

SHARMILA C. CHATTERJEE

*Office:*

100 Main Street, E62-543  
Sloan School of Management, MIT  
Cambridge, MA 02142  
(617)-253-8214  
[schatterjee@mit.edu](mailto:schatterjee@mit.edu)

---

EDUCATIONAL BACKGROUND AND WORK EXPERIENCE

- Fall 2012-Present: Academic Head, Enterprise Management Track, Senior Lecturer, MIT Sloan School of Management, Cambridge, MA
- Jan 2009-Present: Senior Lecturer, MIT Sloan School of Management, Cambridge, MA
- Jan 2006-Dec 2008: Visiting Professor, MIT Sloan School of Management, Cambridge, MA
- July 2005-Dec 2005: Nagel T. Miner Professor of Business, Full Professor, Chair, Dept. of Marketing and Public Relations, Golden Gate University, San Francisco, CA
- Fall 2004-2005: Nagel T. Miner Professor of Business, Associate Professor, Chair, Dept. of Marketing and Public Relations, Golden Gate University, San Francisco, CA
- Fall 2000-2004: Associate Professor, Chair, Dept. of Marketing and Public Relations, Golden Gate University, San Francisco, CA
- Fall 1998-2000: Assistant Professor, Dept. of Marketing, Golden Gate University, San Francisco
- Fall 1995-1998: Assistant Professor, Dept. of Marketing, School of Business, Fairfield University, Fairfield, CT
- Fall 1993-1995: Adjunct Faculty, Dept. of Marketing, Leavey School of Business, Santa Clara University
- Fall 1987-1992: Doctoral Candidate; Dept. of Marketing, The Wharton School, University of Pennsylvania; Ph.D, May 1994
- 1986-1987: Doctoral student, Dept. of Marketing, University of Illinois at Champaign-Urbana
- 1985-1986: Alpha Toyo Private Limited., Delhi, India (Manufacturer of Automotive Components). Management Trainee (Finance) & subsequently Finance Executive.
- 1979-1984: Birla Institute of Technology and Science (BITS) Pilani, India: Master of Management Studies – combined Engineering and Business degree

## AWARDS AND HONORS

- Spring 2017      Nominated for MIT Sloan Excellence in Teaching Awards
- Spring 2016:      MIT Student Champion Award
- Spring 2015:      Nominated for MIT Sloan Appreciation Awards
- Spring 2015:      Nominated for MIT Sloan Excellence in Teaching Awards
- Spring 2009:      Outstanding Reviewer *Journal of the Academy of Marketing Science*.
- Spring 2009:      Student Leadership at MarketLab, where I serve as the faculty designate, won the “Sloan Achievement Team Award” for Leadership and Community contribution.
- Fall 2008:        Student leadership at MarketLab, where I serve as the faculty designate, won the “Peer Recognition Award” - MIT student senate’s award that goes to initiatives that provide high value for students and raise the bar for activity standards.
- Fall 2007:        Winner (First place) in the Annual Case Writing Competition held by The Institute for Interactive and Direct Marketing.
- Summer 2007:    MSI Grant Award for project under chairmanship with doctoral candidate Anthony deLeon titled “Balancing the Goods-Services Mix: The Role of Complementary Services in Technology Assimilation, and Their Relationship Quality Effects.”
- Spring 2007:     Dissertation under chairmanship by doctoral candidate Anthony deLeon awarded first place in the “2007 Fisher IMS and AMA SERVSIG Dissertation Proposal Competition.”
- Spring 2007:     Dissertation under chairmanship by doctoral candidate Anthony deLeon finalist in the 2006 ISBM Business Marketing Doctoral Support Award Competition
- Spring 2005:     Service Award recipient at Golden Gate University
- Fall 2004:        Awarded the Nagel T. Miner Chair at Golden Gate University
- Spring 2004:     Scholarship of Integration, Application, and Discovery Award recipient at Golden Gate University for 2003-2004
- Spring 2003:     Scholarship of Teaching Award recipient at Golden Gate University for 2002-2003
- Fall 2002:        Winner (First place) in the Annual Case Writing Competition held by The Institute for Interactive and Direct Marketing

