

AJAY K. KOHLI

Gary T. and Elizabeth R. Jones Chair in Marketing
Georgia Institute of Technology
College of Management
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Atlanta, GA 30308
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ajay.kohli@mgt.gatech.edu

July, 2008

EDUCATION

- | | |
|------|--|
| 1986 | Ph.D. (Business Administration)
University of Pittsburgh |
| 1977 | P.G.D.M. (M.B.A.)
Indian Institute of Management, Calcutta |
| 1975 | B. Tech. (Electrical Engineering)
Indian Institute of Technology, Kharagpur |

ACADEMIC POSITIONS

- | | |
|------------|---|
| 2008– | Gary T. and Elizabeth R. Jones Chair in Marketing
College of Management, Georgia Institute of Technology |
| 1999–2008 | Isaac Stiles Hopkins Chair in Marketing
Goizueta Business School, Emory University |
| 2004– 2006 | Marketing Area Coordinator
Goizueta Business School, Emory University |
| 2001–2004 | Founding Associate Dean and Director of Doctoral Program
Goizueta Business School, Emory University |
| 1997–1999 | Sam Barshop Centennial Professor of Marketing Administration
Department of Marketing Administration
The University of Texas at Austin |
| 1995–1997 | Professor
Department of Marketing Administration
The University of Texas at Austin |
| 1991–1995 | Associate Professor
Department of Marketing Administration
The University of Texas at Austin |
| 1986–1991 | Assistant Professor |

VISITING POSITIONS

- 1997-1998 Class of 1962 Visiting Professor
Harvard Business School
- 1997 (Summer) Visiting Professor
Norwegian School of Management, Norway
- 1991 (Spring) Visiting Professor
The Koblenz School of Corporate Management, Germany

INDUSTRY POSITIONS

- 2000–2001 Group Leader, Monitor Company
- 1995 (Spring) Professor-in-Residence, 3M Telecom Systems Division
- 1981-1982 Sales Executive, HMM Limited
- 1978-1981 Assistant Manager, Forbes Forbes Campbell and Co. Ltd.,
IVP Limited
- 1977-1978 Management Trainee, Forbes Forbes Campbell and Co. Ltd.

PUBLICATIONS: JOURNALS

- DeKinder, Jade S. and Ajay K. Kohli (2008), “Flow Signals: How Patterns Over Time Affect the Acceptance of Start-Up Firms,” Journal of Marketing (forthcoming).
- Tuli, Kapil R., Ajay K. Kohli and Sundar G. Bharadwaj (2007), “Rethinking Customer Solutions: From Product Bundles to Relational Processes,” Journal of Marketing, 71 (July), 1-17. *Finalist for the Harold H. Maynard award for contribution to marketing theory and thought.*
- Kohli, Ajay K. (2006), “Dynamic Integration: Extending the Concept of Resource Integration,” Marketing Theory, 6 (3), 290-91.
- Rouziès, Dominique, Erin Anderson, Ajay K. Kohli, Ronald E. Michaels, Barton A. Weitz, Andris A. Zoltners (2005), “Sales and Marketing Integration: A Proposed Framework,” Journal of Personal Selling and Sales Management, 25 (Spring), 113-122.
- Jaworski, Bernard J., Deborah MacInnis, and Ajay K. Kohli (2002), “Generating Competitive Intelligence in Organizations,” Journal of Market-Focused Management, 5 (December), 279-307.
- Lurie, Robert S. and Ajay K. Kohli (2002), “A Smarter Way to Sell Commodities,” Harvard Business Review, 80 (April), 24-26.

