

**TERRY L. ESPER, Ph.D.**  
Department of Marketing and Logistics  
College of Business Administration  
The University of Tennessee  
315 Stokely Management Center  
Knoxville, TN 37996  
(865) 974-0606 (office) / (865) 974-1932 (fax)  
[tesper@utk.edu](mailto:tesper@utk.edu)

---

## **ACADEMIC EXPERIENCE**

**Associate Professor of Logistics** August 2009 – present  
The University of Tennessee  
Knoxville, TN

**Assistant Professor of Logistics** August 2003 – July 2009  
The University of Tennessee  
Knoxville, TN

**Adjunct Professor** Summer 2010  
University of San Francisco  
San Francisco, CA

**Adjunct Professor** Summer 2008  
The University of Verona Summer 2006  
Verona, Italy

## **EDUCATION**

**Doctor of Philosophy in Business Administration** August 2003  
Sam M. Walton College of Business  
University of Arkansas, Fayetteville, AR  
Emphasis Areas: Marketing, Logistics, Supply Chain Management

**Master of Business Administration** May 1998  
Sam M. Walton College of Business  
University of Arkansas, Fayetteville, AR  
Emphasis: Transportation and Logistics Management

**Bachelor of Science (Cum Laude)** May 1996  
Philander Smith College, Little Rock, AR  
Major: Mathematics

## RESEARCH ACTIVITIES

### RESEARCH INTERESTS

Supply chain management and logistics strategy, supply chain orientation, supply chain relationship management, supply chain/logistics learning, supply chain/logistics personnel and leadership issues, collaborative relationship development.

### RESEARCH PUBLICATIONS

Mentzer, J. Thomas and Terry L. Esper, "Supply Chain Management Strategy," forthcoming in *The Encyclopedia Of Marketing*, Wiley Publishing.

Thomas, Rodney, Terry L. Esper, and Ted Stank, "Coping with Time Pressure in Interfirm Supply Chain Relationships," forthcoming in *Industrial Marketing Management*.

Defee, C. Cliff, Theodore P. Stank, J. and Terry L. Esper (2011), "Performance Implications of Transformational Supply Chain Leadership and Followership," *International Journal of Physical Distribution and Logistics Management*, 40 (10), 763-791.

Thomas, Rodney, Terry L. Esper and Theodore P. Stank (2010), "Testing the Effects of Time Pressure in Retail Supply Chain Relationships," *Journal of Retailing*, 86 (4), 386-400.

Thomas, Rodney and Terry L. Esper (2010), "Exploring Relational Asymmetry in Retail Supply Chains," *International Journal of Physical Distribution and Logistics Management*, 40 (6), 475-494.

Esper, Terry L., C. Cliff Defee and J. Thomas Mentzer (2010), "A Strategic Framework of Supply Chain Orientation," *International Journal of Logistics Management*, 21 (2), 161-179.

Esper, Terry L., Alexander Ellinger, Theodore P. Stank, Daniel Flint, and Mark Moon (2010), "Demand and Supply Integration: A Conceptual Framework of Value Creation Through Knowledge Management," *Journal of the Academy of Marketing Science*, 38(1), 5-18.

Defee, C. Cliff, Theodore P. Stank, Terry L. Esper and J. Thomas Mentzer (2009), "The Role of Followers in Supply Chains," *Journal of Business Logistics*, 30(2), 65-84.  
**(Winner of the Bernard LaLonde Best Paper Award)**

Defee, C. Cliff, Terry L. Esper and Diane Mollenkopf (2009), "Leveraging Closed-Loop Orientation and Leadership for Environmental Sustainability," *Supply Chain Management: An International Journal*, 14 (2), 87-98.

Mello, John, Theodore P. Stank, and Terry L. Esper (2008), "A Model of Logistics Outsourcing Strategy," *Transportation Journal*, 47 (4), 5-25.

Esper, Terry L., Brian Fugate, and Molly Rapert (2008), "Enhancing Relationships Within Groups: the Impact of Role Perceptions within Logistics Teams," *Journal of Relationship Marketing*, 7 (2) 121-150.

Mentzer, J. Thomas, Ted Stank and Terry L. Esper (2008), "Supply Chain Management and its Relationship to Logistics, Marketing, Production, and Operations Management," *Journal of Business Logistics*. 29 (1). 31-46.