- Fall 2000: Winner (First place) in the Fifth Annual Case Writing Competition held by The Institute for Interactive and Direct Marketing
- Fall 1999: Winner (Second place) in the Fourth Annual Case Writing Competition held by The Institute for Interactive and Direct Marketing
- Spring 1997: Winner of the Summer Research Proposal Award at Fairfield University
- Spring 1995: 1994-95 Marketing Faculty of the Year Award at Santa Clara University
- Fall 1991: ISBM Business Marketing Doctoral Support Award Competition Honorable Mention
- April 1991: Nominated to represent Wharton at Albert Haring Symposium, Indiana University
- Fall 1988: Awarded the Graduate Fellow Position at WARE College House, University of Pennsylvania, from Fall 1988 through 1992.
- Fall 1987: Awarded the Dean's Fellowship at Wharton

## PUBLICATIONS

Beniflah, Jake, Dominic Lusinchi, Sharmila C. Chatterjee, and Mario X. Carrasco (2017), "Bidimensional Identity Measure (BIM): A new scale to measure multigroup ethnic and American identity in the USA," *Journal of Cultural Marketing Strategy*, forthcoming.

"Why it's not the end of America's brick and mortar retail stores," *The Hill*, May 19, 2017.

deLeon Anthony J. and Sharmila C. Chatterjee (2017), "B2B Relationship Calculus: Quantifying Resource Effects in Service-Dominant Logic," *Journal of the Academy of Marketing Science*, Special Issue on Understanding and Managing Customer Engagement Using Customer Relationship Management, v45, n3, 402-27.

"Brick-and-mortar retailers should nix deep discounts to make most of jittery shopping season," *The Conversation*, December 18, 2016.

"This PhD Says Communication is the Key," Commentary published in *Aligned to Achieve*, by Eiler Tracy and Andrea Austin, Hoboken, New Jersey: John Wiley & Sons, 2016, 149-151.

What Every Entrepreneur Can Learn From Under Armour's Early Beginnings, *Fortune*, June 1, 2016.

"Marketing Education: How Academic and Business Partnerships Elevate Student Learning," Interview in *Target Marketing*, by Marie Adolphe, February 18 2015.

Beniflah, Jake and Sharmila C. Chatterjee (2015), "An Epistemological Study of Hispanic Marketing, 1979 to 2015: The Need to Bridge Theory with Practice," *Journal of Cultural Marketing Strategy*, v1, n1, 90-112.

This big retailer could kill your subscription startup, *Fortune*, December 21, 2015.

Beniflah, Jake, Sharmila C. Chatterjee and Kerry P. Curtis (2014), "Bilingual memory: The impact of acculturation on the cognitive structure of foreign-born Hispanics," *Journal of Brand Strategy*, Autumn, v3, n3, 261-277.

How companies will make you want a mobile wallet in 2015, *Yahoo! Tech*, December 30, 2014.

Partnering with Amazon? Think twice fashion retailers, *Fortune*, September 15, 2014.

Cultivating a holistic, integrative approach: MIT Sloan School reflects on new Enterprise Management Track, *The Huffington Post*, August 4, 2014.

Sabnis, Gaurav, Sharmila C. Chatterjee, Rajdeep Grewal and Gary L. Lilien (2013), "The Sales Lead Black Hole: On Sales Reps' Follow-Up of Marketing Leads," *Journal of Marketing*, Jan, v77, n1, 52-67.

The retailer's dilemma: Deep discounts make the holidays less than joyous, *Bloomberg Businessweek*, December 23, 2013.

Relevance, Resources, Relationships: How to Create a B2B Content Marketing Strategy, *Huffington Post*, July 9, 2013.

Chung, Chiayin, Sharmila C. Chatterjee and Sanjit Sengupta (2012), "Manufacturers' Reliance on Channel Intermediaries: Value drivers in the Presence of a Direct Web Channel," *Industrial Marketing Management*, Jan, v41, n1, 40-53.

Sa Vinhas, Alberto, Sharmila C. Chatterjee, Shantanu Dutta, Adam J. Fein, Joseph Lajos, Scott Neslin, William Ross, Lisa Scheer, Qiong Wang (2010), "Channel Design, Coordination and Performance: Future Research Directions," *Marketing Letters*, Sep, v21, n3, 223-237.

