

**ALBERT V. BRUNO**  
**William T. Cleary Professor of Marketing**

ADDRESS

Marketing Department  
221G Lucas Hall  
Santa Clara University  
Santa Clara, Ca 95053  
(408) 554-4337

EDUCATION

Degrees

B.S. (with honors), Purdue University, 1963 - 1967  
M.S., Ph.D., Purdue University, 1967 - 1971

ACADEMIC AND ADMINISTRATIVE APPOINTMENTS

Instructor in Industrial Management and Economics, 1967 - 1971,  
Krannert Graduate School of Industrial Administration,  
Purdue University

Assistant and Associate Professor of Marketing, 1971 - 1978,  
Leavey School of Business,  
Santa Clara University

Visiting Assistant Professor of Quantitative Methods, Summer Sessions,  
1972, 1973, 1974  
Naval Post Graduate School, Monterey, California

Visiting Research Scholar (September 1973 - January 1974),  
Graduate School of Business Administration,  
Harvard University

Professor of Marketing (1978),  
Glenn Klimek Professor [1982 – 2000]  
William T. Cleary Professor [2000 – present]  
Leavey School of Business,  
Santa Clara University  
Chairman, Marketing Department, (1975 - 1983)

Director, Technology Business Research Center (1987)

Acting Dean, (1989-90)

Leavey School of Business

Santa Clara University

Associate Dean, (1990-1991)

Founding Director, Center for Innovation & Entrepreneurship (1998 -2002)

Academic Dean, St Gallen MBE Program (2000 - present)

Academic Dean and co-founder, Global Social Benefit Incubator ( 2003 – present)

## PUBLICATIONS

"An Empirical Investigation of the Reliability and Stability of Selected Activity and Attitude Measures," Proceedings of the Annual Conference of the Association for Consumer Research, pp. 389-403 (with E.A. Pessemier), 1971.

"Technological Forecasting in Small Companies," Sloan Management Review, Massachusetts Institute of Technology, February 1973, (with E.C. Capener, J. Montgomery); reprinted in Walker, Ernest W. (Editor), Managing the Dynamic Small Firm: A Book of Readings, Lone Star Publisher, 1974.

"The Media Audience Evaluation Model: An Empirical Test," Santa Clara Business Review, Vol. 3, No. 1, Spring 1972.

"An Empirical Investigation of the Validity of Selected Activity and Attitude Measures," Proceedings of the Annual Conference of the Association for Consumer Research, November 1972, (with E.A. Pessemier).

"Media Approaches to Segmentation," Journal of Advertising Research, Vol. 13, No. 2, April 1973, pp. 35-42 with (T.P. Hustad, E.A. Pessemier); reprinted in Aaker, David A. (Editor): Advertising Management, Prentice-Hall, 1975, pp. 313-324. Also reprinted in Britt, Steward H. And Harper W. Boyd, Jr., (eds.) Marketing Management and Administrative Action, New York: McGraw Hill, 1978, and Readings in Market Segmentation, edited by Donald W. Scotton and Ronald L. Zalloco, American Marketing Association, (forthcoming).

"Attitudes Favoring Environmental Preservation and Market Behavior: An Appraisal," in Marketing Planning and Environmental Preservation, Proceedings of 1973 Marketing Educators' Conference, California State University at Long Beach, April 1973, pp. 1012.

"Experiential Learning in Marketing Education," (with L.C. Winters), Proceedings of Southwest Marketing Educators' Conference, UCLA, April 13, 1973.

"New Product Decision Making in High Technology Firms," Research Management, September 1973, Vol. XVI, No. 5, pp. 28-31: reprinted in Mancuso, Joseph R. (Editor), Technology Products: Managing Technology Products, Dedham, M.A., Artech House, Chapter 6-1, pp. 40-44.

"The Network Factor in TV Viewing," Journal of Advertising Research, Vol. 13, No. 5, October 1973, pp. 33-39.

"A Study of Decision Making Autonomy in AACSB - Accredited Schools of Business," AACSB Bulletin, October 1973.