Esper, Terry L., Brian Fugate and Beth Davis-Sramek (2007), "Logistics Learning Capability: Sustaining the Competitive Advantage Gained from Logistics Leverage," *Journal of Business Logistics*. 28 (2), 57-82.

Mello, John and Terry L. Esper (2007), "S&OP and the Knowledge Creating Company," *Foresight: The International Journal of Applied Forecasting*, Summer, No. 7, 23-27.

Esper, Terry L. (2006), "Interfirm Coordination," in Mentzer, John T., Theodore Stank and Matthew Myers (eds.) *Handbook of Global Supply Chain Management*. CA: Sage Publications.

Esper, Terry L., Thomas Jensen, Scot Burton, and Fernanda Turnipseed (2003), "The Last Mile: An Examination of Effects Of Online Retail Delivery Strategies On Consumers," *Journal of Business Logistics*. 24 (2). 177-203.

Esper, Terry L. and Lisa R. Williams (2003), "The Value of Collaborative Transportation Management (CTM): Its Relationship to Collaborative Planning, Forecasting and Replenishment (CPFR) and The Role of Information Technology (IT)," *Transportation Journal*. 42 (4), 55-65.

Williams, Lisa R., Terry L. Esper, and John Ozment (2002), "The Electronic Supply Chain: Its Impact on the Current and Future Structure of Strategic Alliances, Partnerships and Logistics Leadership," *International Journal of Physical Distribution & Logistics Management*. 32 (8). 703-719.

### **MANUSCRIPTS UNDER REVIEW**

Manuj, Ila, J. Thomas Mentzer, Terry L. Esper and Theodore P. Stank, "The Role of Environment-Strategy Fit for Risk Management in Global Supply Chains," under 2<sup>nd</sup> review at *Journal of Operations Management*

## **WORKING PAPERS / RESEARCH IN PROGRESS**

Esper, Terry L., Randy V. Bradley and LaDonna Thornton “Investigating Helping Behavior in Supply Chain Relationships: A Citizenship Perspective,” working paper in final draft stage. Target: *Journal of Operations Management*.

Thomas, Rodney and Terry L. Esper, “Relational Self-Awareness and It’s Impact on Supply Chain Relationships,” Targeted at *International Journal of Physical Distribution and Logistics Management*.

Bradley, Randy V., Terry L. Esper, and Terry Byrd, “RFID Adoption and Utilization in the Health Care Sector: Performance Implications and Research Opportunities,” working paper in secondary data analysis phase. Target: *Journal of Operations Management*

Esper, Terry L. and Rodney Thomas, “Collaboration as a Destructive Act in Supply Chain Relationships,” working paper in Study 1 data analysis phase and Study 2 data collection phase. Target: *Journal of Business Logistics*

Esper, Terry L., Russell Crook and J. Thomas Mentzer, “Demand and Supply Integration as Supply Chain Competitive Advantage,” working paper in conceptual stage. Target: *Academy of Management Review*

## **INVITED MANUSCRIPTS**

Mentzer, J. Thomas, Theodore P. Stank and Terry L. Esper (2010), “Are Supply Chain Management and Logistics the Same Thing?” *Inbound Logistics*.

Esper, Terry L. (2007), “Supply Chain Collaboration: Debunking the Myths,” *Industry Week*.

Esper, Terry L. (2004), “Defining and Highlighting the Steps to Collaborative Transportation Management,” *Logistics Quarterly Magazine*, 10 (1), 16-18.

## **PUBLISHED REFEREED CONFERENCE PROCEEDINGS**

Williams, Lisa R. and Terry L. Esper (2001), “E-Commerce: Revolutionizing Corporate Decision-Making,” *Proceedings of the 12<sup>th</sup> Annual North American Research Symposium on Purchasing and Supply Management*.

Williams, Lisa R. and Terry L. Esper (2001), “Logistics Graduate Education: Evolution of Organizational Structures, Leadership Philosophies, and Teaching Styles in Educating Future Leaders of Electronic Supply Chains,” *Proceedings of the Council of Logistics Management Logistics Educators’ Conference*.

Rapert, Molly, Scott Smith, Helene Cherrier, Michelle Johnson, Jennifer Christie, Terry L. Esper and Fernanda Lucarelli (2001), "Emergent Gestalts of the Communication Environment: Using Communicative Relationships to Enhance Internal Performance," *Proceedings of the 2001 Relationship Marketing Conference*.