Chatterjee, Sharmila C. and Blodwen Tarter (2009), "Visa USA: Debit Card Services," in *The IMC Handbook: Readings and Cases in Integrated Marketing Communications*, eds. J. Steven Kelly and Susan K. Jones, Rancom Communications.

Chatterjee, Sharmila C. and Arjun Chaudhuri (2005), "Are Trusted Brands Important," *Marketing Management Journal*, Spring, v15, n1, 1-16.

Chatterjee, Sharmila C., William Millett, and William Thompson (2005), "Access Direct Telemarketing Inc.," in *Readings and Cases in Integrated Marketing Communications*, eds. J. Steven Kelly and Susan K. Jones, Rancom Communications, p. 131-142.

Chatterjee, Sharmila C. and Susan K. Jones (2005), "ShopLink.Com Incorporated," in *Readings and Cases in Integrated Marketing Communications*, eds. J. Steven Kelly and Susan K. Jones, Rancom Communications, p. 347-361.

Chatterjee, Sharmila C. and Nina Diamond (2005), "YesMail," in *Readings and Cases in Integrated Marketing Communications*, eds. J. Steven Kelly and Susan K. Jones, Rancom Communications, p. 401-419.

*The Marketing Report* (1997), "Overcoming Sales Force Reluctance on Leads," March 10, p1.

Chatterjee, Sharmila C.(1996), "Management Generated Leads: Panacea for Enhancing Salesforce Productivity?," *Working Paper 22-1996, Institute for the Study of Business Markets*.

Chatterjee, Sharmila C.(1996), "Bottleneck in the Successful Implementation of Direct marketing: Paradoxical Behavior of Salespeople?," *Working Paper 15-1996, Institute for the Study of Business Markets*.

Chatterjee, Sharmila C., Saara Hyvonen, and Erin Anderson (1995), "Concentrated vs. Balanced Sourcing: An Examination of Retailer Purchasing Decisions in Closed Markets," *Journal of Retailing*, v71, n1, 23-46.

Chatterjee, Sharmila C., and D. Sudharshan (1994), "MARKDEF: A Methodology for Understanding Competitive Spaces Based on Consumer Perceptions," *Behaviormetrika*, v21, n2, 97-119.

Chatterjee, Sharmila C. (1994), "Salesperson Reaction to Management Lead Generation Programs: The Paradox Investigated," *Dissertation, The Wharton School, University of Pennsylvania*.

Chatterjee, Sharmila (1991), "Salesperson Reaction to Manufacturer Lead Generation Programs: The Paradox Investigated," in *Proceedings of the 21st Annual Albert Haring Symposium*, Indiana University.

#### DOCUMENTS IN PREPARATION FOR JOURNAL SUBMISSION:

"To Follow-up or Not-to-Follow-up: Performance Impact of a Salesperson's Pursuit of Marketing-Generated Leads ," Chatterjee - target submission date Spring 2018

"Impact of the Truth in Lending Act on Consumers' Understanding and Use of Credit," Kaitz and Chatterjee – target submission date Summer 2018.

"Time Allocation for Managing a Portfolio of Customers to Optimize Long Term Sales Performance in B2B," Jackson and Chatterjee – target submission date Summer 2018.

## RESEARCH IN PROGRESS

### *CHANNELS AND SALES*

Chatterjee, Sharmila C. and Wissam Fahd, "A Model of In-house versus ASP Deployment of Salesforce Automation Systems."

Lee, Dong Ho, Paul Fouts and Sharmila C. Chatterjee, "Compatibility of Determinants of Franchisor Choice by Franchisee and Franchisee Success Factors."

### *E-MARKETING*

Greig, Charlotte and Sharmila C. Chatterjee, "Consumers on the Web: A Study of Pre-purchase Search."

Greene, Richard and Sharmila C. Chatterjee, "Model of the Antecedents of Consumer Personal Information Sharing on the Web."

## SAMPLE MEDIA MENTIONS

Clear Lessons Offered In Delivery Debacle, *Boston Globe*, by [Shirley Leung](#), Jan. 6, 2016.

Today's Teens More Savvy When Shopping, *Boston Globe*, by Jill Radsken, Aug. 29, 2015.

Amazon boosting Indian fashion business, *Retail Dive*, by Daphne Howland, March 23, 2015.