"A Reassessment of Technological Forecasting in a Small Company," Sloan Management Review," MIT, Spring 1974, Vol. 15, No. 3, pp. 89-95 (with T.E. Bibbens and J.J. Digiovanni).

"The Prediction of Preference for Capital Equipment Using Linear Attitude Models," (with A. Wildt), Journal of Marketing Research, Vol. XI, May 1974, pp. 203-205.

"Validity Procedures in Consumer Research: A Perspective," in Advances in Consumer Research (M.J. Schlinger, editor), Proceedings of the Association for Consumer Research, Vol. 2, 1975, pp. 757-760.

"The Linear Discriminant Function in Marketing Research: A Robustness Analysis," (with N.F. Pohl, Proceedings of the American Institute for Decision Sciences, (Western Region), Las Vegas, March 20 - 21, 1975.

"Validity in Research: An Elaboration," Journal of Advertising Research, Vol. 15, No. 3, June 1975, pp. 39-41.

"Predicting Performance in New High Technology Firms," (with A.C. Cooper) Proceedings of the Academy of Management, August 1975.

"Toward Understanding Attitude Structure: A Study of the Complementarity of Multi-Attribute Attitude Models," (with A. R. Wildt), Journal of Consumer Research, Vol. 2, No. 2, September 1975, pp. 137-145, reprinted in Wallendorf, Melanie and Gerald Zaltman (eds.) Readings in Consumer Behavior: Individuals, Groups, and Organizations New York: John Wiley and Sons, pp. 210-221, 1979.

"A Media/Product Class Investigation of Innovators and Opinion Leaders," (with T.P. Hustad), Journal of Business Research, October 1975.

"TGDA: A Two-Group Discriminant Analysis Program," Journal of Marketing Research, Computer Abstracts (with N. F. Pohl), February 1976, pp. 63-64; reprinted in Education and Psychological Measurement, Winter 1977.

"The Information Economics of Procurement Decisions," (with R. Bowen, Leigh McAlister, and Shelby McIntyre), Proceedings of DOD Procurement Research Conference, Monterey, Spring 1976.

"Testimonials in Advertising: A Conceptual Perspective," (with S. McIntyre), Proceedings of the American Marketing Association, August, 1976.

"Awareness as a Concept in the Theory of Consumer Behavior," (with S. McIntyre), Santa Clara Business Review, Spring 1977.

"Success Among High Technology Firms," (with A.C. Cooper), Business Horizons, Vol. 20, No. 2, April 1977, pp. 16-22, abridged and reprinted in The C.F. A. Digest, Summer 1977, Vol. 7, No. 3, pp. 19-21.

"A Comparative Analysis of DOD and NASA Contract Cost Outcomes," (with S. Blandin), Proceedings, DOD Procurement Research Conference, West Point, New York, June 1977.

"A Look into the Future," Countermeasures, March 1975, pp. 28-33.

"Bellboy, Inc." (Case study and teaching note, with S. McIntyre), Intercollegiate Case Clearing House, Harvard Business School, 1977; reprinted in Aaker, David A. and George S. Day, Marketing Research, New York: John Wiley and Sons, 1980.

"Reducing Item - Specific Non-Response Bias," Journal of Experimental Education, (with N. Pohl), Vol. 46, No. 3, Spring 1978, pp. 57-64.

"The Critical Need for an Improved Acquisition Data Base," Blandin, Sherman W. And Albert V. Bruno, Defense Management Journal, March - April 1979, pp. 34-37.

"The Environment for Entrepreneurship," in Proceedings of the Conference on Research and Education in Entrepreneurship, Baylor University, March 23 - 25, 1980, (with T. Tyebjee), The Mini Encyclopedia of Entrepreneurship, Kent et al (editors) 1982, Englewood Cliffs: Prentice-Hall.

"Who is Most Likely to Succeed?," Santa Clara Today, Vol. XXII, Number 9, June 1980.

"Attitude Models," (with A.R. Wildt & J.L. Ginter), Journal of Advertising Research, Vol. 21, No. 4, August 1981.

