

ACADEMIC EXPERIENCE

Rawls College of Business, Texas Tech University, Lubbock, TX

Professor of Practice, Marketing & Supply Chain Management Area & Director, Center for Sales & Customer Relationship Excellence Since Sep 1, 2018

Goizueta Business School, Emory University, Atlanta, GA, USA

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| 1. Visiting Scholar (working with Dr. Jag Sheth on marketing theory) | Nov 2016 to Aug 2017 |
| 2. Adjunct Associate Professor of Marketing | Aug 2000 to April 2001 |
| 3. Assistant Professor of Marketing | Aug 1995 to June 2000 |
| 4. Visiting Associate Professor of Marketing | Jan 1992 to July 1995 |
| 5. Associate Director, <i>Center for Relationship Marketing</i> | Aug 1993 to June 2000 |

S P Jain School of Global Management, Dubai & Singapore

Adjunct Professor of Marketing Sep 2016 to July 2018

Kenan-Flagler Business School, University of North Carolina, Chapel Hill, NC, USA

Adjunct Associate Professor of Marketing Jan 2017 to Dec 2017
Adjunct Professor of Marketing Jan 2018 to Aug 2018

J. Mack Robinson College of Business, Georgia State University, Atlanta, GA, USA

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| 1. Robinson Research Fellow & Managing Director, <i>CBIM</i> | Aug 2001 to July 2003 |
| 2. Visiting Associate Professor of Marketing | Aug 2001 to July 2002 |

XLRI School of Management, Jamshedpur, India

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|---|------------------------|
| 1. Associate Professor of Marketing | Jan 1986 to April 1991 |
| 2. Coordinator, Marketing Area & Executive Development Programs | Aug 1987 to July 1990 |
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SHORT-TERM VISITING FACULTY POSITIONS

Terry College of Business, University of Georgia, Athens, GA, USA, (Fall 2004).

Johannes Kepler University, Linz, Austria (Summer Terms 1998 - 2001)

Indian Institute of Management (IIM) Lucknow, (Fall 2001) & IIM Indore (Fall 2003)

Norwegian School of Economics and Business Administration, Bergen, Norway (Spring 1998)

University of Colorado at Boulder, USA (Fall 1991)

BUSINESS EXPERIENCE

Founder & CEO, Institute for Customer Relationship Management (iCRM) – engaged in research, consulting, & digital marketing with offices in USA, UK, India, Malaysia & Singapore 2001 to 2018

RECENT PROFESSIONAL HIGHLIGHTS

- Fellow of The Chartered Institute of Marketing (CIM), since July 2017.
- Co-author of paper ranked 6th amongst the most impactful articles published in the 40-year history of the *Journal of the Academy of Marketing Science* ... 2012
- Cited in over 8300 academic publications with h-index of 18 and i10 index of 23 (Google Scholar).
- Listed among the Top 5 most cited authors on *Relationship Marketing* in Google Scholar, 2009
- Distinguished Alumni Award, Faculty of Management Studies, Banaras Hindu University, 2005
- Chair, Steering Committee & Project Leader - Industry Best Practices on Retail Post-Audit Recovery (*The combined revenues of companies on steering committee was \$1 Trillion*), 2004 - 2009
- MBA Educator Award (Best Teaching), Emory Business School, Emory University, 1993
- Exceptional Scholar Award (Research), Goizueta Business School, Emory University, 1996
- Received Gold Medal from International Olympic Committee for outstanding voluntary services as Venue Protocol Manager during 1996 Summer Olympics in Atlanta, USA.

EDUCATION

Banaras Hindu University, Varanasi, India (Ranked amongst the Top 3 Universities in India)

Ph.D.	Business Management (<i>Research Thesis on International Marketing</i>)	1985
M.B.M.	Concentration in Marketing	1979
B.A.	Economics Honors with English Literature & Hindi Literature	1977

TEACHING: COURSES & SEMINARS DELIVERED

Sales Management: BBA

Digital Marketing: Online MBA (MBA@UNC)

Marketing Audit & Metrics: Global MBA, Executive MBA

Product & Brand Management: Executive Development Programs (EDP), Seminars & Workshops

International Marketing: MBA, Executive MBA, Executive Development Program, BBA

Marketing Management: MBA, BBA

Marketing Research: MBA, BBA

Marketing Strategy: BBA, MBA, Executive Development Programs

Relationship Marketing /CRM/ Customer Experience & Value: MBA, Executive MBA, EDP & Ph.D.

RESEARCH & PROFESSIONAL INTERESTS

- Marketing Theory, Sustainable Marketing, Strategic Global Marketing,
- Relationship Marketing, CRM, Customer Experience & Loyalty
- Product & Brand Management, Marketing Communications
- Digital Marketing, Marketing Metrics & Analytics, Customer Insights Technology & Big Data
- Sales Management, Retail Trade Promotion, Recovery Audit and Outsourcing

SPONSORED RESEARCH GRANTS

- Cellcard Cambodia - \$250,000 (2011 - 2012) + \$250,000 (2013-2014) “Field Experiment on Prospect Theory, Brand Management, Segmentation & Choice Behavior of Mobile Pre-Paid Bundled Services”
- PRG-Schultz, Atlanta – US\$ 220,000 (2004-05) + US\$ 275,000 (2006-07) “Trade Promotions, Post Audit Recovery and Trading Partner Relationships”
- Grocery Manufacturers Association (2004-06) – US\$ 250,000 “Value of Outsourcing Sales and Marketing in CPG Industry”
- Food Service Sales & Marketing Association (2005-06) – US\$ 75,000 “Value of Outsourcing Sales and Marketing in Food Services Industry”
- Independent Insurance Agents of America (1997) – US\$ 75,000 “Sales Agencies’ Best Practices”
- E&Y Foundation (1993 – 97) – US\$ 300,000 (to Center for Relationship Marketing, Emory University; worked as project co-leader) “Best Practices in Customer, Supplier, Internal, and Alliance Partnering”

MANUSCRIPTS & RESEARCH IN PROGRESS

“A General Theory of Marketing,” (with Jagdish N. Sheth). Multiple articles planned for publication in leading journals and as an advanced marketing theory book.