Rapert, Molly, Jennifer Christie, Terry L. Esper, Fernanda Lucarelli, Scott Smith, Helene Cherrier and Michelle Johnson (2002), "The Role of Strategic Environments in Enhancing Strategic Commitment, Organizational Commitment, and Job Satisfaction," *Proceedings of the 2002 AMA Winter Marketing Educators' Conference*.

Williams, Lisa R. and Terry L. Esper (2002), "Andragogy: The Next Step in Aligning Supply Chain Graduate Education with Organizational Structures and Leadership Styles of the Supply Chain," *Proceedings of the 13<sup>th</sup> Annual North American Research Symposium on Purchasing and Supply Management*.

Terry L. Esper (2005), "Interorganizational Citizenship Behavior: Introducing the Construct and Opportunities for Future Research," *Proceedings of the 2005 AMA Winter Marketing Educators' Conference*.

Manuj, Ila, John T. Mentzer and Terry L. Esper (2007), "Investigating the Impact of Risk Management Strategies on the Performance of Global Supply Chains Using Computer Simulation," *Proceedings of the 2007 Decision Sciences Institute Conference*.

Thomas, Rodney and Terry L. Esper (2008), "Exploring the Potential Negative Effects of Time Pressure in Supply Chain Relationships," *Proceedings of the 2008 Academy of Marketing Science Annual Conference*

Thomas, Rodney and Terry L. Esper (2009), "Seeking Satisfactory Alignment: An Exploratory Study of Asymmetry in Retail Supply Chain Relationships," *Proceedings of the Council of Supply Chain Management Professionals 2009 Educators' Conference*.

## **PROFESSIONAL CONFERENCE PRESENTATIONS**

"E-Commerce: Revolutionizing Corporate Decision-Making," *Presented during the 12<sup>th</sup> Annual North American Research Symposium on Purchasing and Supply Management, Memphis, TN, March, 2001*.

"Logistics Graduate Education: Evolution of Organizational Structures, Leadership Philosophies, and Teaching Styles in Educating Future Leaders of Electronic Supply Chains," *Presented during the Council of Logistics Management Logistics Educators' Conference, Kansas City, MO, October, 2001*.

"The Role of Strategic Environments in Enhancing Strategic Commitment, Organizational Commitment, and Job Satisfaction," *Presented during the 2002 AMA Winter Marketing Educators' Conference, Austin, TX, February, 2002*..

“Andragogy: The Next Step in Aligning Supply Chain Graduate Education with Organizational Structures and Leadership Styles of the Supply Chain,” *Presented during the 13<sup>th</sup> Annual North American Research Symposium on Purchasing and Supply Management, Dallas, TX, March, 2002.*

“Collaborative Transportation Management,” *Presented during the University of Arkansas Supply Chain Management Research Center Supply Chain Collaboration and Optimization Conference, April, 2002.*

“The Last Mile: An Examination of Effects Of Online Retail Delivery Strategies On Consumers,” *Presented during the University of Arkansas Supply Chain Management Research Center Board Meeting, September, 2002.*

“Effective Logistics Leadership for Hypercompetitive and Demanding Environments,” *Presented during the General Session of the Council of Logistics Management National Conference, San Francisco, CA, October, 2002.*

“The Role of Learning in Sales Forecasting Organizations,” *Presented during the University of Tennessee Sales Forecasting Forum, Knoxville, TN, May 2005.*

“Leading the Dynamic and Effective Supply Chain Organization,” *Presented during the General Session of the Council of Supply Chain Management Professionals National Conference, San Diego, CA, October, 2005.*

“Developing an Academic Identity,” *Presented during the Ph.D. Project MDSA Annual Conference, Chicago, IL, August, 2006.*

“Over-Collaboration – Understanding Asymmetry in Supply Chains,” *Presented during the University of Tennessee Supply Chain Strategy and Management Forum, Knoxville, TN, October, 2006.*

“Demand and Supply Integration,” *Panel Discussion participant during the Council of Supply Chain Management Professionals Supply Chain Educators’ Conference, San Antonio, TX, October, 2006.*

“The Vita: A Glimpse into the Past; A Glance into the Future,” *Presented during the Ph.D. Project MDSA Annual Conference, Washington, DC, August, 2007.*

