA 530), BYU	2016-2022
Intro to Ops and SCM (GSCM 210, 211, 300, 305, 310, 530), BYU	2006-2021
Strategic Sourcing (MBA 531, 532), BYU	2008-2021
Operations and Supply Management (SCM 502), ASU	2005-2006
Quality Management and Measurement (SCM 440), ASU	2004-2005

**EDITORIAL
SERVICE**

JSCM Editorial Review Board Member

Ad Hoc Journal Reviewer for *Decision Sciences Journal, Journal of Operations Management, Production and Operations Management Journal, International Journal of Operations and Production Management, Journal of Supply Chain Management, Journal of Purchasing and Supply Management, Academy of Management Journal, International Journal of Production Research.*

Competitive Manuscript Reviewer, 2003 Annual Meeting of the Decision Sciences Institute; 2005 Annual Meeting of the Decision Sciences Institute; 2009 International Decision Sciences Conference

**PROFESSIONAL
SERVICE**

BYU Marriott GSCM Group Leader 2021-present

Institute for Supply Management University Committee, 2022-present

Decision Sciences Marketing Committee Member, 2020-present

BYU Marriott MBA Admissions Committee, 2019-2023

Faculty Lead for GSCM Advisory Board, 2014-2017, 2020-2022

BYU Marriott GMBA Committee, 2020-2022

BYU Marriott Mental/Emotional Health Committee, 2019-2021

Deloitte Case Competition Judge, 2018-2020

DUET (Deloitte and Universities Enabling Together) Committee, 2018-2020

Decision Sciences PhD Consortium Research Chair, 2020

Decision Sciences Pre-Proposal PhD Consortium Chair, 2019

Decision Sciences Institute Conference Committee Member, 2019

Decision Sciences Institute Global Activities Committee Member, 2018

Faculty Advisory Teaching Committee Chair, 2017-2019

Faculty Advisory Committee, 2016-2019

BYU Marriott College Curriculum Committee, 2015-2018

Supply Chain Management Track Co-chair, 2015

Asia Pacific Decision Sciences Institute Conference, Hong Kong

Faculty Advisor, 2012-2014

Undergraduate Global Supply Chain Student Association

Supply Chain Management Track Co-chair, 2013

International Decision Sciences Conference, Bali, Indonesia

Behavior in Operations Management Track Co-chair, 2013

Production and Operations Management Conference, Denver

Faculty Advisor, 2011

Brigham Young University's MBA Walton Case Competition Team

Faculty Research Seminar Coordinator, 2010-2012

Global Supply Chain Management

Faculty Advisor, 2009-2011

Undergraduate Women in Business Student Association

Supply Chain Management Track Co-chair, 2009

International Decision Sciences Conference, Nancy, France

Panel Discussion Facilitator, 2009

Event titled: *Global Sourcing: Using worldwide resources to meet global consumer needs*. Panelists included executives from IBM, Whirlpool, Avery Dennison, and Orica Mining.

Faculty Co-advisor, 2008-2009

Global Supply Chain Management Student Associations

Board Member, 2007

International Decision Sciences Conference, Bangkok, Thailand

PROFESSIONAL MEMBERSHIPS

- AWESOME (Achieving Women's Excellence in Supply chain Operations, Management, and Education)
- BYU Faculty Women's Association
- Academy of Management
- Decision Sciences Institute
- Institute for Supply Management
- Council of Supply Chain Management Professionals
- Production and Operations Management Society

SELECTED PROFESSIONAL EXPERIENCE

- | | |
|--|--------------------|
| Intel Corporation , Rio Rancho, NM and Chandler, AZ
<i>Senior Buyer, Purchasing Manager, Stores Manager, Commodity Manager, Area Manager</i> | 1994-2002 |
| Defense Contract Audit Agency , Huntington Beach, CA
<i>Auditor</i> | 1989 – 1990 |