"Developing the Marketing Concept in Public Accounting Firms" (with T. Tyebjee), Journal of the Academy of Marketing Science, Winter/Spring 1982, Vol. 10, No. 1, 2, pp. 165-188.

"Strategic Implications for Technology Based Firms Entering Consumer Markets," (with T. Tyebjee), Management Decision, Vol. 18, No. 7, 1980.

"Patterns of Development and Acquisitions for Silicon Valley Startups," (with A.C. Cooper), Technovation, 1 (1982), pp. 275-290. Also appears in Frontiers of Entrepreneurship Research, Karl H. Vesper (ed.) Babson College, 1981, pp. 92-110.

"Venture Capital Decision Making," (with T. Tyebjee), in Frontiers of Entrepreneurship Research, Karl H. Vesper (ed.) Babson College, 1981, pp. 281-320.

"Keeping the Marketing Effort in Phase During Rapid Growth," Tyebjee, Tyzoon T., Shelby H. McIntyre, and Albert V. Bruno, Harvard Business Review, January-February 1983. Also, abstracted in Marketing Abstracts of Journal of Marketing, Fall 1983. Reprinted as

"Growing Ventures Can Anticipate Marketing Stages," in D. Gumpert (ed) Growing Concerns: Building and Managing the Smaller Business, David E. Gumpert (ed). John Wiley and Sons, New York, 1984; reprinted in Readings and Cases in Marketing Management, edited by Alvin C. Burns and David W. Cravens, Irwin, Homewood, Illinois, 1987, pp. 146-149; reprinted in The Marketing Renaissance, David E. Gumpert (ed), John Wiley & Sons, 1985.

"Orchestrating vs. Observing Your Own Takeover," Unruh, James, Joel K. Leidecker, and Albert V. Bruno, Journal of Business Strategy, Vol. 4, No. 2, Fall 1983, pp. 87-92.

"Venture Capital: Investor and Investee Perspectives," Tyzoon T. Tyebjee and Albert V. Bruno, Technovation, Vol., 1984, pp. 185-208.

"A Comparative Analysis of California Startups from 1978 to 1980," Tyebjee, Tyzoon T. and Albert V. Bruno, Frontiers of Entrepreneurial Research, Karl H. Vesper (ed.), Babson College 1982, pp. 163-176.

"Through the Venture Capital Maze," Tyebjee, Tyzoon T. and Albert V. Bruno, Santa Clara Today, Vol. XXV, No. 2, November 1982.

"Techniques for Identifying Critical Success Factors," Leidecker, Joel K. and Albert V. Bruno, Proceedings of the American Institute of Decision Sciences, National Meetings, November 22-24, 1982, San Francisco, Ca.

"Identifying and Using Critical Success Factors," Leidecker, Joel K. and Albert V. Bruno, Long Range Planning, Vol. 17, No. 1, pp. 23-32, 1984; reprinted in J. William Pfeiffer (ed.) Strategic Planning: Selected Readings, pp. 271-292 San Diego, CA: University Associates, 1986.

"The Chief and the Executive Roles in Strategic Planning," Leidecker, Joel K., Albert V. Bruno, and Arlene Yanow Proceedings of the American Institute of Decision Sciences, (Western Meetings), Honolulu, Hawaii, March 15 -16, 1984.

"Finding a Way Through the Venture Capital Maze." Bruno, Albert V., Tyzoon T. Tyebjee, and James Anderson, Business Horizons, January - February 1985, pp. 12-19; reprinted in Baumbach, Clifford M. and Joseph R. Mancuso, Entrepreneurship and Venture Management, (2nd edition) Englewood Cliff, NJ: Prentice Hall 1987, pp. 206-218.

"The Entrepreneur's Search for Capital," Albert V. Bruno and Tyzoon T. Tyebjee, Frontiers of Entrepreneurial Research 1984, Jeffery A. Timmons (ed.), Babson College, 1984.

"A Model of Venture Capital Investment Activity," Tyzoon T. Tyebjee and Albert V. Bruno, Management Science, Vol. 30, No. 9, September 1984, pp. 1051-1066.