“A Framework for Developing High Value Loyalty Programs in Emerging Markets: The Relative Perceived Value of Rewards, Recognition, Developmental & Strategic Benefits” (with Janakiraman Moorthy and Rishi Dwesar). Manuscript being finalized for submission to *Journal of Service Theory and Practice – Special Issue on Research in Emerging Markets*.

“Measuring the Impact of Advertising on Shareholder Value Creation” (with JoAnn Sciarrino). Manuscript in draft form. Final manuscript to be submitted to the *Journal of Academy of Marketing Science*.

“Complexities of Combining Fractional Factorial with Randomized Block and Switch Replication Techniques in Large Scale Field Experiments on Product Plan & Brand Acceptance” (with M. Janakiraman and Alex Chaudhary). Manuscript under preparation for submission to *Journal of Marketing Research*.

“Big Data Analytics: Modeling Mobile Airtime Transfer Using Weblet Transform – A Statistical Physics Approach,” (with Bharat Bhushan Verma). Target Journal: *Marketing Science*.

“How Much Does Sustainability Matter to Various Stakeholders of an Organization? Materiality Assessment in a Multi-Division, Multi-Location Organization” (with Janakiraman Moorthy). Target Journal: TBD

“RELSAT Caliper: Scale to Measure and Index Relationship Satisfaction across Industries,” (with Subin Sudhir, Anita Balasingham & I. M. Singh).

“The Etymology and Epistemology of Loyalty – Are Marketing Measures of Loyalty Distorted?” (with Subin Sudhir). Target Journal: *Journal of Marketing*

“Reliability and Validity of Using Games and Gamification for Data Collection in Market Research.”

PUBLICATIONS – JOURNAL ARTICLES

Parvatiyar, Atul, Janakiraman Moorthy and Naveen Donthu (2019) “Where the Twain Shall Meet? A Study of Best Practices to Resolve Retailer-Supplier Acrimony in Post-Audit Recovery of Trade Promotion Dollars,” *Journal of Marketing Channels*. (**Forthcoming as Lead Article** in the *Special Issue on Retail Performance Metrics*).

Poddar, Amit, Naveen Donthu, and Atul Parvatiyar (2013), “Retailer Choice of Trade Promotions,” *Journal of Marketing Theory and Practice*, 21(1), pp. 45-56.

Sheth, Jagdish N., Atul Parvatiyar, and Mona Sinha (2013), “The Conceptual Foundation of Relationship Marketing: Review and Synthesis,” *Economic Sociology – the European Economic Newsletter*, 13(3), pp. 4-26, (**Lead Article**).

*Reprinted: *Russian Management Journal* (2013), 11(1), pp. 63-94, (**in Russian Language**).

Parvatiyar, Atul and Jagdish N. Sheth (2002), “Customer Relationship Management: Emerging Practice, Process and Discipline,” *Journal of Economic & Social Research*, 3(2), pp. 1-34 (**Lead Article**).

*Reprinted: *Organizational Buyer Behavior Volume – Legends in Marketing Series*, Volume Editor: Arun Sharma, Thousand Oaks, CA: Sage Publications, 2010.

Sheth, Jagdish N. and Atul Parvatiyar (2002), “Evolving Relationship Marketing into a Discipline,” *Journal of Relationship Marketing*, vol. 1, no. 1, pp. 3-16 (**Lead Article**).

*Reprinted: *Relationship Marketing Volume – Legends in Marketing Series*, Series Editor: Balaji Krishnan, Thousand Oaks, CA: Sage Publications, 2010, pp. 123-133.

Sheth, Jagdish N. and Atul Parvatiyar (2001), “The Antecedents and Consequences of Integrated Global Marketing,” *International Marketing Review*, vol. 18, no. 1, pp. 16-29 (**Lead Article**).

*Reprinted: *International Marketing Volume – Legends in Marketing Series*, Volume Editor: Abdolreza Esghi, Thousand Oaks, CA: Sage Publications, 2010.

GM Naidu, Atul Parvatiyar, Jagdish Sheth and Lori Westgate (1999), “Does Relationship Marketing Pay? An Empirical Investigation of Relationship Marketing Practices in Hospitals,” *Journal of Business Research*, vol. 46, no. 3, pp. 207-218.

*Reprinted: *Relationship Marketing Volume – Legends in Marketing Series*, Series Editor: Balaji Krishnan, Thousand Oaks, CA: Sage Publications, 2010, pp.153-172.

Parvatiyar, Atul and Jagdish N, Sheth (1997), "Paradigm Shift in Inter-firm Marketing Relationships: Emerging Research Issues," *Research in Marketing*, vol. 13, pp. 235-255

*Reprinted: *Relationship Marketing Volume – Legends in Marketing Series*, Series Editor: Balaji Krishnan, Thousand Oaks, CA: Sage Publications, 2010, pp. 105-122.

Sheth, Jagdish N. and Atul Parvatiyar (1995), "Antecedents and Consequences of Relationship Marketing in Consumer Markets," Journal of the Academy of Marketing Science, vol. 23, no. 4, pp. 255 - 271.