“Managing Global Supply Chains in China,” *Panel Discussion Facilitator during the University of Tennessee Supply Chain Strategy and Management Forum, Knoxville, TN, October, 2007.*

“Collaborative Transportation Management,” *Presented during the Cultural Perspectives in Marketing Conference of the Academy of Marketing Science, New Orleans, LA, January, 2008.*

“Global Supply Chain Risk Management,” *Presented during the Interphex Supply Chain Management Conference, San Juan, Puerto Rico, February, 2008.*

*“Global Sales and Operations Planning,” Presented during the Interphex Supply Chain Management Conference, San Juan, Puerto Rico, February, 2008.*

*“Developing the Supply Chain Professional,” Presented during the Supply-Chain World North American Conference and Exposition,” Minneapolis, MN, March 2008.*

*“Developing a Research Stream,” Panel Discussion Participant during the Fourth Annual Logistics Doctoral Symposium, Tuscaloosa, AL, April 2008.*

*“Supplier Collaboration,” Panel Discussion Facilitator during the University of Tennessee Supply Chain Strategy and Management Forum, Knoxville, TN, May 2008.*

*“Critical Skills for Supply Chain Leaders,” Presented during the Purchasing Managers Association of Canada (PMAC) Annual Conference, St. Johns, Newfoundland, Canada, May, 2008.*

*“Power to the People: Transforming Supply Chains from the Bottom Up!,” Keynote Address presented during the Purchasing Managers Association of Canada (PMAC) Annual Research Symposium, Calgary, Alberta, Canada, October 2008*

## **SUPERVISION OF DOCTORAL STUDENT WORK**

LaDonna Thornton (University of Tennessee) – Directed Reading and Research Study in Logistics / Supply Chain Performance and Performance Measurement, Fall 2009-Spring 2010

Serhiy Ponomarov (University of Tennessee) – “Supply Chain Resilience” – Dissertation Committee Member 2010-2011

Serhiy Ponomarov (University of Tennessee) – Directed Reading and Research Study in Logistics / Supply Chain Learning, Risk Management and Resilience, Fall 2008-Spring 2009

Rodney Thomas (University of Tennessee), “The Impact of Time Pressure on Supply Chain Relationships,” – Dissertation Committee Member 2007-2008

K. Dominic Koon (University of Tennessee), “Logistics Innovation,” – Summer Research Project Supervision, Summer 2007

C. Cliff Defee (University of Tennessee), “Supply Chain Leadership” – Dissertation Committee Member 2006-2007

Ila Manuj (University of Tennessee), “A Computer-Based Simulation Investigation of Environment-Strategy Fit For Risk Management In Global Supply Chains” – Dissertation Committee Member 2006-2007

Rodney Thomas (University of Tennessee) – Directed Reading and Research Study in Supply Chain Relationship Management, Fall 2006-Spring 2007

Beth Davis (University of Tennessee) – Directed Reading and Research Study in Logistics Strategy and Supply Chain Relationship Management, Fall 2004-Spring 2005

Ila Manuj (University of Tennessee) – Directed Reading and Research Study in Supply Chain Collaboration and Impression Management Motives for Supply Chain Relational Behavior, Fall 2003-Spring 2004

## **RESEARCH GRANTS, COMMISSIONS AND CONTRACTS**

Recipient, Scholarly Research Grant Program (2005), College of Business Administration, University of Tennessee, for research associated with Supply Chain Collaboration.

Recipient, Scholarly Research Grant Program (2004), College of Business Administration, University of Tennessee, for research associated with Supply Chain Relationship Management.

Research Associate (Spring 2003), "Supply Chain Collaboration: Investigating the Effects of Citizenship Behavior on Boundary Spanners' Perceptions of Supply Chain Relationships", Research funded by the Federal Highway Administration Dwight D. Eisenhower Graduate Fellowship Program and University of Arkansas Supply Chain Management Research Center.

Research Associate (Spring 1998), "Driver Retention: The Impact of Dispatcher Characteristics", Research funded by the Federal Highway Administration Dwight D. Eisenhower Graduate Fellowship Program.

Research Associate (Fall 1995 – Spring 1996), "NAFTA Implications of a Commodity Flow Study of Arkansas Interstate Highways," Research funded and supported by the Federal Highway Administration Dwight D. Eisenhower Fellowship Program and the Arkansas State Highway and Transportation Department.

