SHARMILA C. CHATTERJEE

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## EDUCATIONAL BACKGROUND AND WORK EXPERIENCE

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|---|---|
| Fall 2023-Present: | Academic Head, Enterprise Management Certificate, Senior Lecturer, MIT Sloan School of Management, Cambridge, MA |
| Fall 2012-Fall 2023: | Academic Head, Enterprise Management Track, Senior Lecturer, MIT Sloan School of Management, Cambridge, MA |
| Jan 2009-Fall 2012: | 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

Summer 2022: Named Chair Professorship "Sharmila C. Chatterjee Professor of B2B Marketing and Technology Diffusion" bestowed to a faculty at Woxsen University, Hyderabad, India. Initiated and bestowed by Woxsen university stating "as a tribute to your academic and professional persona and contributions."

Spring 2021: Amity Global Academic Excellence Award

Summer 2020: Honorary member, International Academic Advisory Board, Amity University, Noida, India.

Spring 2020: Nominated for MIT Sloan Excellence in Teaching Awards

Spring 2018: Nominated for MIT Sloan Excellence in Teaching Awards

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

Latinovic, Zoran and Sharmila C. Chatterjee (2024), "Value co-creation: Balancing B2B platform value and potential reverse-value effects," *Journal of Business Research*, March, v175.

"How do you grade participation," *The Faculty Lounge* email Newsletter, Harvard Business School Publishing, May 9, 2023.

"Ask the experts: Allstate Insurance Review," *WalletHub*, https://wallethub.com/edu/ci/allstate-car-insurance-review/62759#expert=Sharmila_C._Chatterjee, February 27, 2023.

Latinovic, Zoran and Sharmila C. Chatterjee (2022), "Achieving the promise of AI and ML in delivering economic and relational customer value in B2B, *Journal of Business Research*, May, v144, 966-974.

"Ask the experts: Best metal credit cards," *WalletHub,* November 9, 2021.

"Tech innovations can help fight Covid – If we do our part," *Psychology Today*, March 4, 2021.

"Squishing the Ant: Why Beijing is finally taking steps to tame Alibaba," *MIT Sloan Experts*, February 4, 2021.

"AI's communication upsides," *MIT Sloan Management Review*, April 29, 2020.

"Human needs: Shopping outlook 2020," Hear me, Canvas8: *Expert Outlook 2020*, January 21, 2020.

"In the age of online shopping, don't count out brick-and-mortar stores," *USA Today*, Nov 29, 2019

"How AI is helping companies break silos," *MIT Sloan Management Review*, September 24, 2019.

"Customer centricity in the digital age," *MIT Sloan Management Review*, May 30, 2019.

"Artificial intelligence helps salespeople get back to what they do best – selling," *The Hill*, February 21, 2019.

"Holiday shopping was biggest in years, but not every retailer should celebrate," *Boston Business Journal*, January 10, 2019.

"Algo retailing: The new frontier to unlocking exponential value," *MIT Sloan Management Review*, November 15, 2018.

"Robots can't replace this crucial business skill: Humans are critical to an AI driven sales process," *MarketWatch*, October 2, 2018.

"With better leadership, Sears could've been a contender," *The Hill*, October 29, 2018.

"Lyft's subscription plan is a rare stumble as the company takes on Uber," *MarketWatch*, July 6, 2018.

"How can department stores survive in the digital era," *Boston Business Journal*, March 15, 2018.

"How traditional retailers could lure you back this holiday season," *Fortune*, December 15, 2017.

"What Blue Apron needs to do to survive the threat of Amazon," *MarketWatch*, August 10, 2017.

Beniflah, Jake, Dominic Lusinchi, **S**harmila 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*, v2, n2, 169-189.

"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.

## SELECT MEDIA CONVERSATIONS AND MENTIONS

Can You Trust a Robot With Your Holiday Shopping, *Wall Street Journal*, https://www.wsj.com/tech/ai/holiday-shopping-artificial-intelligence-tools-24175fd7, November 23, 2023.

Unlocking Go-To-Market Success with Insight into Strategic Initiatives, *Harvard Business Review Analytic Services*, https://hbr.org/sponsored/2022/10/unlocking-go-to-market-success-with-insight-into-strategic-initiatives, October 21, 2022.

Adopting a holistic approach to problem solving in business, *MIT News*, https://news.mit.edu/2022/adopting-holistic-approach-problem-solving-business-sharmila-chatterjee-0211, February 11, 2022.

Empiricism at Work, *MIT ILP Faculty Feature*, https://ilp.mit.edu/sharmila-chatterjee, December 21, 2021.