(Detailed Commentaries on this article by Richard Bagozzi, pp. 272-277, and Robert Peterson, pp. 278-281, were also published in the same issue of the Journal)

*Reprinted: Consumer Behavior: Conceptual Foundations – Legends in Marketing Series, Richard J. Lutz, ed., Thousand Oaks, CA: Sage Publications, 2010.

Relationship Marketing – Legends in Marketing Series, Series Editor: Balaji Krishnan, Thousand Oaks, CA: Sage Publications, pp. 32-62, 2010.

Handbook of Relationship Marketing, Jagdish Sheth and Atul Parvatiyar, eds., Thousand Oaks, CA: Sage Publications, 2000.

Sheth, Jagdish N. and Atul Parvatiyar (1995), "The Evolution of Relationship Marketing," International Business Review, vol. 4, no. 4, pp. 397 - 418.

*Reprinted: Relationship Marketing Volume – Legends in Marketing Series, Series Editor: Balaji Krishnan, Thousand Oaks, CA: Sage Publications, 2010, pp. 83-104.

Handbook of Relationship Marketing, Jagdish Sheth and Atul Parvatiyar, eds., Thousand Oaks, CA: Sage Publications, 2010.

Parvatiyar, Atul and Yash Gupta (1994), "Synergistic Payoffs in Indo-US Strategic Alliances," Technovation, vol. 14, no. 6, pp. 395-406.

Sheth, Jagdish N. and Atul Parvatiyar (1992), "Towards a Theory of Business Alliance Formation," Scandinavian International Business Review, vol. 1, no. 3, pp. 71-87.

*Reprinted: Organizational Buyer Behavior – Legends in Marketing Series, Arun Sharma, ed., Thousand Oaks, CA: Sage Publications, 2010.

Relationship Marketing – Legends in Marketing Series, Series Editor: Balaji Krishnan, Thousand Oaks, CA: Sage Publications, 2010, pp. 63-82.

Handbook of Relationship Marketing, Jagdish Sheth and Atul Parvatiyar, eds., Thousand Oaks, CA: Sage Publications, 2000.

International Management: A Reader, Pervez N. Ghauri and S. Benjamin Prasad, eds., The Dryden Press, London, 1995, pp. 174-188.

Parvatiyar, Atul (1990) "Ecological Perspectives of Marketing in the 1990s: Consumer Marketing for Sustainable Development," Management and Labour Studies, vol. 15, no. 2, pp.79-89.

*Reprinted: Emerging Trends in Indian Marketing, S. C. Sahoo and P. K. Sinha, eds., Academic Foundation, New Delhi, 1991, pp. 159-180.

Parvatiyar, A. (1988) "Future Dimensions of Marketing in India," *Management and Labour Studies*, vol. 13, no. 1 (January), pp. 31-39.

*Reprinted: *Emerging Trends in Indian Marketing*, S. C. Sahoo and P. K. Sinha, eds., Academic Foundation, New Delhi, 1991, pp. 17-28 (**Lead Chapter**).

PUBLICATIONS - CHAPTERS IN SCHOLARLY BOOKS

Parvatiyar, Atul, Naveen Donthu, Thomas Gruen (2019), "Value of Outsourcing Sales & Marketing in the Age of Retail Disruptions," in *Handbook of Advances in Marketing in an Era of Disruptions – Essays in Honor of Jagdish Sheth*, New Delhi: Sage Publications, *Forthcoming*.

Parvatiyar, Atul (2010), "Journey on Relationship Marketing with Prof Jagdish Sheth: Reflections of a Colleague and a *Shisya*," in *Relationship Marketing – Legends in Marketing Series*, Vol. 8, Series Editor: Balaji Krishnan, Thousand Oaks, CA: Sage Publications, pp xix – xxvi.

Parvatiyar, Atul (2009), "Will Relationship Marketing Become the Basis for a Grand Theory of Marketing? – An interview with the living Legend Jag Sheth," in *Relationship Marketing – Legends in Marketing Series*, Volume 8, Series Editor: Balaji Krishnan, Thousand Oaks, CA: Sage Publications., pp. 237-244

Prasad, Sushil K., Raj Sundaraman, Yanqing Zhang and Atul Parvatiyar (2004), "A Web-based Game-Oriented College Selection System Employing Fuzzy Rule Trees," in *Proceedings of the Hawaii International Conference on System Sciences (HICSS '04)*, Ed. Ralph H. Sprague, IEEE Computer Society, Hawaii: Track 3, Volume 3. ISBN: 0-7695-2056-1

Parvatiyar, Atul and Jagdish Sheth (2001), "Conceptual Framework of Customer Relationship Management" in *Customer Relationship Management: Emerging Concepts, Tools and Applications*, Jagdish N. Sheth, Atul Parvatiyar and G. Shainesh, Eds., New Delhi: Tata McGraw Hill, pp. 3-25 (**Lead Chapter**).

Parvatiyar, Atul and Jagdish Sheth (2000), "The Domain and Conceptual Foundations of Relationship Marketing" in *Handbook of Relationship Marketing*, Jagdish Sheth and Atul Parvatiyar, Eds. Sage Publications, Thousand Oaks, CA, pp. 3-38 (**Lead Chapter**).

*Reprinted: *Relationship Marketing Volume – Legends in Marketing Series*, Series Editor: Balaji Krishnan, Thousand Oaks, CA: Sage Publications, 2010, pp. 3-31.

