

## ATUL PARVATIYAR, Ph.D.

Marketing & Supply Chain Management Area  
Rawls College of Business Administration  
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### ACADEMIC EXPERIENCE

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

Professor of Practice, Marketing & Supply Chain Management Area Since Sep 1, 2018  
Founding Director, Center for Sales & Customer Relationship Excellence Sep 1, 2018 – Jun 15, 2022

#### **Goizueta Business School, Emory University, Atlanta, GA, U.S.A.**

1. Assistant Professor & Associate Director, *Center for Relationship Marketing* 1995 - 1999
2. Visiting Associate Professor of Marketing 1992 –1995; 1999 –2000; and 2016 - 2017

#### **J. Mack Robinson College of Business, Georgia State University, Atlanta, GA, U.S.A.**

Robinson Research Fellow & Managing Director, *Center for Business & Industrial Marketing* 2000 - 2002

#### **XLRI School of Management, Jamshedpur, India**

Associate Professor of Marketing & Chair, Marketing Area & Executive Programs 1986 - 1991

#### **Institute of Management Studies, Banaras Hindu University, India**

Assistant Professor of Business Management 1981 - 1985

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### SHORT-TERM VISITING/ADJUNCT PROFESSOR POSITIONS

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Kenan-Flagler Business School, University of North Carolina, Chapel Hill, NC, U.S.A. Jan 2017 – Jun 2018  
S P Jain School of Global Management, Dubai & Singapore Sep 2016 to July 2018  
Terry College of Business, University of Georgia, Athens, GA, U.S.A., Fall 2004 – Spring 2005  
Johannes Kepler University, Linz, Austria Summer Terms 1997 - 2001  
Norwegian School of Economics and Business Administration, Bergen, Norway Spring 1998  
University of Colorado at Boulder, U.S.A. Fall 1991

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### BUSINESS/ENTREPRENEURSHIP EXPERIENCE

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Founder & Chairman, **Erevna Games Inc.** – *Technology & App for games-based market research* since 2021  
Founder & Global C.E.O., **iCRM Inc.** – *Incorporated in U.S.A., UK, India, Malaysia, and Singapore* 2000 - 2020

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### EDUCATION

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

Ph.D. Business Management (*Research Thesis on International Marketing*) 1985  
M.B.M. Concentration in Marketing 1979  
B.A. Economics Honors 1977

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## RECOGNITION, AWARDS & PROFESSIONAL HIGHLIGHTS

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- **11,185+** *Google Scholar* citations (as of Dec, 2022).
- 1<sup>st</sup> most cited and most read article (in last three years), *Journal of Macromarketing* (as of Dec 15, 2022).
- 1<sup>st</sup> most cited author/article published in 1995 in the *Journal of the Academy of Marketing Science*.
- 12<sup>th</sup> most cited article (**Lifetime**) in the *Journal of the Academy of Marketing Science*.
- 1<sup>st</sup> most cited author/article published in 1995 in *International Business Review*.
- Distinguished Faculty Fellow, AIM-AMA Sheth Doctoral Consortium, (2018 – 2022).
- Fellow, Chartered Institute of Marketing (C.I.M.) since July 2017.
- Fellow, Direct Selling Educational Foundation (DSEF) since November 2019.
- Editor, Special Issue, *Psychology & Marketing*, (on new marketing theories), forthcoming in 2022.
- Editor, Special Issue, *Journal of Business Research*, on "Building on the foundations of Shelby Hunt's contributions to marketing strategy and marketing management research," forthcoming in 2022.
- 2020 Professing Excellence Award, Texas Tech University.
- 2022 & 2021 Rawls Undergraduate Excellence in Teaching Award Nominee, Texas Tech University
- 2021 Diamond Award Nominee, Texas Tech University Teaching Academy.
- M.B.A. Distinguished Educator Award (Best Teaching), Emory Business School, Emory University, 1993.
- Exceptional Scholar Award (Research), Goizueta Business School, Emory University, 1996.
- 2022 Mentor Team of the Year, T.T.U. Accelerator, The Innovation Hub, Texas Tech University
- Distinguished Alumni Award, Institute of Management Studies, Banaras Hindu University, 2005.
- Start-Up Mentor & Faculty Ambassador, T.T.U. Innovation Hub at Research Park, since 2020.
- Special Recognition Award for Founding, GMSC (Goizueta Impact) at Emory University – flagship experiential learning program - on its 20<sup>th</sup> Anniversary, 2011.
- Chair, Steering Committee & Project Leader - Industry Best Practices Study on Retail Post-Audit Recovery (*The combined revenues of companies on the steering committee totaled \$1 Trillion*), 2004 – 2009.
- Review Committee, 2022 President's Excellence in Commercialization Award, Texas Tech University.
- Gold Medal, International Olympic Committee, for serving as Protocol Manager, 1996 Summer Olympics.

