

***FRANK G. ADAMS, Ph.D.***

Mary Jo & Paul Karre Marketing Fellow, and Associate Professor  
Mississippi State University  
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**EDUCATION:**

- Ph.D. 2012** Culverhouse College of Commerce and Business Administration, The University of Alabama, Tuscaloosa, AL – Marketing.
- M.B.A. 2008** Manderson Graduate School of Business, The University of Alabama, Tuscaloosa, AL - Concentration: Supply Chain Management
- B.A. 1997** Mississippi State University, Starkville, MS – History.

**EXPERIENCE:**

- 2012-current** **Tenured Associate Professor**, Department of Marketing, Quantitative Analysis and Business Law, College of Business, Mississippi State University, Starkville, MS
- Conduct marketing and supply chain/logistics research.
  - Instruct marketing strategy and supply chain management courses.
  - Develop and coordinate the College of Business Supply Chain & Logistics Program.
  - Perform various other department, college, university, and discipline service.
  - 2017: Awarded Mary Jo and Paul Karre Faculty Fellowship
  - 2018: Promoted to Associate Professor with Tenure.
- 2008-2012** **Graduate Research Assistant/Instructor**, Department of Management and Marketing, Culverhouse College of Commerce and Business Administration, The University of Alabama, Tuscaloosa, AL
- Conducted marketing and supply chain management research.
  - Developed supply chain relational governance dissertation.
  - Instructed marketing capstone and supply chain management courses.
- 2006-2008** **Graduate Assistant for Technology and Operations**. University of Alabama Career Center, Tuscaloosa, AL
- Developed, implemented and analyzed a variety of information collection and reporting to measure student placement and recruiting program enrollment and usage.
  - Administrated the university-wide resume/job posting database, Crimson Careers.
- 2005-2006** **Administrator**. Sandstone Medical Technologies, LLC, Homewood, AL
- Performed customer service, purchasing, repair service coordination and logistical support for a national cosmetic laser manufacturer and reseller, including sales of repair service contracts.
  - Prepared marketing materials, quotes and invoices for customers.
  - Negotiated with vendors for a variety of goods and services.
  - Developed a database of the company's customers and services to streamline services and identify disproportionate costs for the business.

**EXPERIENCE (continued):**

- 1999-2005      Operations Support Manager.** PhotoMedex Inc, Montgomeryville, PA/Tuscaloosa, AL
- Coordinated all customer service and logistical needs for eighteen laser surgery staffing and delivery operations across the Eastern US, including coordination of purchasing, vehicle/equipment maintenance, transportation, schedule-conflict resolution and performed operations quality inspections.
  - Negotiated with vendors for a variety of business goods and services.
  - Managed the technical support and field service program for a national medical device manufacturer along with a traveling clinician program for the service delivery business.
  - Developed and analyzed database and spreadsheet tools for client activity, purchasing volumes, maintenance schedules and employee efficiency.