"The Destinies of Rejected Venture Capital Deals." Bruno, Albert V., Tyzoon T. Tyebjee, Sloan Management Review, Winter 1986, Vol. 27, No. 2, pp. 43-53.

"Sizing Up Your Company's Vulnerability," Bruno, Albert V., Joel K. Leidecker and Carol G. Torgrimson, Mergers and Acquisitions, Summer 1985.

"The Entrepreneur's Search for Capital," Bruno, Albert V. And Tyzoon T. Tyebjee, Journal of Business Venturing, Volume 1, No. 1, Winter 1985, pp. 61-74.

"When to Convert from a Perfunctory Board of "Staff Meeting" to an Operating Board of Directors," Bruno, Albert V. and Joel K. Leidecker, Handbook of Business Strategy Boston: Warren, Gorham, Lamont, pp. 29-1 - 29-9.

"Negotiating Venture Capital Financing, Tyebjee, Tyzoon T. and Albert V. Bruno, California Management Review, Vol. XXIX, No. 1, Fall 1986, pp. 45-59.

"Why Firms Fail: Patterns of Discontinuance Among Silicon Valley High-Technology Firms," Bruno, Albert V., Leidecker, Joel K., and Joseph W. Harder Business Horizons, January - February 1987

"Critical Success Factor Analysis and the Strategy Development Process," Leidecker, Joel K., Albert V. Bruno in The Strategic Planning and Management Handbook, David T. Cleland and William R. King (eds.), New York: Van Nostrand Reinhold Company, pp. 333-348.

"A Delicate Balance: The Two Functions of the CEO," (with J. Leidecker and A. Yanow). Management Review, August 1988, pp. 18-22.

"Causes of New Venture Failure: 1960's vs. 1980's" (with J. Leidecker), Business Horizons, Nov. - Dec. 1988, pp. 51-56.

"Marketing Lessons from Silicon Valley for Technology-Based Firms," in Smilor, Raymond W. Customer-Driven Marketing: Lessons from Entrepreneurial Technology Companies, Lexington, MA: Lexington Books, 1989, pp. 33-44.

"Do Venture Capitalists on Boards of Portfolio Companies Add Value Besides Money? (with J. Rosenstein, Bygrave, W., and Taylor, N.). Proceedings of Babson Entrepreneurial Conference, April 1989.

"How Much Do CEO's Value the Advice of Venture Capitalists on Their Boards," (with J. Rosenstein, Bygrave, W. and Taylor, N.). Proceedings of Babson Entrepreneurial Conference, Spring 1990.

"The Evolution of High Technology Companies: A Twenty-Year Perspective," (with E. McQuarrie and C. Torgrimson), Journal of Business Venturing, July 1992, Vol. 7, No. 4, pp. 291-302.

"Identifying Critical Activities for Quality Improvement," in D. Bennett and C. Lewis (ed.), Achieving Competitive Edge, Proceedings of 6th International Conference of Operations Management Association-UK), pp 387-392, 1991 (with C. Kim, M. Sisois, and B. Watanabe).

"Focusing Industry/University Cooperation on the Working Professional," Proceedings, Pacific Economic Cooperation Conference, Jakarta, Indonesia, November 9-10, 1992.

"The CEO, Venture Capitalists and the Board,"(with J. Rosenstein, N. Taylor, W. Bygrave), Journal of Business Venturing, Volume 8, Number 2, March 1993, pp. 99-113.

The Market Value Process: Bridging Customer and Shareholder Value, (with A. Cleland), Jossey-Bass, 1996.

"Balancing Customer and Shareholder Value," Financial Executive, (with A.C. Cleland), March-April, pp. 16-17.

"Building Customer and Shareholder Value," Strategy and Leadership, (with A. C. Cleland) May/June 1997, Vol. 25, No. 3, pp. 22-28.

"Sportmed: Market Definition Case Study," (with A. Cleland), in Market Segmentation, (3<sup>rd</sup> edition), edited by Art Weinstein, The Haworth Press, Inc., 10 Alice Street, Binghamton, New York, 2004.