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## GRANTS & SPONSORED RESEARCH

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- 2020 Faculty C-Startup Grant by T.T.U. Innovation Hub for course redesign incorporating strategies for entrepreneurial ventures in my sales and CRM courses (\$2,500 grant).
  - 2019 VentureWell Faculty Grant (6-member team) – *STEM MBA Integrative Project* – From Research Commercialization to Go-to-market and Sales Strategies (\$33,000 grant).
  - Reynolds Consumer Products - \$65,000 (2017) "Sustainability Best Practices & Materiality Assessment."
  - Cellcard Cambodia - \$250,000 (2014) "Field Experiments on Pricing Models of New Bundled Services."
  - PRG-Schultz, Atlanta – \$495,000 (2004-07) "Study of Best Practices in Retail Post Audit Recovery."
  - Grocery Manufacturers Association (2004-06) – US\$ 250,000 "Value of Outsourcing Sales & Marketing."
  - U.S. Food Service Sales & Marketing Association (2005-06) – US\$ 75,000 "S&M Outsourcing Value."
  - E&Y Foundation (1993 – 97) – US\$ 300,000 (to Center for Relationship Marketing, Emory University - project co-leader) "Best Practices in Customer, Supplier, Alliances, and Internal Partnering."
  - Independent Insurance Agents of America (1996) – US\$ 75,000 "Best Practices of Independent Agents."
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## RESEARCH & PROFESSIONAL INTERESTS

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- Responsible Marketing, Consumer Well-being, Sustainability, Marketing Theory
  - Relationship Marketing, CRM, Global Account Management, Global Marketing, Market Development
  - Retail Trade Promotion, Recovery Audit, and Outsourcing of Sales & Marketing
  - Customer Insights Technology, Gamification of Market Research, Entrepreneurial Marketing
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## MANUSCRIPTS UNDER REVIEW & RESEARCH IN PROGRESS

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"Confronting the Deep Problem of Consumption – Why Individual Responsibility for Mindful Consumption Matters," (with Jagdish Sheth). Under review: *Journal of Consumer Affairs*.

"From Lab to Market: Learning Entrepreneurial Marketing Through Multi-semester, Stage-gate, Capstone Project in STEM MBA," (with A. Marin, R. Mitchell & D. Villegas). Under review: *Journal of Marketing Education*

"Prospect for a General Theory of Marketing" (with Jagdish Sheth and Can Uslay). Target journal: *AMS Review*.

"Price-product bundles in subsistence markets – Field Experiments" (with Alex Choudhry, J. Moorthy, and Vithala Rao). Presented at the *Marketing Science Conference, 2021*. Target: *Journal of Marketing Research*.

"Toward a Theory of Market Selection," (with Jagdish Sheth). To be submitted to *Journal of Business Research*.

"Surpluses and Shortages in Marketing Ph.D. Curriculum" (with Jagdish Sheth and Can Uslay). Target: *Journal of Marketing Education*. Paper presented at the GRCEM, Whistler, Canada, Aug 2-4, 2022.

"How Advertising Creates Shareholder Value" (with JoAnn Sciarrino, Ankit Anand, and Shehzad Mian). Soon to be submitted to: *Journal of Business Research*.

"Toward a Contingency Theory of Global Account Management" (with Terry Clark, Tom Gruen, and S. Madhavaram, and G. Sridhar). Target: *Journal of Marketing*.

"Dark Side of Retail Post-Audit Recovery" (with J. Moorthy, N. Donthu & T. Gruen), Target: *Journal of Retailing*.

"The COVID-19 Impact on Salesperson Performance – Evidence from Technology & Service Companies" (with B. John Mariadoss, Naveen Donthu, and Binay Kumar). Target Journal: *JPSSM/JM*.

"How V.O.C. enhances customer engagement – Learning from voice transcription analysis" (with Ankit Anand, Subhash Jha, Brad Kesel, S. Madhavaram, and J. Moorthy). Target: *JAMS/JSR*.

"Flow experience and sales performance" (with T. Lyngdoh & G. Sridhar). Target: *Psychology & Marketing*.

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## PUBLICATIONS – ACADEMIC JOURNAL ARTICLES

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Sheth, Jagdish N. and Atul Parvatiyar (2022), "Socially Responsible Marketing: Toward Aligning *Dharma* (Duties), *Karma* (Actions), and *Eudaimonia* (Well-being)," *Journal of Macromarketing*, 42(4), 590–602.

Rashidi-Siabet, Siavash, S. Madhavaram, and Atul Parvatiyar (2022), "Strategic Solutions for the Climate-Change Social Dilemma: An Integrative Taxonomy, A Systematic Review, and Research Agenda," *Journal of Business Research*, 146 (July), pp. 619-635.