**RESEARCH - Publications:**

- 23) Yao “Henry” Jin, Frank G. Adams, and Tyler Morgan (*forthcoming*). “Transportation Makes Modern Retail “Click”: Research Questions for the Future,” *Transportation Journal* (accepted 1 October 2021).
- 22) R. Glenn Richey, Anthony S. Roath, Frank G. Adams, and Andreas Weiland (*forthcoming*). “A Responsiveness View of Logistics and Supply Chain Management,” *Journal of Business Logistics* (accepted 23 August, 2021).
- 21) Frank G. Adams, V. Myles Landers, and Colin B. Gabler (2021). “The Hierarchical Resource Nature of Green Logistics Competency,” *Journal of Business and Industrial Marketing* 36 (8), 1474-1485; DOI: <https://doi.org/10.1108/JBIM-12-2019-05>.
- 20) Alexander E. Ellinger, Frank Adams, George Franke, Gregory D. Herrin, Tyler de Coster, and Karli Filips (2020). “A Triadic Longitudinal Assessment of Multiple Supply Chain Participant Performance and The Extended Enterprise Concept,” *International Journal of Physical Distribution and Logistics Management* 50 (7/8) 745-767 (DOI 10.1108/IJPDLM-07-2019-0209).
- 19) Tyler Hancock, Frank G. Adams, Michael Breazeale, and Jason Lueg (2020). “Exploring Jealousy and Envy in Communal Relationship Revenge-Seeking,” *Journal of Consumer Marketing* 37 (6) 687-699 (DOI 10.1108/JCM-06-2019-3300)
- 18) Mark Pellitier, Alexandra Krallman, Frank G. Adams, and Tyler Hancock (2020). “One Size Doesn’t Fit All: A Uses And Gratifications Analysis of Social Media Platforms,” *Journal of Research in Interactive Marketing* 14 (2) 269-284 (DOI 10.1108/JRIM-10-2019-0159).
- 17) Colin B. Gabler, Adam Rapp, R. Glenn Richey, Jr., and Frank G. Adams, (2018). “Can Service Climate Detract from Employee Performance? The Role of Experience in Optimizing Satisfaction and Performance Outcomes,” *Decision Sciences* 49 (1) 7-24 (DOI: 10.1111/dec.12260).
- 16) Raed Jaradat, Frank G. Adams, Sawsan Abutabenjeh, and Charles Keating (2017). “The Complementary Perspective of System of Systems in Collaboration, Integration, and Logistics: A Value-Chain Based Paradigm of Supply Chain Management,” *Systems* 5 (4) 50 (DOI: 10.3390/systems5040050)
- 15) Frank G. Adams and Kenneth W. Graham, (2017) “Integration, Knowledge Creation, and B2B Governance: The Role of Resource Hierarchies in Financial Performance,” *Industrial Marketing Management* 63 (May) 179-191 (DOI: <https://doi.org/10.1016/j.indmarman.2016.10.009>).

**RESEARCH - Publications (continued):**

- 14) R. Glenn Richey, Jr., Tyler R. Morgan, Kris Lindsey and Frank G. Adams (2016). "A Global Exploration of Big Data in Supply Chain Relationships," *International Journal of Physical Distribution and Logistics Management* 46 (8) 710-739 (DOI: <http://dx.doi.org/10.1108/IJPDLM-05-2016-0134>).
- 13) Staci M. Zavattaro and Frank G. Adams (2016). "Bridging the Gap: An Exploration of How DMO Managers Use Education to Overcome Challenges," *Urban Studies* 53 (4) 669-688 (DOI: 10.1177/0042098014568069).
- 12) Frank G. Adams, R. Glenn Richey, Jr., Chad W. Autry, Tyler R. Morgan and Colin B. Gabler (2014). "Supply Chain Collaboration, Integration, and Relational Technology: How Complex Operant Resources Increase Performance Outcomes," *Journal of Business Logistics* 35 (4) 299-317 (DOI: 10.1111/jbl.12074).
- 11) Staci M. Zavattaro, Joshua J. Daspit and Frank G. Adams (2014). "Assessing Managerial Methods for Evaluating Place Brand Equity: A Qualitative Investigation," *Tourism Management* 47 (4) 11-21 (DOI: 10.1016/j.tourman.2014.08.018).
- 10) Colin B. Gabler, Timothy D. Butler and Frank G. Adams (2013). "The Environmental Belief – Behavior Gap: Exploring Barriers to Green Consumerism," *Journal of Customer Behavior* 12 (2/3) 159-176 (DOI: <http://dx.doi.org/10.1362/147539213X13832198548292>).
- 9) Colin B. Gabler, Tyler R. Morgan and Frank G. Adams (2013). "Personal Philanthropy and Crisis Management: A Multi-Theoretical Call for Research," *International Journal of Transitions and Innovation Systems* 3 (1) 70-84 (DOI: 10.1504/IJTIS.2013.056608).
- 8) Lauren Skinner Beitelspaeicher, Mert Tokman, Frank G. Adams, and R. Glenn Richey, Jr. (2012). "Retail Service-Based Operant Resources and Market Performance," *International Journal of Logistics Management* 23(3) 408-434.
- 7) Mert Tokman, R. Glenn Richey, Jr., George D. Deitz and Frank G. Adams (2012). "The Retailer's Perspective on the Link Between Logistical Resources and Perceived Customer Loyalty to Manufacturer Brands," *Journal of Business Logistics* 33 (3) 181-195 (DOI: 10.1111/j.2158-1592.2012.01051).
- 6) Alexander E. Ellinger, Hyunju Shin, William Magnus Northington, Frank G. Adams, Debra Hofman and Kevin O'Marah (2012). "The Influence of Supply Chain Management Competency on Customer Satisfaction and Shareholder Value," *Supply Chain Management, an International Journal* 17 (3) 249-262, 2013 Emerald Literati Network Highly Commended Paper Award Winner.
- 5) R. Glenn Richey, Jr., Frank G. Adams and Vivek Dalela (2012). "Technology and Flexibility: Enablers of Collaboration and Time-Based Logistics Quality" *Journal of Business Logistics* 33 (1) 34-49 (DOI: 10.1111/j.0000-0000.2011.01036), 2012 Bernard J. LaLonde Best Paper Award Finalist.
- 4) Dabić, Marina, R. Glenn Richey, Jr. and Frank G. Adams (2012). "Foreign Direct Investment in Emerging East European Markets: An Examination of the EU versus Croatia and Turkey" *Journal of Euromarketing*, 20 (1/2) 21-34.
- 3) Alexander E. Ellinger, Malini Natarjarathinam, Frank G. Adams, J. Brian Gray, Debra Hofman, and Kevin O'Marah (2011). "Supply Chain Management Competency and Firm Financial Success," *The Journal of Business Logistics* 32 (3) 214-226 (DOI: 10.1111/j.2158-1592.2011.01018).