## **TEACHING ACTIVITIES**

### **UNDERGRADUATE**

LOG 421 (University of Tennessee) – Strategic Procurement.

LOG 460 (University of Tennessee) – Strategic Logistics in a Global Environment.

IB 439 (University of Tennessee) – Global Supply Chain Management

TLOG 3623 (University of Arkansas) – Purchasing and Inventory Systems.

TLOG 3443 (University of Arkansas) – Principles of Transportation.

MKTT 4943 (University of Arkansas) - Retail Buying / Merchandising. (Guest lecture)

### **GRADUATE**

LOG 613 (University of Tennessee) – Doctoral Seminar in Supply Chain Thought

MBA Core (University of Tennessee) – Supply Chain Management Strategy

Professional MBA (University of Tennessee) – Faculty Management Team

Aerospace and Defense MBA (University of Tennessee) – Supply Chain Management Strategy

Masters of Global Entrepreneurship Management (University of San Francisco) – Global Distribution and Supply Chain Management

National Black MBA Association Case Competition Team Coach

### **EXECUTIVE / CONTINUING EDUCATION**

Supply Chain Certification Program (University of Tennessee) – 2004-current (biannually)

- Procurement/Logistics Interfaces
- Transportation Strategies
- Supply Chain Strategy

Logistics Executive Development Program (University of Tennessee) – 2006-current (annually)

- Strategic Procurement
- Transportation Strategies

### **SERVICE ACTIVITIES**

#### **UNIVERSITY, COLLEGE AND DEPARTMENT ACTIVITIES**

Department of Marketing and Logistics Strategic Planning Committee (Fall 2009 - present)

At-Large Member, Dean's Faculty Advisory Committee, The University of Tennessee College of Business Administration (2008-present)

Faculty Content Expert, Supply Chain Strategy and Management Forum, (Spring 2004 – present)

University of Tennessee Athletics Board, (Summer 2009 – present)

Department Head Search Committee, Department of Marketing and Logistics, The University of Tennessee (Fall 2004)

Logistics Career Student Advising Workshop (2005, 2006, 2007)

MBA Restructuring Focus Group (Fall 2008)

Coach – University of Tennessee National Black MBA Association Case Competition Team (2008-present)

University of Tennessee Commission for Blacks (Chancellor's Appointment 2007-present)

University of Tennessee Ph.D. Project Recruitment Team (Fall 2004 - present)

Assistant Director of Minority Affairs Search Committee, Office of Multicultural Student Affairs, The University of Tennessee (Summer 2006)

Assistant Director of Center for Executive Education Search Committee, The University of Tennessee (Summer 2006)

College of Business Administration Diversity Task Force, The University of Tennessee (Spring 2006)

University of Tennessee ME4UT Panelist (Spring 2004)

### **PROFESSIONAL SOCIETY ACTIVITIES**

Co-Chair (with Molly Rapert), Marketing Strategy Track of 2010 American Marketing Association Winter Educators' Conference.

Member, Council of Supply Chain Management Professionals (CSCMP)

Member, American Marketing Association (AMA)

Member, Academy of Marketing Science (AMS)

Co-Chair (with Funda Sahin), Current Research and Theoretical Developments Track at the 2005 Supply Chain Educators' Conference of the Annual CSCMP Meeting

Member, CSCMP State of Logistics Report Committee (2006)

KPMG Ph.D Project MDSA Faculty Mentor/Mock Interviewer (2006-2008)

Editorial Review Board for *Journal of Business Logistics*

Reviewer for *Journal of the Academy of Marketing Science*

Reviewer for *International Journal of Logistics Management*

Reviewer for *CSCMP Supply Chain Educators Conference*

Reviewer for *CSCMP Student Paper Award*

## **ACADEMIC AWARDS AND HONORS**

*Bernard J. LaLonde Best Paper Award – 2010*

This award recognizes the top manuscript published in the field's top academic journal – the Journal of Business Logistics.

*University of Tennessee College of Business Administration MBA Award for Excellence in Teaching - 2009*

*University of Tennessee Chancellor's Award for Excellence in Teaching - 2009*

*University of Tennessee Hardy Liston Chancellor's Award - 2007*

This award is presented to a member of the University of Tennessee faculty, staff or administration that has exemplified a commitment to diversity and inclusion at the University.