Quote of the Week, "When it comes to fighting COVID, we need every tool in our tool kit. We can't do it without technology, and technology can't do it without us," *MIT Sloan Management Review*, https://sloanreview.mit.edu/article/best-of-this-week-office-return-targeted-learning/, March 19, 2021.

3 Ways retails stores can survive – and maybe even grow – against the odds, *MIT Sloan | Ideas Made to Matter*, https://mitsloan.mit.edu/ideas-made-to-matter/3-ways-retail-stores-can-survive-and-maybe-even-grow-against-odds, October 21, 2020.

Ask the Experts: Why are there so many mattress stores, *CreditDonkey*, https://www.creditdonkey.com/many-mattress-stores.html#interview=sharmila-chatterjee, June 11, 2020.

Moral marketing: Startups offer free services to the unemployed, *Pitch Book*, June 8, 2020.

Exclusive: Cashing in on Covid-19: Campbell's, DoorDash, online pet companies, dating sites, streaming services and flour manufacturers see profits soar during pandemic, *Dailymail*, May 1, 2020.

MIT is raising money for coronavirus: Here is a zoom call explaining how to bid on lunches with professors, *Boston Herald*, April 29, 2020.

What would shopping look like if Amazon suddenly shut down its warehouses, *Gizmodo*, April 23, 2020.

Ask the Experts: Bright Minds on the best rewards, *WalletHub*, https://wallethub.com/best-rewards-credit-card#experts=Sharmila_C._Chatterjee, April 15 2020.

Needed: Humans to break artificial intelligence out of its silo, *Forbes*, March 26, 2020.

Oatley: Leveraging Gen Z Thirst for Offline Experiences, *Canvas8,* February 27, 2020.

Retailing Opinion, *Michael Smerconish Interview, SiriusXM Radio – POTUS Channel 124,* The Michael Smerconish Program, December 2, 9:19 am ET, 2019.

The enduring business case for the Butterball Turkey Talk Line, *MIT Sloan | Thinking Forward*, November 26, 2019.

At a tough time for department stores, new Nordstrom goes big, *Marketplace | The Season (Audio)*, by Marielle Segarra, October 23, 2019.

Artificial intelligence can break down silos, *Ideas Made to Matter: 8 Business Insights from MIT Sloan Management Review*, by Sara Brown, October 2, 2019.

Wharton, MIT professors see upside at Nordstrom, Kohl's, and Target, *Forbes*, by Peter Cohan, September 26, 2019.

Lyft building services for the blind, boosting "woke" image, *Karma Impact*, by Keshav Pandya, July 9, 2019.

Taiwan's Gorgoro's headwinds may rise even with new scooter platform, *Karma Impact*, by Keshav Pandya, July 5, 2019.

Customer centricity in the digital age, *Ideas Made to Matter | Digital Economy: 6 Ideas Reframing the Digital Age from MIT Sloan Management Review*, by Meredith Somers, June 26, 2019.

The business year ahead: MIT experts on what to expect in 2019, *MIT Sloan: Ideas Made to Matter*, by Tom Relihan and Meredith Somers, December 17, 2018.

The enduring business case for the Butterball Turkey Talk Line, *Ideas Made to Matter | Marketing*, by Meredith Somers, November 15, 2018.
Customer Experience, Not Discounts, is the Answer to the Brick-and-Mortar Problem: A Conversation with Sharmila Chatterjee, *Sidecar Discover*, by Ellen Harvey, November 8, 2018.

In Kaepernick Ads, Nike Further Develops Its Brand Point of View, *MIT Newsroom Articles*, by Meredith Somers, September 6, 2018.

Ending L.L. Bean Lifetime Return Policy Not a Fatal Marketing Move, *MIT Newsroom Articles*, by Meredith Somers, February 12, 2018.

Will Whole Foods in Arlington, Elsewhere Sacrifice Brand for Customer Convenience, *Wicked Local Arlington*, by Abbi Matheson, September 5, 2017.

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.

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 2019

"Impact of the Truth in Lending Act on Consumers' Understanding and Use of Credit," Kaitz and Chatterjee – target submission date Summer 2019.

"Time Allocation for Managing a Portfolio of Customers to Optimize Long Term Sales Performance in B2B," Jackson and Chatterjee – target submission date Summer 2019.

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."

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

"Redefining Customer Experience to Excel in a Customer-Centric, Multi-Channel World," MIT Sloan CIO Symposium, The Goldilocks Paradox: Navigating Extremes in Your Digital Strategy, May 14, 2024.

"Value Selling in B2B," WU (Vienna University of Business and Economics), Vienna, April 25, 2024.