Parvatiyar, Atul and Jagdish Sheth (2021), "Toward an Integrative Theory of Marketing," *AMS Review*, 11(3-4), pp. 432-445.

- Sheth, Jagdish N. and Atul Parvatiyar (2021), "Sustainable Marketing: Market-Driving, Not Market-Driven," *Journal of Macromarketing, (Special Ruby Anniversary Issue)*, 41(1), pp. 150-165.
- Parvatiyar, Atul (2021), "Tracing global contribution of Jagdish N. Sheth to customer engagement and brand value enhancement," *Journal of Global Scholars of Marketing Science*, (editorial), 31:3, pp. 255-259.
- Parvatiyar, Atul, Janakiraman Moorthy, and Naveen Donthu (2020) "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*, 26(2), pp. 89-107, **(Lead Article)**.
- Sheth, Jagdish N., Atul Parvatiyar, and Mona Sinha (2015), "The Conceptual Foundation of Relationship Marketing: Review and Synthesis," *Economic Sociology*, 16(2), pp. 119-149, **(Lead Article)**.
- \*Reprinted in: Russian Management Journal*, 11(1), pp. 63-94, **(in Russian)**.
- Poddar, Amit, Naveen Donthu, and Atul Parvatiyar (2013), "Retailer Choice of Trade Promotions," *Journal of Marketing Theory and Practice*, 21(1), pp. 45-56.
- 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 in: Organizational Buyer Behavior Volume – Legends in Marketing Series*, Volume Editor: Arun Sharma, Thousand Oaks, CA: Sage Publications, 2010, vol. 7, pp. 176-201.
- 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 in: Relationship Marketing Volume – Legends in Marketing Series*, Series Editor: Balaji Krishnan, Thousand Oaks, CA: Sage Publications, 2010, vol. 8, 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 in: International Marketing Volume – Legends in Marketing Series*, Editor: Abdolreza Esghi, Thousand Oaks, CA: Sage Publications, 2010, vol. 4, pp. 92-103.
- 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 in: Relationship Marketing Volume – Legends in Marketing Series*, Series Editor: Balaji Krishnan, Thousand Oaks, CA: Sage Publications, 2010, vol. 8, 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 in: Relationship Marketing Volume – Legends in Marketing Series*, Series Editor: Balaji Krishnan, Thousand Oaks, CA: Sage Publications, 2010, vol. 8, 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.
- (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 - JAMS)*
- \*Reprinted in: Consumer Behavior: Conceptual Foundations – Legends in Marketing*, Richard J. Lutz, ed., Thousand Oaks, CA: Sage Publications, 2010, vol. 1, pp.221-251.

*Relationship Marketing – Legends in Marketing Series*, Series Editor: Balaji Krishnan, Thousand Oaks, CA: Sage Publications, vol. 8, 2010, pp. 32-62.

*Handbook of Relationship Marketing*, Jagdish Sheth and Atul Parvatiyar, eds., Thousand Oaks, CA: Sage Publications, 2000, pp. 171-207.

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

*\*Reprinted in: Relationship Marketing Volume – Legends in Marketing*, Series Editor: Balaji Krishnan, Thousand Oaks, CA: Sage Publications, 2010, vol. 8, pp. 83-104.

*Handbook of Relationship Marketing*, Jagdish Sheth and Atul Parvatiyar, eds., Thousand Oaks, CA: Sage Publications, 2010, pp. 119-145,

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," *International Business Review*, vol. 1, no. 3, pp. 71-87.

*\*Reprinted in: Organizational Buyer Behavior – Legends in Marketing Series*, Arun Sharma, ed., Volume 7, Thousand Oaks, CA: Sage Publications, vol. 2010, pp. 105-122.

*Handbook of Relationship Marketing*, Jagdish Sheth and Atul Parvatiyar, eds., Thousand Oaks, CA: Sage Publications, 2000, pp. 303-323.

*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: Conserver Marketing for Sustainable Development," *Management and Labour Studies*, vol. 15, no. 2, pp.79-89.

*\*Reprinted in: 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 in: Emerging Trends in Indian Marketing*, S. C. Sahoo and P. K. Sinha, eds., Academic Foundation, New Delhi, 1991, pp. 17-18, (**Lead Chapter**).

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## PUBLICATIONS – BOOKS & RESEARCH MONOGRAPHS

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Sheth, Jagdish N., Atul Parvatiyar, and Can Uslay (2022), *Marketing Theory: Evolution and Evaluation of Schools of Marketing Thought*, New Delhi: Wiley. ISBN: 978-93-5464-120-6. eISBN:978-93-5464-121-3.