Biong, Harald, Kenneth Wathne and Atul Parvatiyar (1997), "Why do Some Companies Not Want to Engage in Partnering Relationships?" in *Relationships and Networks in International Markets*, Hans G. Gemünden, Thomas Ritter and Achim Walter, eds., Elsevier Science Ltd., Oxford, UK, pp. 91-107

Sheth, Jagdish N. and Atul Parvatiyar (1995), "Ecological Imperatives and the Role of Marketing," in *Advances in Environmental Marketing: New Developments in Practice, Theory and Research*, Michael J. Polonsky and Alma T. Mintu-Wimsatt, eds. Haworth Press, Binghamton, NY, pp. 3-20 (**Lead Chapter**).

*Reprinted: *Managerial Marketing: Current Thoughts – Legends in Marketing Series*, Rajendra Sisodia, ed., Thousand Oaks, CA: Sage Publications, 2010.

PUBLICATIONS – BOOKS & RESEARCH MONOGRAPHS

Parvatiyar, Atul and Rajendra Sisodia (2019), Editors, Handbook of Advances in Marketing in an Era of Disruptions – Essays in Honor of Jagdish Sheth, New Delhi: **Sage Publications, Forthcoming**.

Parvatiyar, Atul (2010), Volume Editor, Relationship Marketing Volume (8) – Legends in Marketing Series – (An Anthology of Forty Years of Academic Contribution by Marketing Legend Jagdish Sheth), Series Editor, Balaji Krishnan, Thousand Oaks, CA: Sage Publications.

Parvatiyar, Atul, Naveen Donthu, Thomas Gruen, Vijay Kasi, and Brad Kesel (2008), Outsourcing Is In! - How CPG Companies Enhance Performance, Reduce Cost and Increase ROI through Outsourcing Sales and Marketing, Washington DC: ASMC & GMA, ISBN: 0-9774178-6-7.

Parvatiyar, Atul, Naveen Donthu, Thomas Gruen, Vijay Kasi, and Brad Kesel (2006), The Value Of Outsourcing Sales and Marketing: A Study of the Prevalence and Use of Sales and Marketing Agencies by Consumer Packaged Goods Companies, Washington DC: ASMC Foundation & Grocery Manufacturers' Association, ISBN: 0-9774178-3-2.

Parvatiyar, Atul, Naveen Donthu, Paul van Leeuwen, Vijay Kasi, and Brad Kesel (2007), Prevalence of Outsourcing Sales & Marketing in Foodservice Industry, Washington DC: FSMA.

Parvatiyar, Atul, Naveen Donthu, Thomas Gruen, Fred Jacobs, and Brad Kesel (2005), Best Practices in Post-Audit Recovery: An Examination of Prevalent Post-Audit Practices in the Retail Industry, Atlanta: CBIM, GSU & iCRM, ISBN: 0-9774178-0-8.

Sheth, Jagdish N., Atul Parvatiyar, and G. Shainesh, Authors & Eds. (2001) Customer Relationship Management: Emerging Concepts, Tools and Applications, New Delhi: Tata McGraw Hill.

Sheth Jagdish N. and Atul Parvatiyar, Eds. (2000), Handbook of Relationship Marketing, Thousand Oaks, CA: Sage Publications.

Manrai, Ajay, Jagdish Sheth, Atul Parvatiyar, and Lalita A. Manrai, Eds. (1998) Research in Marketing: Designing Competitive Strategies for Global Marketing, Volume 14, Emerald Group Publishing, ISBN: 0762305509.

Sheth, Jagdish N. and Atul Parvatiyar, Eds. (1997) Research in Marketing, Volume 13, Emerald Group Publishing, ISBN 07626302844.

Sheth, Jagdish N., Atul Parvatiyar and Bobby Reagan 1997, Best Practices of the Leading Sales Organizations in the United States, 1997, Center for Relationship Marketing, Emory University and the Independent Insurance Agents of America (IIAA).

PUBLICATIONS – CONFERENCE PROCEEDING BOOKS

Parvatiyar, Atul, Jagdish Sheth, Wesley Johnston and David Martin Ruiz, Eds. (2002), Customer Relationship Management in the Era of Globalization, Proceedings of the 6th Research Conference on Relationship Marketing & CRM, an e-publication of iCRM and CBIM, Georgia State University, Atlanta, GA.

Parvatiyar, Atul and Jagdish N. Sheth, Eds. (2000), Relationship Marketing in the New Millennium: Theory, Methods, and Applications, Proceedings of the 2000 Research Conference on Relationship Marketing, Atlanta: Emory University & AMA RMSIG

Parvatiyar, Atul and Jagdish N. Sheth, Eds. (1996), Contemporary Knowledge of Relationship Marketing, Proceedings of the 1996 Research Conference on Relationship Marketing, Atlanta: Center for Relationship Marketing, Emory University.

Sheth, Jagdish N. and Atul Parvatiyar, ed. (1994), Relationship Marketing: Theory, Methods, and Applications, Proceedings of the 1994 Research Conference on Relationship Marketing, Atlanta: Center for Relationship Marketing, Emory University.

PUBLICATIONS – ARTICLES IN CONFERENCE PROCEEDINGS

Donthu, Naveen, Vijay Kasi, Atul Parvatiyar, Wes Johnston and Tom Gruen (2007), "Value of Outsourcing the Sales Function," in Proceedings of American Marketing Association, Summer Educators Conference.

Donthu, Naveen, Vijay Kasi, Atul Parvatiyar and Tom Gruen (2006), "Role of Collaborative Management in Outsourcing the Sales Function: An Examination of the CPG Industry," in Proceedings of American Marketing Association, Summer Educators Conference.

Gruen, Tom, Naveen Donthu and Atul Parvatiyar (2005), "Impact of Post Audit Recovery Activities on Buyer-Seller Relationships," in Proceedings of AMA, Summer Educators Conference.