**RESEARCH - Publications (continued):**

- 2) Frank G. Adams, R. Glenn Richey Jr., Michael G. Harvey, and Chadwick B. Hilton (2010). "Information, Intelligence, and Resource Advantage: A Multi-Market Multi-Theoretic Call for Research," *The International Journal of Transitions and Innovation Systems*, 1 (1) 4-24 (DOI: 10.1504/IJTIS.2010.037411).
- 1) R. Glenn Richey, Haozhe Chen, Rahul Upreti, Stanley E. Fawcett, and Frank G. Adams (2009). "The Moderating Role of Barriers on the Relationship Between Drivers to Supply Chain Integration and Firm Performance", *International Journal of Physical Distribution and Logistics Management*, 39 (10) 826-840 (DOI: <http://dx.doi.org/10.1108/09600030911011432>).

**RESEARCH - Conference Papers:**

- 16) Kavi Nambisan, Frank Adams, Christina O'Connor, and Peter Ralston, "Quelling the Fires: A Case Study in Progress of an Extended RBV Process" Academy of Marketing Science 2020 (Accepted 17 December)
- 15) Frank G. Adams, V. Myles Landers, and Stephen France. "A New Application for Worst Case Resistance Testing." INFORMS Annual Conference 2017, Houston, TX.
- 14) Peter M. Ralston, Helena Allman, Frank G. Adams, and Anton Fenik. "An Approach to Internationalization: The Impact of International Growth Competence and Supply Chain Awareness on Foreign Venture Success." Council of Supply Chain Management Professionals Annual Conference 2017, Atlanta, GA.
- 13) Frank G. Adams, Colin B. Gabler, and V. Myles Landers. "Green Logistics Competency: A Resource Hierarchy View of Supply Chain Sustainability." The Academy of Marketing Science World Congress 2017, Christchurch, New Zealand
- 12) Anthony S. Roath, Frank G. Adams, R. Glenn Richey, Jr., and Meriem Bouazzaoui. "Toward a Responsiveness Theory of Supply Chain Management: Defining an Outcome Variable for the Discipline." Council of Supply Chain Management Professionals Annual Conference 2016, Orlando, FL.
- 11) Frank G. Adams, V. Myles Landers and Colin B. Gabler. "Supply Chain Governance Tensions: A Qualitative Exploration of B2B Relationship Structures." The Academy of Marketing Science Summer Conference 2015, Denver, CO.
- 10) Alexandra Krallman, Mark Pelletier and Frank G. Adams. "@Size vs. #Impact: Social Media Engagement Differences Amongst Facebook, Twitter, and Instagram – A Structured Abstract." The Academy of Marketing Science Summer Conference 2015, Denver, CO.
- 9) Mark Pelletier and Frank G. Adams. "Cool, Social Media, and Marketing Communications Strategy: An Anarchy Network Logic of Value Creation." The Academy of Marketing Science Summer Conference 2014, Indianapolis, IN.
- 8) Kenneth W. Graham and Frank G. Adams. "Knowledge Creation and Firm Performance: The Role of Process Integration in Collaborative Networks". The Academy of Marketing Science Summer Conference 2014, Indianapolis, IN.
- 7) Staci M. Zavattaro, Frank G. Adams and Joshua J. Daspit. "Social Media Use by Place Branding Professionals: An Exploratory Study". American Political Science Association Annual Meeting & Exhibition 2014, Washington, D.C.