Sheth, Jagdish N. Sheth, and Atul Parvatiyar, Series Editors (2022), *Legends in Marketing – Don Lehmann – A Six-Volume Anthology on the work and publications of Marketing Legend, Don Lehmann*. (Volume editors: Joel Huber, Oded Netzer, Jeffrey Parker, John G. Lynch, Sunil Gupta, Jacob Goldenberg, and Kevin Keller), New Delhi: Sage Publications, *Forthcoming*.

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 (650 pages). ISBN: 978-93-528-0958-5.

- 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 (245 pages). ISBN: 978-81-321-0300-4.
- Parvatiyar, Atul, Naveen Donthu, Thomas Gruen, Vijay Kasi, and Brad Kesel (2008), Outsourcing Is In! - How C.P.G. Companies Enhance Performance, Reduce Cost and Increase R.O.I. through Outsourcing Sales and Marketing, Washington DC: ASMC & G.M.A., 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 & G.M.A., 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, Eds. (2001) Customer Relationship Management: Emerging Concepts, Tools and Applications, New Delhi: Tata McGraw Hill (544 pages).
- Sheth Jagdish N. and Atul Parvatiyar, Eds. (2000), Handbook of Relationship Marketing, Thousand Oaks, CA: Sage Publications (660 pages). ISBN: 0-7619-1830-8.
- Jagdish Sheth, Atul Parvatiyar, Scott J. Vitell, and Donald P. Robin, Eds. (1999) Research in Marketing: Theoretical Foundations in Marketing Ethics, Volume 15, Stamford, CT: J.A.I. Press, ISBN: 0-7623-566-5.
- Jagdish Sheth, Atul Parvatiyar, Manrai, Ajay, and Lalita Manrai, Eds. (1998) Research in Marketing: Designing Competitive Strategies for Global Marketing, Volume 14, Stamford, CT: J.A.I. Press, ISBN: 0-7623-550-9.
- Sheth, Jagdish N. and Atul Parvatiyar, Eds. (1997) Research in Marketing, Vol. 13, Stamford, CT: J.A.I. Press. ISBN 0-76263-284-4.
- Sheth, Jagdish N., Atul Parvatiyar and Bobby Reagan 1997, Best Practices of the Leading Sales Organizations in the United States, 1997, Atlanta, GA: Independent Insurance Agents of America (IIAA).

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#### PUBLICATIONS – BOOK CHAPTERS

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- Sheth, Jagdish N. and Atul Parvatiyar (2020), "Future Directions of Cross-Cultural Marketing Research," in Glen H Brodowsky and Camille P Schuster (Eds.) *Handbook on Cross-Cultural Marketing*, Cheltenham, U.K. and Northampton, MA, U.S.A.: Edward Elgar Publishing, pp. 249-264.
- 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, pp. 256 - 265.
- Parvatiyar, A. (2019). Jagdish Sheth: A Living Legend, My Guru, Mentor, and Benevolent Benefactor. In Atul Parvatiyar and Rajendra Sisodia (Ed.), *Handbook of Marketing Advances in an Era of Disruptions*. New Delhi: Sage Publishing, pp. 597 - 601.
- Parvatiyar, Atul and Rajendra Sisodia (2019), Preface. In Atul Parvatiyar and Rajendra Sisodia (Eds.), *Handbook of Marketing Advances in an Era of Disruptions*. New Delhi: Sage, pp. xxvii – xxix.

- Sisodia, Rajendra and Atul Parvatiyar (2019). Musings on the Past, Present & Future - An Interview with Jag Sheth. In Atul Parvatiyar and Rajendra Sisodia (Ed.), *Handbook of Marketing Advances in an Era of Disruptions*. New Delhi: Sage Publishing pp. 517 - 527.
- 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., R. Sundaraman, Yanqing Zhang and Atul Parvatiyar (2004), "A Web-based Game-Oriented College Selection System Employing Fuzzy Rule Trees," in *Hawaii International Conference on System Sciences Proceedings*, Ed. Ralph H. Sprague, IEEE Computer Society, Vol. 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.
- 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.
- \*Reprinted in: 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, U.K., 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**).

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#### **PUBLICATIONS – BUSINESS PRESS/MEDIA FEATURES**

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- Featured on the cover article highlighting my recent publication on sustainable marketing, "Den Brændende Platforming," in *Dansk Markedsføring*, (Nov. 2020), of the Danish Marketing Association, pp. 10-18.
- 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

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#### **PUBLICATIONS – CONFERENCE PROCEEDINGS**

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- 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 C.P.G. 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 A.M.A., 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 Hierarchical 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, Jagdish Sheth, Wesley Johnston, and David Martin Ruiz, Eds. (2002), Customer Relationship Management in the Era of Globalization, Proceedings of the 6<sup>th</sup> 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.
- 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 & A.M.A. 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: Emory University, 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: I.M.M.