Parvatiyar, Atul, Sushil K. Prasad, Raj Sundaraman and Yanqing Zhang (2002), "Smart Advisor and Search Optimizer: Web-based Applications of Fuzzy Rules, Intelligence Systems and Heirarchial Clustering for Relational Decisions," in Customer Relationship Management in the Era of Globalization, Proceedings of the Sixth Research Conference on Relationship Marketing and CRM, Atlanta, GA.

Parvatiyar, Atul and Thomas Gruen (2000), "Global Account Management Effectiveness – A Contingency Model," in Relationship Marketing in the New Millennium: Theory, Methods, and Applications (Supplement), A. Parvatiyar and J.N. Sheth, ed. Atlanta: Goizueta Business School, Emory University & AMA Relationship Marketing SIG, pp. 21-23

Biong, Harald, Atul Parvatiyar, and Kenneth Wathne (1996), "Are Customer Satisfaction Measurement Models Appropriate for Measuring Relationship Satisfaction," in Contemporary Knowledge of Relationship Marketing, A. Parvatiyar and J.N. Sheth, ed. Atlanta: Center for Relationship Marketing, pp. 258-275.

Biong, Harald, Atul Parvatiyar, and Kenneth Wathne (1996), "Why do Some Companies Not Want to Engage in Partnering Relationships?" in Interactions, Relationships and Networks, H.G. Gemunden, T. Ritter and A. Walter, ed. (Proceedings of the 12th International Conference on Industrial Marketing and Purchasing, volume 2), University of Karlsruhe, pp. 733-753.

Biong, Harald, Atul Parvatiyar and Kenneth Wathne (1996), "Towards a Model of Measuring Relationship Satisfaction," in the Proceedings for 1996 International Conference on Relationship Marketing, Humboldt University, Germany, (two-page abstract).

Parvatiyar, Atul and Jagdish N. Sheth (1994), "Paradigm Shift in Marketing Theory and Approach: The Emergence of Relationship Marketing," in Relationship Marketing: Theory, Methods and Applications, Center for Relationship Marketing, (two-page abstract).

Parvatiyar, Atul and Jagdish N. Sheth (1994), "Towards a Theory of Alliance Governance," in Relationship Marketing: Theory, Methods and Applications, Center for Relationship Marketing, (two-page abstract).

Parvatiyar, A., Sarin, S., and Bhaduri, A. (1990), "Indo-US Strategic Alliances: Enhancing the Synergistic Pay-off in Strategic Marketing," Proceedings of 18th International Marketing Congress, December 9-12, 1990, New Delhi: Institute of Marketing and Management.

Parvatiyar, A. (1990) "Export Opportunities for Castings in the Asia-Pacific Region," Proceedings of 17th International Marketing Congress, January 24-27, 1990, New Delhi: Institute of Marketing and Management (IMM).

Parvatiyar, A. (1986) "Conserver Marketing," Proceedings of Second Inter-Institutional Meet of Marketing Managers and Instructors, Varanasi: Indian Marketing Association, April 1986.

CONFERENCE PAPERS & KEYNOTE PRESENTATIONS

"Current HR Challenges and Practices," Keynote Speaker at the National Conference on HR Challenges, Department of Psychology, Banaras Hindu University Oct 6 & 7, 2016.

"Customer Behavior Perspectives in CRM – Theory & Research," presented at the American Marketing Association Doctoral Consortium in Bangalore, India in July 2012.

"A Call to Action: Implementing Best Practices in Post-Audit Recovery," at the 3rd Retail Summit and Post-Audit Best Practices Forum, MGM Grand, Las Vegas, October 26, 2006.

"If I Had A Billion Dollars (or \$4.2 Billion)..." – The Value of Outsourcing Sales and Marketing, at the Grocery Manufacturers of America (GMA) Merchandising, Sales and Marketing (MSM) meeting, West Palm Beach, September 26, 2006.

"The Value of Outsourcing Sales and Marketing by Food Companies," Keynote at the Annual Top 2 Top Conference of the Foodservice Sales and Marketing Association (FSMA) in Orlando, Mar 3-4, 2006.