**RESEARCH - Conference Papers (continued):**

- 6) Tyler M. Morgan, Frank G. Adams, R. Glenn Richey, Jr., Chad W. Autry and Colin B. Gabler. "Supply Chain Management Capabilities and Firm Performance: The Roles of Operant Resources, Operand Resources and Dyadic Position." NOFOMA Conference 2012, Turku, Finland.
- 5) Dabić, Marina, R. Glenn Richey, Jr. and Frank G. Adams. "Foreign Direct Investment in Emerging East European Markets: An Examination of the EU versus Croatia and Turkey." The Asian Business and Management Conference 2010, Osaka, Japan.
- 4) Alexander E. Ellinger, Hyunju Shin, William Magnus Northington and Frank G. Adams. "The Influence of Supply Chain Management Proficiency on Customer Satisfaction and Shareholder Value." Supply Chain Track, Society of Marketing Advances 2010 Annual Convention, Atlanta, GA.
- 3) Frank G. Adams. "The Hidden Cost of Logistics and Sales Promotion Outcomes. "Supply Chain Management and Industrial Distribution Session," Society of Marketing Advances 2009 Annual Convention, New Orleans, Louisiana.
- 2) R. Glenn Richey, Jr., Haozhe Chen, Rahul Upreti, Stanley E. Fawcett, and Frank G. Adams. "The Moderating Role of Barriers on the Relationship between Drivers to Supply Chain Integration and Firm Performance," Society for Marketing Advances 2009 Annual Convention, New Orleans, Louisiana.
- 1) Frank G. Adams. "The Impact of Logistics Planning on Sales Promotion Outcomes." Educator's Conference, Council of Supply Chain Management Professionals 2009 Annual Convention, Chicago, Illinois.

**COURSES TAUGHT:****Mississippi State University**

MKT 3233 – International Logistics (concentration elective): an introduction to logistics concepts and definitions – Student Evaluations (2 section average) 4.35/5.00.

MKT 4013 – Procurement (major requirement): an advanced study of procurement processes, including supplier evaluation, and segmenting inventory and service types – launching Fall 2021.

MKT 4033 – International Transportation (concentration elective): an introduction to transportation concepts and definitions that includes spreadsheet calculation of optimal routes based on cargo characteristics, vehicle capacities, and customer locations and requirements – Student Evaluations (6 section average) 4.62/5.00.

MKT 4333 – International Supply Chain Management (concentration elective): an advanced study of B2B collaboration types, how supply chains operate, and international cultural impacts on supply chain configuration and management. Also includes spreadsheet calculation of optimal sourcing and manufacturing partner selections based on customer demand and an array of costs that vary by international location – Student Evaluations (7 section average) 4.57/5.00.

MKT 4813 – Marketing Management (major requirement): the Marketing major capstone course, which includes development of a marketing strategy report identifying and proposing solutions for real-world company problems, including internal analyses, customer analysis, competitor analyses, industry analyses, and environmental analyses – Student Evaluation (15 section average) 4.65/5.00.

**COURSES TAUGHT** (continued):**The University of Alabama**

MKT 411 – Supply Chain Management (major requirement): an introduction to supply chain management concepts and definitions – Student Evaluations (7 section average) 4.60/5.00.

MKT 487 – Strategic Marketing (major requirement): the Marketing major capstone course, which includes analysis of market conditions and problem solving using case-based material – Student Evaluation 4.50/5.00.