"A Model of Venture Capital Investment Activity," in Mike Wright and Ken Robbie, Venture Capital, 108-109 [1997]. This paper was also identified in the Journal of Business Venturing as among the ten most cited articles written in the 1980s on entrepreneurship.

Technology White Paper: “The Effect of Enterprise Software Solutions on A Company’s Bottom-line.” (2001)

“Venture Capital in Silicon Valley” (with Craig London) in Hubert Oesterle and Robert Winters (eds) Business Engineering – Auf dem Weg zum Unternehmen des Informationszeitalters, Heidelberg; Springer Verlag, 2003.

“A Model of Venture Capital Investment Activity” (with Tyzoon Tyebjee) reprinted in Venture Capital edited by Lowell W. Busenitz, Harry J. Sapienza & Mike Wright, Edward Elgar Publishing LTD, Glensanda House, Montpellier Parade, Cheltenham Clos, United Kingdom, 2003.

The Global Social Benefit Incubator: Toward a New Pedagogy for `Scaling` in Social Benefit Entrepreneurship” (with James L. Koch, Karen Coppock, and Patrick Guerra), NEXUS, 2004, Volume 5, Number 1, Fall 2004, pp. 44-50.

“Designing an Online Collaboratory for Social Benefit Entrepreneurs: Extending a Residential Program for Enhanced Learning,” originally published in Innovate and reprinted in the Journal of Online Education.” (with Pedro Hernandez-Ramos, James L. Koch, Eric Carlson), October – November 2007.

In Search of Sustainable Social Mission Ventures to Alleviate Poverty, (with McIntyre, S. Guerra, P) in Alleviating Poverty Through Business Strategy, New York, New York. Palgrave Macmillan. 2008.

“Global Social Benefit Entrepreneurship and the Jesuit Network,”[with Koch, J., Petty, M, Carlson, E, Guerra, P, Hernandez-Ramos, P.] Fordham University: New York, New York, Jesuit Education Joint Conference of the International Association of Jesuit Business Schools, July 2008.

Solutions for Impact Investors: From Strategy to Implementation [Monograph]. with Godeke, S, Pomares, R., Guerra, P., Kleissner, C, Shefrin, H., Rockefeller Philanthropy Advisors, November 2009.

“Business Model Alternatives for Social Ventures,” with Woolley, J., and Carlson, E. NYU Seventh Annual Satter Conference on Social Entrepreneurship, November 2010.

“Ten Life or Death Lessons for Social Entrepreneurs,” blog, Forbes.com, June 2012.

“Business Model Archetypes: Five Vehicles for Creating Economic and Social Value,” with Woolley, J.L., and Carlson, E. The Journal of Management for Global Sustainability, Vol. 1, No.2, (2013), pp. 7-30.



“Scaling Social Ventures: An Exploratory Study of Social Incubators and Accelerators,” with Casanovas, G., The Journal of Management for Global Sustainability, Vol. 1, No. 2 (2013), pp. 173 – 197.

“An Empirical Analysis of the Missions, Funding Sources, and Survival of Social Ventures.” With Woolley, J.L., & Carlson, E. (forthcoming). JHU Research Series on Entrepreneurship and Innovation: Theory and Empirical Research in Social Entrepreneurship. edited by P. Phan, J. Kickul, M. Nordqvist; Edward Elgar Publishing.

### RESEARCH GRANTS RECEIVED

Analytical Approaches to Procurement Research and Decision Making: Examinations of the Contractor/Government Interface, (ed.), National Aeronautics and Space Administration, September 1978.

"The Marketing Concept: Measurement, Implementation, and Performance," Marketing Science Institute, (with T. Tyebjee, S. McIntyre), Jan. 1980.

"An Empirical Examination of Venture Capital Allocation Decisions and Their Performance,": National Science Foundation, Washington, D.C. (with T. Tyebjee), Spring 1980.