- “The Value of Outsourcing Sales and Marketing,” at American Marketing Association Summer Educators Conference, Chicago, August 6, 2006 and at the Grocery Manufacturers of America, Merchandising, Sales and Marketing Conference, Colorado Springs, October 2005.
- “A Summary of Post-Audit Best Practices in Grocery and Drug Retailing,” at the Retail Summit and Post-Audit Best Practices 2nd Annual Forum, Scottsdale, AZ, December 8-9, 2004.
- “The Value of Outsourcing Sales and Marketing Functions,” at the GMA 2004 Merchandising, Sales and Marketing Conference, Colorado Springs, September 19-22, 2004.
- “Global Account Management Programs Effectiveness” (with Thomas Gruen) at Third International Symposium on Major Account Management, Southampton, U.K., July 14-16, 1999.
- “The Effect of Relational Processes on Customer Satisfaction,” (with Harald Biong and Kenneth Wathne) at the Ninth Biennial World Marketing Congress of the Academy of Marketing Science, Qawra, Malta, June 23-26, 1999
- “Towards a Theory of Partnering” at the Fifth International Colloquium in Relationship Marketing,” Cranfield School of Management, Cranfield University, UK, Nov. 3-5, 1997.
- “The Domain and Theoretical Foundations of Relationship Marketing,” at the 1997 American Marketing Association Summer Educators’ Conference, Aug. 2-5, 1997.
- “A Model of the Outcome of Relationship Satisfaction,” (with Harald Biong and Kenneth Wathne) at Academy of Marketing Science World Congress, June 24 - 27, 1997, Kuala Lumpur.
- “Retail Partnering: Conceptualization and Research Propositions,” at The Academy of Marketing Science World Congress, June 24 - 27, 1997, Kuala Lumpur, Malaysia.
- “The Evolution of Relationship Marketing,” presented at the Fourth International Colloquium on Relationship Marketing, Sep 22 - 24, 1996, Svenska Handelshogskolan, Helsinki, Finland (with Jagdish N. Sheth).
- “Why do Some Companies Not Engage in Partnering Relationships?” presented at the 12th International Conference on Industrial Marketing and Purchasing, September 5 - 7, 1996, University of Karlsruhe, Karlsruhe, Germany (with Harald Biong and Kenneth Wathne).
- “Are Customer Satisfaction Measurement Models Appropriate for Measuring Relationship Satisfaction,” presented at the Third Research Conference on Relationship Marketing, June 14 - 16, 1996, Emory University, Atlanta (with Harald Biong and Kenneth Wathne).
- “Determinants of Performance in Supplier Partnering,” presented at the 1996 International Conference on Relationship Marketing, March 29 - 31, 1996, Humboldt Univ., Berlin, Germany (with Jagdish Sheth).
- “Towards a Model to Measure Relationship Satisfaction,” presented at the 1996 International Conference on Relationship Marketing, March 29 - 31, 1996, Humboldt University, Berlin, Germany (with Harald Biong and Kenneth Wathne).

“How to Internationalize? A Decision Framework,” at the Academy of Marketing Science Conference on Globalization and Marketing, December 28 - 30, 1995, New Delhi, India..

“Relationship Marketing: Where we are and where we are going?” at the 1995 Southern Marketing Association Conference, November 9 - 11, 1995, Orlando.

PUBLICATIONS – BUSINESS PRESS

Parvatiyar, Atul (2011) “Why Customers Churn? The Seven Self-Destructive Habits of Companies,” *Marketing* (October), pp. 56 – 57.

Parvatiyar, Atul (1988) “Mood Marketing,” *Business World*, May 9 – 22, p. 25

PEDAGOGICAL CASES & TEACHING MATERIAL

Over 65 full-length teaching cases on International Marketing (list available upon request).

Parvatiyar, Atul (1994) “The Decision for International Marketing: A Managerial Framework.”

Parvatiyar, Atul (1994) “Managerial Tasks of International Marketing.”

Parvatiyar, Atul (1994) “Analyzing International Marketing Opportunities.”

INTELLECTUAL PROPERTY – SOFTWARE PRODUCTS & SYSTEMS DEVELOPED

- *Search Optimizer* – Criteria Search Engine Using Hierarchical Clustering Technique
 - *Smart Adviser* – Relational Decision Tool Applying Fuzzy Rules and AI Systems
 - *SurePlay* – Digital Signage Content Management Software (*Distributed by Panasonic*)
 - *SureTell* – Gamified market research platform capturing attitudinal and behavioral data.
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EXPERIENCE RELATED TO SCHOLARSHIP

Ph.D. Dissertation Committee & Examiner

Dissertation Committee of A. Leila Borders at Georgia State University (2002).

Thesis Examiner at Banaras Hindu University; XLRI School of Management; Birla Institute of Technology and the Indian School of Mines (2001 – 2015).

Journal Editorial Activity

Co-editor: *Research in Marketing* (1995-2001)

Guest Editor: *International Business Review*, Special issue on **Relationship Marketing**, Fall 1995

Editorial Board: *International Marketing Review* (1993 - 2001), *International Journal of Customer Relationship Management* (1998 - 2001), *Journal of Relationship Marketing* (2002 - 2004)

Ad Hoc Reviewer: *Journal of Marketing, Journal of the Academy of Marketing Science, Journal of International Marketing, Journal of Business Research, Journal of Interactive Marketing, Journal of Retailing, Journal of Services Marketing, International Business Review*

International Conference Manuscript Reviewer: *Academy of International Business; AMA Summer & Winter Educator Conferences; Academy of Marketing Science; SMA; Relationship Marketing Conference*

Faculty Consortium Program Chair

Fourteenth American Marketing Association (AMA) Faculty Consortium, June 9-11, 1994
Consortium Topic: Relationship Marketing, (Co-Chair with Jagdish N. Sheth).

International Academic Conference Co-Chair

International Conference on CRM, Nov 24-25, 2000, New Delhi, India

Second, Third, Fifth & Sixth International Research Conferences on Relationship Marketing, Atlanta, (June 11-13, 1994; June 14-16, 1996; Oct 12-15, 2000; June 9-12, 2002)

Sixth Conference on Historical Thoughts in Marketing, May 1993, Atlanta, GA

Academic Conference Track Chair

Business-to-Business, Sales Management and Relationship Marketing Track, The Academy of Marketing Science World Marketing Congress, June 23-26, 1999, Malta.

Business-to-Business, Sales Management and Relationship Marketing, The Academy of Marketing Science World Marketing Congress, June 24-27, 1997, Kuala Lumpur, Malaysia.

Co-Chair, Sales Management and Relationship Marketing Track, 1996 AMA Summer Marketing Educators' Conference, August 3-6, 1996, San Diego, CA.

Co-Chair, Relationship Marketing Track: American Marketing Association Summer Educators' Conference (August 1993), Boston, MA.

ACADEMIC ADMINISTRATION & SELECTED SERVICE ACTIVITIES

Texas Tech University, Rawls College of Business

Director, Center for Sales and Customer Relationship Excellence (Since September 2018)

Georgia State University, J. Mack Robinson College of Business

Managing Director, Center for Business & Industrial Marketing (May 2001 - April 2003).