**Bahçeşehir University** (Istanbul, Turkey)

International Marketing and Logistics Study Abroad: an introduction to import/export issues

**SERVICE - Mississippi State University:****Academic Grievance**

**Committee:** 2015-2020 (member): Hear student grade appeal cases and offer recommendations to Provost

**Master's Thesis**

**Committee:** Rebecca Vander Linde, Industrial Engineering

- *Optimal Sequencing of Aircraft Engine Maintenance Events Using Particle Swarm Optimization*
- Defended 20 October 2016

**SERVICE - Department of Marketing, Quantitative Analysis & Business Law (Mississippi State University):****Doctoral Dissertation****Committees:**

Kavitha Meredith, Mississippi State University (chair)

- (title pending) An attribution theory examination of supply chain resilience
- Proposal Expected Spring 2022

Tyler Hancock, Mississippi State University (co-chair)

- *Three Essays on Malicious Consumer Deviance: The Creation, Dissemination, and Elimination of Misleading Information*
- Defended 25 March 2020

Alexandra Krallman, Marketing, Mississippi State University:

- *Overcoming the 'What Ifs': Combatting Post-Purchase Anticipated Regret in the Online Retail Setting*
- Defended 8 March 2017

**Doctoral Program****Committees:**

- 2018- 2020, Brett Kazandjian, Marketing, Mississippi State University (co-chair)
- 2017- 2019, Tyler Hancock, Marketing, Mississippi State University

**SERVICE - Department of Marketing, Quantitative Analysis & Business Law (Mississippi State University; continued):**

**Faculty Search Committees:**

- 2021:
  - Co-Chair, Supply Chain Tenure-track Faculty Search Committee
  - Member, Marketing Tenure-Track Faculty Search Committee
  - Member, Quantitative Analysis Tenure-track Faculty Search Committee
- 2020: Co-Chair, Supply Chain Faculty Instructor Search Committee
- 2019: Member, Marketing Tenure-Track Faculty Search Committee
- 2018-2019: Co-Chair, Supply Chain Tenure-track Faculty Search Committee
- 2015: Member, Quantitative Analysis Tenure-track Faculty Search Committee
- 2014: Member, Marketing Tenure-Track Faculty Search Committee

**Program Coordinator:**

- College of Business Supply Chain & Logistics Program: 2012-Present
- Executed conversion of a marketing concentration into a college major
  - Designed and implemented curriculum updates
  - Conducted practitioner partner outreach
  - Coordinated program student/student-prospect recruiting

**Staff Search Committee:**

- 2021: Member, Office Associate Search
- 2020: Member, Office Associate Search
- 2018: Member, Office Associate Search

**Student Group Advisor:**

American Marketing Association Student Chapter, 2019-2021

- Advised elected student officers in supervising an on-campus AMA chapter
- Advised revision of an order of merit system for selecting students to attend national conferences

Maroon & White Supply Chain, 2020-present

- Advised elected student officers in supervising an on-campus ASCM chapter
- Advised student officers in supervising a disaster relief program

Mississippi State Supply Chain Ambassadors, 2013-2020

- Trained and supervised student volunteers who educate interested students, high school prospects, parents, and University administrators about Supply Chain Careers, and the College of Business Supply Chain curriculum
- Supervised development and conduct of presentations about the Supply Chain discipline and related careers
- Supervised coordination of hosts and campus escorts for Supply Chain event guest speakers

**SERVICE - The Discipline:****Council of Supply Chain Management Professionals:**

- Academic Strategies Committee (member): 2015-2020
- Classroom Case Curation (director): 2018
- Classroom Case Curation (vice-director): 2017

**Senior Editor:** *Journal of Business Logistics* (2018-present)

**Senior Associate Editor:** *International Journal of Physical Distribution and Logistics Management* (2018-present)

**Editorial Board Member:**

- *Journal of Business Logistics*: 2014-2018
- *Journal of Supply Chain Management*: 2017-Present
- *International Journal of Physical Distribution and Logistics Management*: 2013-2018

**Ad Hoc Peer Reviewer:**

- *International Journal of Logistics Management*
- *International Journal of Transitions and Innovation Systems*
- *Journal of Customer Behavior*
- *Journal of Business Research*
- *Journal of Marketing Theory and Practice*
- *Journal of Services Research*

**INDUSTRY PRESENTATIONS:**

**2020** “Responsibly Sharing The Toys: Managing Shared Inventory Across Multiple Locations”: Hood Distribution Annual Conference, Biloxi Mississippi

**2014** “Understanding the What, How and Why of Big Data in Supply Chain Relationships: A Structure, Process, and Performance Study” (with R. Glenn Richey, Jr. and Tyler R. Morgan): Council of Supply Chain Management Professionals Annual Global Conference, San Antonio, Texas.