“Mapping Social Incubators and Accelerators,” Roelandts Research Grant, Center for Science, Technology, and Society, Santa Clara University, November 2012 – June 2014.

### PROFESSIONAL RECOGNITION

Founder and Board Member, Product Development and Management Association, 1976 - 1979.

Reviewer:

American Marketing Association  
Association for Consumer Research  
Product Development and Management Association  
Journal of Marketing Research

Research Product Evaluator, National Science Foundation

Section Editor, Technology Marketing, Journal of Consumer Marketing.  
Editorial Board, Journal of Business Venturing.

George Stockton Lehmann Leadership Award  
Purdue University, 1965, 1966

Purdue Alumni Scholarship  
Purdue University, 1963 - 1967

Pennsylvania State Scholarship, 1963 - 1967

Herman C. Krannert Fellowship, Purdue University, 1967 - 1970

David Ross Fellow, Purdue University, 1971

Dean's List, Purdue University, 1966, 1967

Beta Gamma Sigma, 1973

President's Special Recognition Award, Santa Clara University 1980.

Leavey Foundation Award for Excellence in Private Enterprise Education 1981.

Leavey Summer Research Grant,  
Santa Clara University, 1982, 1985, 1986

Santa Clara University Faculty Senate Professor 2008 – 2009.

### MAJOR CONSULTING

Caterpillar Tractor Company  
Cummins Engine Company  
Cromemco  
Johns Manville Corporation  
Main, Hurdman and Cranstoun (public accounting)  
Standard Oil Company of California  
ABC - T.V. (San Jose)  
Smith Kline Instruments  
Dialog  
Security Pacific National Bank  
Atmel Corporation  
3M Corporation

### MAJOR TRAINING

Smith Kline Instruments  
Advance Mortgage (division of Citicorp)

American Electronics Association  
Armour  
Inland Container  
Johns Manville  
Electromagnetics  
Arcata  
Main, Hurdman and Cranstoun  
Shugart Associates  
Olivetti  
Pacific Telesis  
Dialog Information Systems  
Kaiser Hospital  
Allergan  
Safeway  
IBM  
Amdahl Corporation  
Cadence Design  
Global Junior Challenge Incubator  
Linkping Executive MBA Program  
St Gallen MBE Program  
KLA Tencor  
Deggendorf  
Cypress Semiconductor  
Align Technology  
California Program for Entrepreneurs

EXPERT TESTIMONY (1994-PRESENT)

Sanchez v. KPMG Peat Marwick, United States District Court for the District of New Mexico (1994 –1997): Deposition, Valuation Report, & Trial Testimony.

Rudolph and Sletten, Inc. v. DPR Construction, Inc., Superior Court of California (1995 –1996): Depositions.

Seiko Epson Corporation, Canon, Hewlett Packard v. Nu-Kote International, United States District Court Central District of California (1995 – 2000): Depositions.

Sallmetall, B.V. v. PRO-TECH Engineering Co., Inc. United States District Court for the Western District of Wisconsin (1996): Deposition.

Ennen v. Wunda Weve (1996-1997): Deposition, Valuation Report, Trial Testimony.

Peter J. Shaw v. NetManage, Inc. (1998): Law suit resolved.

Caltech International vs. Pacific Bell (2000): Deposition & Trial Testimony.

Focus Interconnect v. Chantek et al (2001): Law suit resolved.

Marriage of Willison (2002): Settlement reached.

Paxonet vs. AMCC (2003): Arbitration Hearing: deposition & hearing testimony.

Drysdale Capital LLC DBA Best of LA vs. Los Angeles Television Station KCAL LLC, Superior Court of California (2013): Settlement reached.

#### BOARD OF DIRECTORS/ ADVISORY BOARDS

Board of Directors, Sambrailo Packaging, Inc. (2002 – present)

Board of Directors, Sambrailo Land & Cattle, (2002 – present)

Board of Directors, Stillwater Investments. [June 2002 – present]

Board of Directors, Redwood Parks Lodge [ 2009 – present]

Board of Directors, Ritz Carlton Club [2010 – present]

Revised: September 2013