Emory University

Associate Director, Center for Relationship Marketing, 1994 – 2001.
University Council on International Affairs, 1995 – 1997.
Chair, Faculty Development, University Internationalization Council, 1996 – 1997.
External Affairs Committee, Goizueta Business School, 1995 – 1998.
Executive MBA Committee, Goizueta Business School, 1993 – 1995 & 1998 – 2000.
Founder, Emory Marketing Competition (GMSA), 1993 – 1997

XLRI School of Management, Jamshedpur, India

Coordinator, Management Development Programs, 1988 – 1990
Area Coordinator - Marketing 1986 – 1990.
MBA Placement Committee & Interim Coordinator, 1989 – 1991.
Academic Council, 1987 – 1990 & Research Committee, 1987 – 1988.
Faculty Adviser, Marketing Association of Xavier Institute (MAXI) and “Marketing Fair” - a unique market research program involving over 2000 community participants each year (1986-90)

INVITED LECTURES

Academic Institutions

Copenhagen Business School, Copenhagen, Denmark (1995)
Wirtschaftswissenschaftliche Fakultät, Humboldt University, Berlin, Germany (1995)
Norwegian School of Management, Oslo, Norway (1995, 1997, 1998)
Norwegian School of Economics and Business Administration, Bergen, Norway ('95 & '98)
Swedish School of Economics and Business Administration, Helsinki, Finland (1995)
Svenska Handskolen, Vaasa, Finland (1996)
University of Groningen, Faculty of Management and Organization, The Netherlands (1995)
Cranfield University, UK (1997)
University of Warwick, United Kingdom (1997)
University of Granada, Spain (2001)
University of Seville, Spain (2001)
Institute of Management & Technology, Dubai, UAE (2013)
Universiti Kebangsaan Malaysia (National University of Malaysia), (2014)
MICA Ahmedabad, India (2017)

Professional Meetings and Executive Forum

Keynote Speaker, Young Scholars Conference, MICA, Ahmedabad, India, January 2018
Chief Guest & Keynote Speaker, National HR Conference, BHU, October 7-8, 2016
Valedictory Speaker, Industry-Academia Summit, BHU, Varanasi, India, Nov. 2012
Keynote Speaker, Annual NARMS Retail Marketing Meet, Scottsdale, AZ April 14-17, 2007
Featured Speaker, MSM Conference of GMA, Colorado Springs, Sept 2006 & Oct 2005
Keynote Speaker, FSMA Top2Top Conference, Ft. Lauderdale, Florida, March 2006
Keynote Speaker, Seville Chamber of Commerce and SMI, Spain, April 2001
Keynote Speaker, Asia's Annual e-CRM Conference, July 24-26, 2001, Hong Kong, China.
National Account Management Association (NAMA), February 25-26, 1998

EXECUTIVE PROGRAMS & WORKSHOPS

Featured Faculty (with Joseph B. Pine III), Executive Workshop on “Creating Distinctive Customer Experiences & Loyalty.” May 26 & 27, 2015 in Kuala Lumpur, Malaysia (200+ attendees).

Lead Faculty, Executive Development Program on “CRM – A Customer Behavior Perspective,” August 13, 2012, Kuala Lumpur, Malaysia (50+ attendees).

Program Director, Seminar on: “Chindia Rising – How China & India Could Benefit Your Business,” July 25, 2011, Kuala Lumpur, Malaysia (300+ attendees).

Program Director, Two-Day Workshop on, “Managing Customers for Profit,” July 2009, Kuala Lumpur, Malaysia. (Attended by 50+ senior corporate executives)

Program Chair, First, Second & Third Retail Summits and Best Practice Forums on Post-Audit, Dallas (Oct. 2003), Scottsdale (Dec. 2004), and Las Vegas, Oct. 2006. (100+ executive attendees for each).

Program Director & Workshop Leader, Conference on Relationship Management: Creating Partnerships That Enrich Customer Value & Boost Marketing Productivity, organized by The Conference Board, New York, May 12-13, 1998, Atlanta, GA. (180+ attendees)

Program Director & Workshop Leader, 1997 Conference on Relationship Marketing: Improving Marketing Productivity, The Conference Board, New York, June 2 & 3, 1997, Atlanta, GA. (Attended by approximately 235 executives from USA and Europe)

Program Director & Workshop Leader, Relationship Marketing: Managing Profitable Customers & Productivity, The Economist Conferences, London, UK, Mar 10, 1997 & Mar 9, 1996.

Program Chair & Workshop Leader, Square Table Executive Forum on Customer Relationship Management, April 26 & 27, 1996, Atlanta, Emory University. (80+ executive attendees)

Program Director for fully-subscribed Executive Programs on Effective Marketing (conducted on **six occasions**) and International Marketing (conducted **twice**), XLRI, India (1986-1991).