*University of Tennessee College of Business Administration Outstanding Teaching Award Finalist – 2005/2006*

*US Department of Transportation Dwight D. Eisenhower Graduate Transportation Fellowship*

The Eisenhower Graduate Transportation Fellowship is a nationally competitive fellowship awarded annually to students pursuing Masters and Ph.D. degrees in transportation-related fields. The fellowship award consists of full tuition, fees, living stipend, and research support. The purpose of the fellowship program is to attract, develop, and retain top talent in transportation-related fields by encouraging them to pursue advanced degrees.

*Eno Transportation Foundation Fellowship*

The Eno Fellowship program brings 20 top students from colleges and universities from around the country to Washington, D.C., for a firsthand look at

how national transportation policy is decided and implemented. The students meet with policy makers from government, industry and Congress. They also go behind the scenes to see how the nation's transportation policies are actually formed, debated, shaped and ultimately adopted and applied.

*University of Arkansas Mack-Blackwell Transportation Center Outstanding Student of the Year*

Annually awarded by the U.S. DOT to the most outstanding student from each participating University Transportation Center for her/his achievements and promise for future contributions to the transportation field. Students of the Year are selected based on their accomplishments in such areas as technical merit and research, academic performance, professionalism, and leadership.

*University of Arkansas Doctoral Fellowship*

Competitively awarded to outstanding doctoral candidates based on academic and professional records, as well as national test scores (full tuition plus stipend, per year).

*Sam M. Walton College of Business Bell Fellowship*

The Bell Fellowship is competitively awarded to outstanding doctoral students who have family obligations (i.e. spouse, children, etc.). The fellowship award is based on academic merit and departmental recommendation.

*University of Arkansas Graduate School Dean Student Advisory Board*

Recommended by Associate Dean of the Sam M. Walton College of Business to serve as a member of the Student Advisory Board of the Dean of the U of A Graduate School. Focus on general issues associated with Graduate Studies at the U of A. Also, serve as a student liaison to the U of A Graduate Council – the Faculty-comprised governing body of the U of A Graduate School.

*Sam M. Walton College of Business Dean's Student Advisory Board*

Represented Ph.D. Student Body on the Board designed to provide the Dean of the College with visibility to student concerns/issues.

*National Association of Purchasing Managers CAPS Research Symposium Fellow (2001, 2002)*

*Council of Logistics Management Doctoral Symposium (2001, 2002)*

## **OTHER ACTIVITIES**

### **PROFESSIONAL DEVELOPMENT**

Participant, Faculty Study Abroad Program in European Integration, May 13-24, 2007 – Strasbourg, France, Wang Center for International Business Education and Research Center (CIBER) of University of Memphis and IECS Strasbourg Graduate School of Management

Participant, Ph.D. Project MDSA Doctoral Symposium, San Diego, CA (2002)

Participant, CLM Doctoral Symposium, San Francisco, CA (2002)

Participant, CLM Doctoral Symposium, Kansas City, MO (2001)

### **CONSULTING**

United States Air Force (Summer 2005)

CHEP, USA (Summer 2006)

Radio Systems Corporation (Summer 2006, Summer 2008)

TYCO (Fall 2008)

Lowe's Corporation (Spring 2010)

## **INDUSTRY EXPERIENCE**

### **Hallmark Cards, Inc. Kansas City, MO (6/98 – 8/00)**

**Sr. Traffic Administrator** – Provided strategic-level transportation and logistics support and consultation to various business units and departments within the company. Purchased transportation services for the entire corporation and its subsidiaries. Co-managed a \$56MM transportation spend. Developed and hosted corporate-wide Transportation Management Conferences. Participated in development of Hallmark.com logistics and transportation network. Developed and launched corporate-wide transportation management and procurement realignment strategy.

**Arkansas Highway and Transportation Department Little Rock, AR (8/95 – 7/96)**  
**Research and Intermodal Planning Intern** – Assisted in writing and conducting transportation research and statewide planning projects. Presented a research project at the National Transportation Research Board. Participated in Federal Highway Administration road tours and launch of FHWA Mississippi Delta Research Study. Represented Transportation Department at local community meetings and Chambers of Commerce.

## **REFERENCES**

Available upon request