**INDUSTRY PRESENTATIONS (continued):****2013**

“Using the NACCU Benchmarking Survey Data to Your Benefit”: National Association of Campus Card Users Webinar.

“Benchmarking Data and Managing Your Card Office”: National Association of Campus Card Users Convention, Orlando, Florida.

**2012**

“Making Sense and Getting Benefits from Your Benchmarking Data”: National Association of Campus Card Users Convention, Seattle, Washington.

**2011**

“Benchmarking the Campus Card Industry: Methods and Findings of The Analysis of an Emerging Industry”: National Association of Campus Card Users Convention, Baltimore, Maryland.

“Green Marketing Opportunities as Blue Ocean Strategy: A Research Study for the NGA by the University of Alabama” (with R. Glenn Richey and Colin B. Gabler): National Grocers Association Annual Convention, Las Vegas, Nevada.

“Continuing Advances In and Impacts from GS1 DataBar” (with R. Glenn Richey and Colin B. Gabler): National Grocers Association Annual Convention, Las Vegas, Nevada.

**2010**

“Benchmarking the Campus Card Industry: An Analysis and Development Project for the National Association of Campus Card Users” (with R. Glenn Richey): National Association of Campus Card Users Convention, Phoenix, Arizona.

**2009**

“DataBar 2009 and Beyond for Effective UPC Coupons, Product Management and Traceability,” (with Timothy D. Butler): National Grocers Association Annual Convention, Las Vegas, Nevada.

**HONORS:****2018**

Mississippi State University College of Business Faculty Research Award Recipient.

**2017**

Mary Jo and Paul Karre Faculty Fellowship Recipient.

**2014**

Outstanding Reviewer of the Year (2013): *Journal of Business Logistics*.

**HONORS (continued):**

**2013**

Emerald Literati Network 2012 Award for Excellence: *Supply Chain Management: International Journal*, “The Influence of Supply Chain Management Competency on Customer Satisfaction and Shareholder Value,” Vol. 17, No. 3, 249-262.

Bernard J. LaLonde Best Paper Award 2012 Finalist: *Journal of Business Logistics*, “Technology and Flexibility: Enablers of Collaboration and Time-Based Logistics Quality,” Vol. 33, No. 1, 34-49.

**2012**

Emerald Literati Network Highly Commended Reviewer Award (*International Journal of Physical Distribution and Logistics Management*)

Mary Dunstan Outstanding Marketing Doctoral Student Award, Department of Management and Marketing, College of Commerce and Business Administration, the University of Alabama.

**2011**

Award of Merit for Excellence in Research by a Doctoral Student, College of Commerce and Business Administration, the University of Alabama

Doctoral Consortium Delegate, Society for Marketing Advances, Atlanta, GA.

Doctoral Consortium Delegate, Council of Supply Chain Management Professionals Educator’s Conference, Philadelphia, PA.

**2010**

Outstanding Graduate Student Educator Award, the University of Alabama American Marketing Association Chapter

Outstanding Marketing Award, Culverhouse College of Commerce and Business Administration, the University of Alabama

Beta Gamma Sigma.

**2009**

Outstanding Marketing Award, Culverhouse College of Commerce and Business Administration, the University of Alabama.

**INDUSTRY PROJECTS:**

**Tennessee-Tombigbee Waterway Authority:**

2014-2015. Project Director of an effort to assess the economic impact of a major waterway transportation system, coordinating a team of academics from multiple universities, in cooperation with the National Strategic Planning & Analysis Research Center.

**Atel Corporation:**

2011. Analyzed the strategic resources of an environmentally-friendly textile manufacturer and proposed options for international distribution.

**Phifer, Inc.:**

2008. Led an undergraduate student consulting team in the study and redesign of a specialty fabric and metal manufacturer's reverse-logistics operations, including materials handling, storage, evaluation, rework, scrap and customer service procedures, as well as archiving of return events.

**National Association of Campus Card Users:**

2008-2013. Developed industry segments and benchmarking criteria for an unanalyzed organizational resource support industry, based on activity and resource levels.

**Action Card Office:**

2008. Analyzed, documented and retooled office AR and AP procedures resulting in a 12% manpower savings. Developed multiple efficiency projects leveraging University of Alabama expertise for low cost solutions.

**OfficeMax:**

2007. Led a graduate student team in developing improvements to a manpower scheduling system for the distribution center of McCalla, AL.