Marketing Education: How Academic and Business Partnerships Elevate Student Learning, *Target Marketing*, by Marie Adolphe, February 18, 2015.

When Does a Restaurant Become a Chain, *Boston.com*, by Adam Vaccaro, Oct. 15, 2014.

5 Insightful B2B Content Marketing Strategy Videos, *KOMARKETING*, by Ryan Young, April 10, 2014.

GE Capital and Slate win Midas Award for content marketing effort, *Digital Journal*, by [Michael Krebs](#), Jan 19, 2014.

Reborn, Dell Aims Message at Businesses, *New York Times*, by Jane L. Levere, Dec. 30, 2013.

How to Change a Company from the Inside, *The Guardian*, by Varun Bhanot, Dec. 15, 2013.

GE Capital Puts on a Lending Roadshow, *New York Times*, by Jane L. Levere, May 7, 2013.

## CASE WRITE-UPS

- 2007 Visa International (First Place Award Winner)
- 2002 Yesmail (First Place Award Winner)
- 2000 Shoplink.com (First Place Award Winner)
- 1999 Access Direct Telemarketing Inc. (Second Place Award Winner)
- 1998 AAA: American Automobile Association

## INVITED AND CONTRIBUTED TALKS

“Facilitating Technology Adoption: The Human Touch,” MIT Sloan Academic Staff Research Seminar, May 23 2017.

“Business Panel on Innovation and Entrepreneurship: Challenges and Opportunities for China's Multinational Firms,” Tufts University, 10<sup>th</sup> Annual China US Symposium, April 8 2017.

“Value Selling: Potential Retail Application,” The Coppel Group, March 10 2017.

“Value Selling,” Sessions at the Hult Prize Accelerator for Hult Prize Competition Finalists (30 finalists of 25,000 global applicants), August 1 and 8 2016.

“Role of Digital Media in Content Marketing,” Invited Talk at Schneider Electric’s Joint Global Marketing and IPO Leadership Meeting, October 20 2015.

“Effective Content Marketing to Acquire and Retain Customers,” Invited Talk DMA Japan Team, October 6 2015.

“A Long Term Perspective on Customer Acquisition and Retention,” Invited Talk at the Birla Institute of Technology and Science, India, September 2 2015.

“A Long Term Perspective on Customer Acquisition,” Invited Talk at Samsung India, August 3 2015.

“Effective Content Marketing to Acquire and Retain SMB Customers,” Invited Talk at the Detroit Chamber of Commerce, March 10 2014.

“Managing the Sales Marketing Interface for Customer Acquisition and Retention,” Invited CMO Dinner Talk at TechTarget, San Francisco, May 7 2013.

“Managing the Sales Marketing Interface for Customer Acquisition and Retention,” Invited CMO Dinner Talk at TechTarget, Boston, September 27 2012.

“To Follow-up or Not to Follow-up: Performance Impact of a Salesperson’s Pursuit of Marketing Generated Leads” ISBM Conference, August 15 2012.

“Balancing Customer Acquisition and Retention,” Franklin College Switzerland Presentation, October 19 2011.

“To Follow-up or Not to Follow-up: Performance Impact of a Salesperson’s Pursuit of Marketing Generated Leads” Marketing Science Conference, June 19 2010.

“To Follow-up or Not to Follow-up: Performance Impact of a Salesperson’s Pursuit of Marketing Generated Leads” Invited Talk at The Practice and Impact of Marketing Science Conference, January 16 2010.

“Return on Soft Service Facets: The Role of Operant Resources in Technology Assimilation and their Relationship Quality Effects,” Frontiers in Service Conference, October 31 2009.

“Success Factors for Business Process Outsourcing,” Marketing Science Conference, June 6 2009.

“Why Salespeople Do Not Follow-up on Leads: An Agency Theory Perspective,” Presented by coauthor Sabnis at the Winter Educator’s Conference, February 21, 2009.

HUWIB (Harvard Undergraduate Women in Business) InFocus Mini-MBA Program’s Invited Speaker in Marketing, October 6, 2009.

“Network Alliances vis-à-vis One-Stop-Shop Strategy in Enhancing Customer Relationships,” Invited Talk at the Erin Anderson Research Conference, The Wharton School, October 2008.