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

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### CONFERENCE PAPERS & KEYNOTE PRESENTATIONS

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"Surpluses and Shortages in Marketing Ph.D. Curriculum" (with Jagdish Sheth and Can Uslay). Presented at the Global Research Conference on Entrepreneurial Marketing, Whistler, Canada, Aug 2-4, 2022.

"Understanding Markets and Marketing Forces – Toward an Integrative Theory of Marketing." Presented at the 10<sup>th</sup> AIM-AMA Sheth Foundation Global Doctoral Consortium, Bengaluru, India. June 18 – 23, 2022.

"Opportunities & Challenges for Data Analytics in Business and Marketing," Keynote Speaker for the Inaugural Session, International Conference on Data Analytics in Business & Marketing (ICDABM 2022), Shivaji College, Delhi University, April 21-22, 2022.

"Product Design Decisions for Retaining Consumers in a Subsistence Market By Combining Choice Experiment, Field Experiment, Prospect Theory." Presented at the 43<sup>rd</sup> Annual ISMS Marketing Science Conference, June 3-5, 2021 (with Alexander Chaudhry and Janakiraman Moorthy).

"Workshop on Gamification of Market Research," at the 8<sup>th</sup> AIM-AMA Sheth Foundation Doctoral Consortium, Greater NOIDA, India, January 3 – 6, 2020.

"Evolution and Promise of Marketing Strategy Research," Presentation at the 8<sup>th</sup> AIM-AMA Sheth Foundation Doctoral Consortium, Greater NOIDA, India, January 3-6, 2020.

"Management Challenges in Uncertain Times," *Keynote Presentation at Inaugural Session*, 17<sup>th</sup> AIMS International Conference on Management, I.I.M. Kozhikode, January 2, 2020.

"Marketing in an Era of Disruptions," Annual Speaker at Jagdish Sheth Scholar Lecture Series, Faculty of Management Studies, University of Delhi, New Delhi, India, January 14, 2019.

"Customer Centricity and Mobile Maturity," Presentation at the 7<sup>th</sup> AIM-AMA Sheth Foundation Doctoral Consortium. Ahmedabad, India, January 4-6, 2019.

"Validity and Reliability of Using Games and Gamification for Market Research," Workshop at the 7<sup>th</sup> AIM-AMA Sheth Foundation Doctoral Consortium, Ahmedabad, India, January 4-6, 2019.

"Socio-Psychological & Behavioral Economics Underpinnings of Why Customers Engage in Relationships," Public Lecture organized by A. N. Sinha Institute of Social Sciences, Patna, India, December 8, 2018.

"Positioning Bihar as a Global Tourism Destination." Inaugural Keynote Speaker, International Conference on Global Tourism Development, L N Mithila University, Darbhanga, India, December 7, 2018.

"Marketing in an Era of Digital Disruptions," Keynote Inaugural Session Speaker, Young Scholars' Research Colloquium, MICA India, Ahmedabad, January 4, 2018.

"Current HR Challenges and Practices," Keynote Speaker at the National Conference on H.R. 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 3<sup>rd</sup> Retail Summit and Post-Audit Best Practices Forum, M.G.M. 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 (G.M.A.) Merchandising, Sales and Marketing (M.S.M.) annual meeting, West Palm Beach, CA, 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 2<sup>nd</sup> Annual Forum, Scottsdale, AZ, December 8-9, 2004.

"The Value of Outsourcing Sales and Marketing Functions," at the G.M.A. 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 World Marketing Congress, Academy of Marketing Science, Qawra, Malta, June 23-26, 1999

"Toward a Theory of Partnering" at the Fifth International Colloquium in Relationship Marketing," Cranfield School of Management, Cranfield University, U.K., 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," 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).

"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).

"Relationship Satisfaction Measurement Model," 1996 International Conference on Relationship Marketing, March 29 - 31, 1996, Humboldt University, 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.

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## PEDAGOGICAL CASES & TEACHING MATERIAL

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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."

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## EXPERIENCE RELATED TO SCHOLARSHIP

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### ***Ph.D. Dissertation Committee & Examiner***

Dissertation Committee of A. Leila Borders at Georgia State University (2002).  
Ph.D. Thesis Examiner - Aligarh Muslim University, Banaras Hindu University, Birla Institute of Technology, I.I.T. Dhanbad, Nirma University, NITIE Mumbai, and XLRI School of Management; (2001 – 2021).