CUSTOM-DESIGN IN-COMPANY TRAINING & WORKSHOPS

Allstate Insurance, USA – *Marketing Process; Marketing Information System*

Ashiana Homes, India – *Brand Positioning, Digital Marketing & Sales Effectiveness*

Bank of America, USA – *Strategic Planning Process*

Bose Corporation – *CRM Effectiveness*

Cellcard, Cambodia – *Product, Pricing & Competitive Strategies; Customer Analytics*

FCB Advertising, Malaysia – *Brand Management & Advertising Effectiveness; WOM Effect*

Federal Mogul, India – *Dealer and Distributor Partnering Relationships*

Format Werk GmbH, Austria – *Relationship Marketing & Personalization Strategies*
HCL Technologies, India – *Strategic Marketing Process & Competitive Strategies*
Infar India Ltd. – *Sales Process & Effectiveness*
JTI, Malaysia – *Retail Partnering & Program Implementation Process*
Lanier Corporation, USA – *Customer Partnering Strategies*
Levi's Corporation, USA – *Retail Partnering & Key Account Management*
Mavesa, Venezuela – *Global Brand Management & Customer Business Development*
Milliken International, USA – *Customer Partnering Strategies*
Nautilus, USA & Europe – *Strategic Planning; International Retail & Distributor Partnering*
Panacea Biotec, India – *Doctor Relationship Management & Partnering Sales Process*
Panasonic, Malaysia – *Product Portfolio Strategies & Key Account Management*
Siemens, Germany – *Global Account Management & Relationship Satisfaction Measures*
State Bank of India – *Corporate Account Management; Strategic CRM*
Wipro Unza, Malaysia – *Product Management, Positioning & Communication Strategies*

CORPORATE IMPACT PROJECTS

I. CONSUMER PRODUCT COMPANIES & RETAILERS

The Coca-Cola Company, Atlanta, GA, USA (2000 - 2004) – *Global Key Customer Strategies*
Japan Tobacco International (JTI), Malaysia (2009 – 2010) – *Retail Partnering Program*
Kimberly Clark, Atlanta, GA, USA (2002 & 2003) – *Global Key Account Management Strategies*
Kuok Group, Singapore (2003) – *Entry Strategy for India – Product-mix & Positioning*
Landmark Group, Bengaluru, India (2017) – *e-Commerce Strategy & Loyalty Program Redesign*
Panacea Biotec, New Delhi, India (2001 - 2004) – *CRM Strategies & Process Transformation*
Presto – Private Label Division of Reynolds Consumer Products (2018) – *Competitive Intelligence*
Piramal Enterprises, Mumbai, India (1999 - 2000) – *Retail Store Growth Strategy*
Reynolds Consumer Products (2017) – *Global Market Entry & Expansion; Sustainability Strategy*
Shoppers' Stop, India (2002 - 2004) – *Retail Loyalty Program Redesign*
Wipro-Unza, Malaysia (2010 – 2015) – *Brand Positioning & Portfolio Management Strategies*

II. BANKING, FINANCE & INSURANCE COMPANIES

Allstate Insurance, Chicago, IL, USA (1997 - 1999) – *Marketing Process Redesign*
CIMB Bank, Kuala Lumpur, Malaysia (2007 – 2015) – *Marketing Communication Strategies*
PRGX, Atlanta, GA (2002 - 2007) – *Best Practices in Post-Audit Recovery; Process Outsourcing*
State Bank of India (SBI Caps) (2005 - 2006) – *Corporate Account Relationship Strategies*

III. TELECOM & DATA SERVICES

ADC Broadband, Minneapolis, MN, USA (2001) – *Strategic Outsourcing Plan*
Celcom Bhd., Kuala Lumpur, Malaysia (2003 - 2015) – *New Product Positioning & Pricing*
Cellcard (Mobitel), Cambodia (2009 – 2014) – *Market Segmentation, New Products & Pricing*
Telekom Malaysia, Kuala Lumpur, Malaysia (2004 – 2008) – *Pricing & Re-Branding Strategies*

IV. CONSUMER DURABLES, OFFICE PRODUCTS & BUSINESS SOLUTIONS

Bose Corporation, Boston, MA (2005) – *Strategic Evaluation of CRM Practices*
Milliken International, LaGrange, GA, USA (1997 & 2003) – *India Entry Strategy & Global CRM*
Nautilus Inc., Vancouver, WA, USA (2004 – 2007) – *Global Expansion & Channel Partnering*
Panasonic, Kuala Lumpur, Malaysia (2001 – 2005) – *Channel Partnering & CRM Resource Center*
Siemens, Atlanta, GA (2001) – *Market Potential for New Products (UPS systems)*

V. AUTOMOTIVE, INDUSTRIAL, BUSINESS SERVICES & REAL ESTATE

Ashiana Homes, New Delhi, India (2016) – *Digital Marketing & Product-mix Strategies*
Colonial Pipeline Company, Atlanta, GA, USA (1997 - 1998) – *Acquisition Strategy & Valuation*
Federal Mogul, India (2017) – *Loyalty & Marketing Effectiveness Program for the Aftermarket*
Rapid Granulators Inc., Rockport, IL, USA (1996 & 2002) – *Global Key Account Strategies*
SKIL Group India (2001 & 2002) – *Marketing Special Economic Zones (SEZs)*
SMC Corporation, India and Thailand (2002 & 2003) – *CRM & Sales Transformation Strategy*
Tata Yodogawa Ltd., India (1990) – *Export Market Size Estimation for Castings*
Toyota Motors (2004) – *International Product Launch Strategy for Innova in India.*

VI. GOVERNMENT & INDUSTRY ASSOCIATIONS

Buckhead Business Association, Atlanta, GA, USA (1993) – *Assessment of Economic Impact*
City of Atlanta, Mayor's Office, Atlanta, GA, USA (2003) – *Citizen Relationship Management*
Department of Administrative Services, State of Georgia, USA (1999 - 2000) – *CRM Strategy*
Foodservice Sales & Marketing Association, USA (2005 -06) – *Measuring the Value of Outsourcing*
Grocery Manufacturers' Association, USA (2004 – '07) – *Value of Outsourcing Sales & Marketing*
Independent Insurance Agents of America (1997) – *Sales Agency Best Practices*

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