“The 70 Percent Issue: Why Salespeople do not Follow-up Most Marketing Leads,” Presented by coauthor Sabnis at the ISBM Conference, August 6, 2008.

“Balancing the Goods-Services Mix: The Role of Complementary Capabilities in Technology Assimilation & their Relationship Quality Effects,” Marketing Science Conference, June 14 2008.

“Balancing the Goods-Services Mix: The Role of Complementary Capabilities in Technology Assimilation & their Relationship Quality Effects,” Invited Talk at the University of Massachusetts at Amherst, May 2 2008.

“Sales Automation and Management,” Invited Panelist, MIT Sloan Sales Conference, April 25, 2008.

“Balancing the Goods-Services Mix: The Role of Complementary Capabilities in Technology Assimilation & their Relationship Quality Effects,” MIT Seminar Series, March 10 2008.



“VISA® USA: Debit Card Services,” Invited Case Presentation at DMEF Case Writer’s Workshop during Direct Marketing Association’s Direct / Interactive Marketing Research Summit, October 2007.

“Cognitive Ethnicity Among U.S. Hispanics: The Emergence of a New Paradigm,” Presented at Marketing Science Conference, June 29 2007.

“The Role of Brand Trust in Enhancing Market Outcomes,” Invited Keynote Talk at ANA Japan, May 31, 2007.

“An Examination of the Products vs. Services Debate: Technology Assimilation and Relationship Quality Effects,” Invited talk given by doctoral candidate Anthony deLeon at the IMS/AMA SERVSIG Presentation, Winter Educator’s Conference, February 2007.

HUWIB (Harvard Undergraduate Women in Business) Intercollegiate Business Convention’s Invited Panel Moderator for Marketing / PR / Advertising Panel, October 28, 2006.

“Franchisee’s Choice of Franchiser & Implications for its Success,” Presented at the ISBM Conference, August 2006.

“Truth in Lending Disclosures: Realities of Consumer Impact and Implications for Public Policy,” Presented at Marketing Science Conference, June 2006.

Invited Speaker at RE/MAX Marketing Forum, November 2005.

“Exploratory Model of the Determinants of Disintermediation Given a Manufacturer’s Virtual Presence,” Presented at Marketing Science Conference, June 2005.

“Compatibility of Determinants of Franchisor Choice by Franchisee and Franchisee Success Factors,” Presented at Marketing Science Conference, Rotterdam, June 2004.

Discussant of the paper “The Dimensionality of Internet Use in Global B2B Marketing: Evidence from the U.S. and Australian Sectors,” 14<sup>th</sup> Annual Robert B. Clarke Direct/Interactive Marketing Educator’s Conference, October 2002.

“Yesmail Case,” Presented at Direct Marketing Education Foundation’s 14<sup>th</sup> Annual Robert B. Clarke Educator’s Conference, October 2002.

Discussant for the session on “Selling in an Uncertain World,” Winter Marketing Educator’s Conference, February 2002.

“Shoplink.com Case,” Presented at Direct Marketing Education Foundation’s 12<sup>th</sup> Annual Robert B. Clarke Educator’s Conference, October 2000.

“Access Direct Telemarketing Case,” Presented at Direct Marketing Education Foundation’s 11<sup>th</sup> Annual Robert B. Clarke Educator’s Conference, October 1999.

“Direct Marketing in Industrial Markets: Sales Aid or Hindrance” Presented at Golden Gate University AMA Series, December 1998.

"Product and Branding Strategies" Track Chair, May 1998.

"Existing Account Sales vis-à-vis New Account Sales: The Role of Management-Generated Leads" Presented at Marketing Science Conference, March 1997.

"Management Generated Leads: Panacea for Enhancing Sales Force Productivity?" Presented at University of California at Berkeley, November 1997.

"Management Generated Leads: Panacea for Enhancing Sales Force Productivity?" Presented at Marketing Science Conference, March 1996.

Discussant at the AMA Summer Educator's Conference, August 1994.

"Salesperson Reaction to Management Lead Generation Programs: The Paradox Investigated," Presented at AMA's Business to Business Marketing Conference, March 1993.

"Salesperson Reaction to Management Lead Generation Programs: The Paradox Investigated," Presented at Marketing Science Conference, March 1993.