### ***Journal Editorial Activity***

Guest Editor: *Journal of Business Research* (2022) – On marketing strategy contributions of Shelby Hunt  
Special Issue Editor: *Psychology & Marketing* (2021) – On new psychological theories in marketing.  
Area Editor: *Journal of Global Scholars of Marketing Science* (since April 2021)  
Series Co-editor: *Legends in Marketing Anthology Series, Sage Publications* (since 2020)  
Guest Editor: *Journal of Global Scholars of Marketing Science* (2019/2020)  
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: *A.M.S. Review; 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; Sustainability.*  
International Conference Manuscript Reviewer: *Academy of International Business; A.M.A. Summer & Winter Educator Conferences; Academy of Marketing Science; S.M.A.; Relationship Marketing Conference*

### ***Faculty Consortium Program Chair***

Fourteenth American Marketing Association (A.M.A.) 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 A.M.A. Summer Marketing Educators' Conference, August 3-6, 1996, San Diego, CA.

Co-Chair, Relationship Marketing Track: A.M.A. Summer Educators' Conference (August 1993), Boston.

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### ACADEMIC ADMINISTRATION & SELECT SERVICE ACTIVITIES

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#### ***Texas Tech University, Rawls College of Business***

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

Admissions Committee, MSMRA Program (Since 2019)

#### ***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 – 2000.

University Council on International Affairs (also, Chair, Faculty Development), 1995 – 1997

Executive M.B.A. Committee, Goizueta Business School, 1993 – 1995 & 1998 – 2000.

#### ***XLRI School of Management, Jamshedpur, India***

Marketing Area Chair 1987 – 1990; Academic Council 1987 – 1990; Research Committee 1987 – 1988.

Coordinator, Executive/Management Development Programs, 1988 – 1990

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### ACCOMPLISHMENTS AS *FOUNDING DIRECTOR OF CENTER FOR SALES & CUSTOMER RELATIONSHIP EXCELLENCE, RAWLS COLLEGE OF BUSINESS, TEXAS TECH UNIVERSITY (S.E.P. 2018 to June 2022)*

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- Generated over \$400,000+ in revenues, sponsorships, and unencumbered grants in 4 years/
- Launched experiential learning program – Sales Strategy Competition. Gave \$155,000+ in scholarships.
- Sales & Customer Relationship Certificate Program for undergraduates – more than 250 students.
- Developed and taught new courses on CRM, and Sales Analytics & Data-driven Sales Strategies.
- Created Forum and Webinar Series on "Women in Sales Leadership: Transformers and Trailblazers."
- Distinguished Leader Speaker Series – supported by a grant obtained from Carlton Whitehead Family.
- Research partnership with companies to study "Performance of salespeople during Covid pandemic."

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### INVITED LECTURES

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#### ***Academic Institutions***

Amity University, India (2020)

Banaras Hindu University, Varanasi, India (2005 – 2021)

Birla Global University, Bhubaneshwar, India (2020)

BIMTECH, Greater NOIDA, India (2019)

Copenhagen Business School, Copenhagen, Denmark (1995)

I.M.T. Dubai (2013), Ghaziabad (2021)

I.I.M. Ahmedabad (2015) & I.I.M. Khozikode (2020)

Indian Institute of Foreign Trade, New Delhi, India (2019)

Johannes Kepler University, Linz, Austria (2001, 2022)

MICA Ahmedabad, India (2017, 2018 & 2019)

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)  
The University of Groningen, Faculty of Management and Organization, The Netherlands (1995)  
Cranfield University, U.K. (1997)  
The University of Warwick, United Kingdom (1997)  
The University of Granada, Spain (2001)  
The University of Seville, Spain (2001)  
University of Hawaii at Manoa (Forthcoming 2023)  
Wirtschaftswissenschaftliche Fakultät, Humboldt University, Berlin, Germany (1995)

***Professional Meetings and Executive Forums***

Featured Speaker, "Friday Fundamentals," Bombay Management Association, April 29, 2022  
Featured Webinar (with Jagdish Sheth), Pandemic Challenges & Opportunities, August 2019  
Keynote Speaker, Young Scholars Conference, MICA, Ahmedabad, India, January 2018  
Chief Guest & Keynote Speaker, National H.R. Conference, B.H.U., October 7-8, 2016  
Valedictory Speaker, Industry-Academia Summit, B.H.U., Varanasi, India, Nov. 2012  
Keynote Speaker, Annual NARMS Retail Marketing Meet, Scottsdale, AZ, April 14-17, 2007  
Featured Speaker, M.S.M. Conference of G.M.A., Colorado Springs, Sept 2006 & Oct 2005  
Keynote Speaker, FSMA Top2Top Conference, Ft. Lauderdale, Florida, March 2006  
Keynote Speaker, Seville Chamber of Commerce and S.M.I., 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.