"Value Selling in B2B," University of Applied Sciences, Campus 02, Graz, Austria, September 29, 2023.

"Teaching Philosophy and Research in Practice," Amity University, India, June 19, 2023.

"Value Selling in B2B," WU (Vienna University of Business and Economics), Vienna, April 21, 2023.

"Technology and Humans as Complements in Driving Superlative Customer Experience," Woxsen University, February 28, 2023.

"Value Selling in B2B," WU (Vienna University of Business and Economics), Vienna, October 13, 2022.

"Brand Trust as Foundation for Long Term Success," St1 Nordic Oy, September 22, 2022.

"Technology and Humans as Complements in Driving Superlative Customer Experience," Lojas Renner SA, September 13, 2022.

"Understanding your Customers," LaunchX@MIT, June 23, 2022.

"Value Delivery in B2B," International University of Monaco, June 14, 2022.

"Introduction to Enterprise Management," Vlerick Business School, Brussels (at MIT), June 2, 2022.

"Technology and Humans as Complements in Driving Superlative Customer Experience," Corporacion America Airports, May 11, 2022.

"Enhancing Brand Equity by Delivering Superlative Customer Experience," Webster University, Vienna, April 7, 2022.

"Value Selling in B2B," WU (Vienna University of Business and Economics), Vienna, October 18, 2021.

"Value Selling in B2B," ICN Business School (https://www.icn-artem.com/en/), September 20, 2021.

"Understanding your Customers," LaunchX@MIT, July 1, 2021.

"Customer Centricity in the Digital Age," Coppell, April 14, 2021.

"Technology and Humans as Complements in Driving Superlative CX," Prosegur, March 24, 2021.

"Quantifying Relational Value in B2B: Implications for AI," Emlyon Business School, January 28, 2021.

"Digital Technology and Humans as Complements in Driving Superlative CX," MIT ILP Webinar, Nov 19, 2020.

"The Value Quantification Imperative in B2B Sales," EdukCircle Phillipines, October 24, 2020

"Online Disruption: Friend or Foe in the Future of Retail, MIT ILP Webinar in Future of Retail, October 6, 2020.

"Quantifying Relational Value in B2B: Implications for AI," Chandigarh University, July 7, 2020.

"Understanding your Customers," LaunchX@MIT, July 2, 2020.

"Quantifying Relational Value in B2B," Amity University, May 12, 2020.

"Using New Tech to Break Down Silos," Future of work webinar, MIT Sloan Management Review, February 13, 2020.

"Value of MIT Sloan Action Learning," Mini-LEPE, August 12, 2019.

"Understanding your Customers," LaunchX@MIT, July 17, 2019.

"Marketing: An Introduction," Future Business Leaders of America LASA Chapter, May 8, 2019.

"Quantifying Relational Value in B2B," BITS Pilani, Goa, India, January 12, 2019.

"Online Shopping: Friend or Foe – Exploring the Future of Retail," Civic Series, December 3 2018.

"B2B Relationship Calculus: Quantifying Resource Effects in Service-Dominant Logic," Institute for the Study of Business Markets (ISBM) Academic Conference, August 9 2018.

"Customer Value Management," Diverse Manufacturing Supply Chain Alliance (DMSCA), April 26 2018.

"Retailing in the Digital Age: The Customer Experience Imperative," Harvard University Graduate School of Design, March 20 2018.

"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, 10th 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," 14th Annual Robert B. Clarke Direct/Interactive Marketing Educator's Conference, October 2002.

"Yesmail Case," Presented at Direct Marketing Education Foundation's 14th 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 12th Annual Robert B. Clarke Educator's Conference, October 2000.

"Access Direct Telemarketing Case," Presented at Direct Marketing Education Foundation's 11th 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
California Management Review

Direct Marketing Educator's Conference
EMAC Conference
International Journal of Research in Marketing
Journal of Consumer Behaviour
Journal of Marketing
Sloan Management Review

***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***

Koichiro Kondo and Angelo Vicente (2023), The Coordination Imperative: A Comprehensive Approach to Align Customer Demand and Inventory Management for Superior Customer Experience in Retail.

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***

Katie Marie Albanos (2020), Motivations and Impediments in the Pursuit of Advanced Degrees by Professional Men and Women.

Matt Swatzell (2017-2019), Building a Better IEEE CESoc – How to Reinvigorate the Consumer Electronics' Premier Professional Society, *IEEE Consumer Electronics Magazine*, December 2019.

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 Assessment & Development*:**

Research Lead MIT Sloan Action Learning Impact Study 2016-2018.

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***

***Select Consultations/Discussions***:

2020 - International Advisory Board, Amity University, UP India

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)