"Salesperson Reaction to Manufacturer Lead Generation Programs," Presented at the 21st Albert Haring Symposium, Indiana, April 1991.

"A Model of Changing Purchase Concentration in Wholesaler-Retailer Dyads in Closed Markets," Presented at Marketing Science Conference, March 1991.

## PROFESSIONAL SERVICE

### *Editorial Board*

Journal of the Academy of Marketing Science

### *Manuscript Review Panel:*

American Marketing Association Educator's Conference  
Academy of Marketing Science Conference  
International Journal of Research in Marketing  
Direct Marketing Educator's Conference

***Book Review:***

Carroll, Brian J. (2006), *Lead Generation for the Complex Sale*, McGraw-Hill.

Malhotra, Naresh .K (1996), *Marketing Research: An Applied Orientation*, Prentice Hall.

***Dissertation Chair***

Jake C. Beniflah (2011), *The Effects Of Acculturation On The Cognitive Structure Of Foreign-Born U.S. Hispanics*.

Anthony J. deLeon (2008), *Balancing the Goods-Services Mix: The Role of Complementary Capabilities in Technology Assimilation, and Their Relationship Quality Effects*.

Chiayin Chung (2005), *An Exploratory Model of the Determinants of Disintermediation: The Facilitating Role of the Manufacturer's Virtual Presence*.

Rachel Elizabeth Kaitz (2005), *Credit Confusion: How much do consumers really understand, and benefit from, Truth in Lending disclosures?*

Charlotte Grace Greig (2003), *Consumers on the Web: A Study of Pre-Purchase Search*.

***Dissertation Committee***

Sungjip Nam (2008), *The Impact of Culture on the Framework of Customer Value, Customer Satisfaction and Customer Loyalty*.

Laurie A Killilea (2008), *Consumer Preference for Pain Medication: Access, Consumption and Compliance*.

Gayathri Sundar (2008), *Business Process Outsourcing - Determinants of Success*.

Djordje (George) Lazarevic (2005), *An Exploratory Study of the Influence of Social Networks on Performance in Silicon Valley's Software Industry*.

Dong Ho Lee (2000), *Factors Affecting International Franchising from a Franchisee's Perspective*.

***Master's Thesis***

Anirudh Krishnan (2016), Evaluation of Business Models for Operational Excellence in the Indian automotive industry.

Vaibhav Somani (2015), Retail of the Future: O2O or O&O?

Sandeep Bothra (2014), Optimal Modality of Market Entry for a Neuromonitoring Innovation: Assessment for a leading Medical Device Provider.

Pranab Sharma (2012), Identifying disruptive customers to nurture for long-term growth.

***Independent Study***

Shun-Fen Yu and Yunjiao Zuo (2017), Connecting US Electronics Entrepreneurs with Chinese Supply Chain: A Primary Market Research

Lisette Ludena (2016), Marketing Tools to Capture Business Value In the Construction Industry

Michele Minetti (2016), FR8 Marketing Plan

Vicky Chen (2015), Assessment of Analytical Tool – Zelling

Lisette Ludena (2015), Career Path Mobility Model at T.Y. Lin International

Domingo Javier Godoy Uson (2014), Frogmi US Marketing Plan

***Curriculum Development :***

Helped Launch MBA Track at MIT Sloan in Enterprise Management in Fall 2012

Launched Concentration in ***Database Marketing*** in the Graduate Program in Fall 2004

Review of the Master of Science Program in ***Integrated Marketing Communications***

***Consultations/Discussions:***

2016 – Advisory Board, MIT India Conference

2010 - “RelayRides Growth Options,” Harvard-MIT Case Competition Invited Faculty Mentor (7/27/10).

2009 – Givaudan: Market Trend Assessment (11/02/09)

2009 – Boston Globe Discussion with Drake Bennett on Alternate Markets (3/18/09)

2009 – Bloomberg News Discussion with Carol Wolf on Gray Markets (02/24/09)

2008 – Opera Solutions (08/08)

2006 - Present: Research Consultant, Infosurv

2007 - ANA Airlines, Japan

2007 - Kirloskar, India

**PROFESSIONAL AFFILIATIONS**

American Marketing Association (AMA)

The Institute for Operations Research and Management Sciences (INFORMS)

Direct Marketing Educational Foundation (DMEF)