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**CUSTOM-DESIGNED IN-COMPANY TRAINING & WORKSHOPS**

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Allstate Insurance, U.S.A. – *Marketing Process; Marketing Information System*  
Bank of America, U.S.A. – *Strategic Marketing Planning Process*  
Bose Corporation – *CRM Effectiveness*  
Cellcard, Cambodia – *Product, Pricing & Competitive Strategies; Customer Analytics*  
F.C.B. Advertising, Malaysia – *Brand Management & Advertising Effectiveness; W.O.M. Effect*  
Federal Mogul, India – *Dealer and Distributor Partnering Relationships*  
Format Werk GmbH, Austria – *Relationship Marketing & Personalization Strategies*  
H.C.L. Technologies, India – *Strategic Marketing Process & Competitive Strategies*  
Infar India Ltd. (Pharma Division) – *Sales Process & Effectiveness*  
J.T.I., Malaysia – *Retail Partnering & Program Implementation Process*  
Levi's Corporation, U.S.A. – *Retail Partnering & Key Account Management*  
Mavesa, Venezuela – *Global Brand Management & Customer Business Development*  
Milliken International, U.S.A. – *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*

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## OPEN ENROLMENT EXECUTIVE PROGRAMS & WORKSHOPS

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- Featured Faculty & Program Director (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, (featuring Professor Jagdish Sheth), July 25, 2011, Kuala Lumpur, Malaysia (300+ attendees).
- Program Director (with Dr. V. Kumar), Two-Day Workshop on, Managing Customers for Profit, July 2009, Kuala Lumpur, Malaysia. (Attended by 50+ senior corporate executives)
- Program Chair (with Dr. Naveen Donthu), Retail Summit and Best Practice Forums on Post-Audit Recovery (in Dallas, Oct. 2003; Scottsdale, Dec. 2004; and Las Vegas, Oct. 2006). (Each summit attended by 100+ executives from retail and C.P.G. companies; combined annual revenues of \$1 Trillion each summit)
- Program Director & Workshop Leader, 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, Relationship Marketing: Improving Marketing Productivity, The Conference Board, New York, June 2 & 3, 1997, Atlanta, GA. (230+ executive attendees)
- Program Director & Workshop Leader, Relationship Marketing: Managing Profitable Customers & Productivity, The Economist Conferences, London, March 9, 1996 (75+ attendees)
- Program Director & Workshop Leader, Relationship Marketing: Effective Customer Management for Profitability & Productivity, The Economist Conferences, London, UK, March 10, 1997, (80+ attendees)
- Program Chair & Workshop Leader, Square Table Executive Forum on Customer Relationship Management, April 26 & 27, 1996, Atlanta, Emory University. (60+ executive attendees)
- Program Director & Lead Faculty, for fully subscribed Executive Development Programs on Effective Marketing (conducted on **six occasions**), XLRI Jamshedpur, India (1986 – 1991)
- Program Director & Lead Faculty, Executive Development Programs on International Business Management (conducted **twice**), XLRI Jamshedpur, India (1988-1990).

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## CORPORATE IMPACT/CONSULTING PROJECTS

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### ***I. AUTOMOTIVE, INDUSTRIAL & BUSINESS SERVICES***

- Colonial Pipeline Company, Atlanta, GA, U.S.A. (1997 - 1998) – *Pipeline Acquisition Strategy & Valuation*
- Federal Mogul, India (2017) – *Distributor Loyalty & Marketing Effectiveness Program for the Aftermarket*
- Rapid Granulators Inc., Rockport, IL, U.S.A. (1996 & 2002) – *Global Key Account Strategies*
- S.M.C. Corporation, India and Thailand (2002 & 2003) – *CRM & Sales Transformation Strategy*
- Tata Steel, India (1989 – 1990) – *International Market Opportunity Assessment*
- Tata Yodogawa Ltd., India (1990) – *Global Market Size for Exports of Castings & Forgings*
- Toyota Motors (2004) – *Product Launch & Distribution Plan for Innova in India*
- Usha Martin Ltd. (1990 – 91) – *Demand Assessment & Distribution Strategy for Steel Utensils in India*

## **II. BANKING, FINANCE & INSURANCE COMPANIES**

Alliance Bank, Kuala Lumpur, Malaysia (2016) – *Corporate Communication Strategy for Transformation*  
Allstate Insurance, Chicago, IL, U.S.A. (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; Offshore Process Outsourcing*  
State Bank of India (S.B.I. Caps Ltd.) (2005 - 2006) – *Corporate Account Relationship Strategies*

## **III. CONSUMER PRODUCTS & PHARMA COMPANIES**

The Coca-Cola Company, Atlanta, GA, U.S.A. (2000 - 2004) – *Global Key Customer Strategies*  
Jamshedpur Dairy, India (1990 – 91) – *Market Development Strategy for Packaged Milk*  
Japan Tobacco International J.T.I.), Malaysia (2009 – 2010) – *Retailer Partnering Program*  
Kimberly Clark, Atlanta, GA, U.S.A. (2002 & 2003) – *Global Key Account Management Strategies*  
Kuok Group, Singapore (2003) – *Entry Strategy for India – Product-mix & Positioning*  
Mavesa, Venezuela (2000) – *Customer Partnering & Relational Strategies*  
Panacea Biotec, New Delhi, India (2001 - 2004) – *CRM Strategies & Strategic Transformation*  
Presto – Private Label Division of Reynolds Consumer Products (2018) – *Competitive Intelligence*  
Reynolds Consumer Products (2016-2019) – *Global Market Entry & Expansion; Sustainability Strategy*  
Wipro-Unza, Malaysia (2010 – 2015) – *Brand Positioning & Product Management Strategies*

## **IV. CONSUMER DURABLES, OFFICE PRODUCTS & BUSINESS SOLUTIONS**

Bose Corporation, Boston, MA (2005) – *Strategic Evaluation of CRM Practices*  
Milliken International, LaGrange, GA, U.S.A. (1997 & 2003) – *India Entry Strategy & Global CRM*  
Nautilus Inc., Vancouver, WA, U.S.A. (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 (U.P.S. systems)*

## **V. GOVERNMENT & INDUSTRY ASSOCIATIONS**

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

## **VI. RETAIL & REAL ESTATE**

Ashiana Homes, New Delhi, India (2016) – *Digital Marketing & Product-mix Strategies*  
SKIL Group India (2001 & 2002) – *Marketing Special Economic Zones (SEZs)*  
Piramal Enterprises, Mumbai, India (1999 - 2000) – *Retail Store Growth Strategy*  
Shoppers' Stop, India (2002 - 2004) – *Retail Loyalty Program Redesign*

## **VII. TELECOM & DATA SERVICES**

ADC Broadband, Minneapolis, MN, U.S.A. (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*  
N.C.R. Corporation (2003) – *Marketing Strategy for Shared Data Services*  
Telekom Malaysia, Kuala Lumpur, Malaysia (2004 – 2008) – *Pricing & Re-Branding Strategies*

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## ENTREPRENEURSHIP-RELATED ACTIVITIES/ACCOMPLISHMENTS

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- **Founded and incorporated:** Institute for Customer Relationship Management, Inc. (iCRM) in U.S.A. (operational since 2000); iCRM India Pvt. Ltd. (in India, 2001 – 2022); Institute for Customer Relationship Management Sdn. Bhd. (in Malaysia, 2001 – 2010); iCRM Digital Sdn. Bhd. (Malaysia, 2010 – 2019); Institute for Customer Relationship Marketing Pte. Ltd. (in Singapore, 2015 – 2019); iCRM Digital Ltd. (in U.K., 2015 – 2020); Ace Sporting & Fitness Pvt. Ltd. (India, 2005 – 2015); Ace Sporting & Fitness Sdn. Bhd. (Malaysia, 2005 – 2015); Erevna Games Inc. (in U.S.A., since 2021).
- Accorded Multimedia Super Corridor Company status (**M.S.C. Status**) by Malaysia Government to iCRM Sdn. Bhd., for developing innovative technology products, 2004 – 2018. The M.S.C. status allowed us to hire an unlimited number of foreign technical personnel into our development center in Malaysia.
- Developed, marketed, and sold – **SureTell**, a digital signage content management software. The product was distributed and launched by Panasonic. Licensed product users include I.B.M. (for over 15 years), and Curtin University in Malaysia.
- Strategic partner of Foote, Cone, & Belding (F.C.B. - an I.P.G. Company) for digital marketing and multimedia solutions to their clients in SE Asia, such as Celcom, CIMB Bank, Malaysia Airlines, Mondelez, Petronas, Sime Darby, Unilever, and others.
- Developed technology platform for games-based market research – SureTell. An advanced version of the technology is currently under development in my new venture, Erevna Games, Inc.
- Acquired and merged, DNA360 - a digital marketing agency, to form iCRM Digital 360 Sdn. Bhd., 2015.
- Taught courses on developing marketing and sales strategies for startup ventures at the Advanced Hub Camp of T.T.U. Innovation Hub (since 2019).
- Mentored over 30 projects (practicum) involving students in partner companies at TTU Innovation Hub, Accelerator Program, on bootstrapping and lean startup sales and marketing strategy (since 2019).

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## PERSONAL INFORMATION

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Spouse: Divya Parvatiyar

Citizen: United States of America

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Email: [atul@instituteocrm.com](mailto:atul@instituteocrm.com)

Phone: 806-705-0774.

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