- Venkatesh, R., Goutam Challagalla, and Ajay K. Kohli (2001), "Heterogeneity in Sales Districts: Beyond Individual-Level Predictors of Satisfaction and Performance," Journal of the Academy of Marketing Science, 29 (Summer), 238-254.
- Davenport, Thomas H., Jeanne G. Harris, Ajay K. Kohli (2001), "How Do They Know Their Customers So Well?" Sloan Management Review, 42 (Winter), 63-73.
- Maltz, Elliot and Ajay K. Kohli (2000), "Reducing Marketing's Conflict with Other Functions: The Differential Effects of Integrating Mechanisms," Journal of the Academy of Marketing Science, 28 (Fall), 479-492.
- Jaworski, Bernard J., Ajay K. Kohli, and Arvind Sahay (2000), "Market Driven vs. Driving Markets," Journal of the Academy of Marketing Science, 26 (Winter), 45-54.
- Kohli, Ajay K., Tasadduq A. Shervani, and Goutam N. Challagalla (1998), "Learning and Performance Orientation of Salespeople: The Role of Supervisors," Journal of Marketing Research, 35 (May), 263-274.
- Menon, Ajay, Bernard J. Jaworski, and Ajay K. Kohli (1997), "Product Quality: Impact of Interdepartmental Interactions," Journal of the Academy of Marketing Science, 25 (Summer), 187-200.
Recipient of the Jagdish N. Sheth "best paper" award.
- Jaworski, Bernard J. and Ajay K. Kohli (1996), "Market Orientation: Review, Refinement, and Roadmap," Journal of Market-Focused Management, 1 (2), 119-35.
- Selnes, Fred, Bernard J. Jaworski, and Ajay K. Kohli (1996), "Market Orientation in United States and Scandinavian Companies: A Cross Cultural Study," Scandinavian Journal of Management, 12 (June), 139-57.
- Maltz, Elliot and Ajay K. Kohli (1996) "Market Intelligence Dissemination Across Functional Boundaries," Journal of Marketing Research, 33 (February), 47-61. This research was featured in the Briefings from the Editors section of the Harvard Business Review, 1998, vol 76 (Jan-Feb), 10-11.
- Leuthesser, Lance and Ajay K. Kohli (1995), "Relational Behavior in Business Markets: Implications for Relationship Management," Journal of Business Research, 34 (November), 221-33.
- Venkatesh, R., Ajay K. Kohli and Gerald Zaltman (1995), "Influence Strategies in Buying Centers," Journal of Marketing, 59 (October), 71-82.
- Kohli, Ajay K. and Bernard J. Jaworski (1994), "The Influence of Coworker Feedback on Salespeople," Journal of Marketing, 58 (October), 82-94.
- Frazier, Gary L., Bernard J. Jaworski, Ajay K. Kohli, and Barton A. Weitz (1994), "Buyer-Supplier Relational Characteristics and Joint Decision Making," Marketing Letters, 5 (July), 259-70.
- Kohli, Ajay K., Bernard J. Jaworski, and Ajith Kumar (1993), "MARKOR: A Measure of Market Orientation," Journal of Marketing Research, 30 (November), 467-77.

- Jaworski, Bernard J. and Ajay K. Kohli (1993), "Market Orientation: Antecedents and Consequences," Journal of Marketing, 57 (July), 53-70.
Recipient of the inaugural Sheth Foundation/Journal of Marketing award in 2002 for long-term contributions to the field of Marketing.
Reprinted in Market Orientation, Brynjulf Tellefsen (ed.), 1995, Fagbokforlaget Vigmostad & Bjorke, Bergen: Norway. To be reproduced as a "classic article" in RAE-revista de administração de empresas, the management journal of the Fundação Getulio Vargas/Escola de Administração de Empresas de São Paulo (issue # 2, April-June 2006). A version of this article also appeared as a Marketing Science Institute working paper (Report No. 92-104, February 1992).
- Green, Robert T. and Ajay K. Kohli (1991), "Export Market Identification: The Role of Economic Size and Socioeconomic Development," Management International Review, 31 (1), 37-50.
- Jaworski, Bernard J. and Ajay K. Kohli (1991), "Supervisory Feedback: Alternative Types and Their Impact on Salespeople's Performance and Satisfaction," Journal of Marketing Research, 28 (May), 190-201.
- Kohli, Ajay K., N. Venkatraman, and John H. Grant (1990), "Exploring the Relationship Between Market Share and Business Profitability," Research in Marketing (vol. 10), Jagdish N. Sheth, ed., Greenwich, CT: Jai Press, Inc., 113-133.
- Kohli, Ajay K. and Bernard J. Jaworski (1990), "Market Orientation: The Construct, Research Propositions, and Managerial Implications," Journal of Marketing, 54 (April), 1-18.
Recipient of the Alpha Kappa Psi Foundation Award for its contribution to the advancement of marketing practice.
Reprinted in Marketing Classics, Ben M. Enis, Keith K. Cox, and Michael P. Mokwa (eds.), 1995, Englewood Cliffs, NJ: Prentice Hall and in Market Orientation, Brynjulf Tellefsen (ed.), 1995, Fagbokforlaget Vigmostad & Bjorke, Bergen: Norway.
- Deshpande, Rohit and Ajay K. Kohli (1989), "Knowledge Disavowal: Structural Determinants of Information Processing Breakdown in Organizations," Knowledge: Creation, Diffusion, Utilization, 11 (December), 155-169.
- Kohli, Ajay K. (1989), "Effects of Supervisory Behavior: The Role of Individual Differences Among Salespeople," Journal of Marketing, 53 (October), 40-50.
- Kohli, Ajay K. (1989), "Determinants of Influence in Organizational Buying: A Contingency Approach," Journal of Marketing, 53 (July), 50-65.
- Kohli, Ajay K. and Gerald Zaltman (1988), "Measuring Multiple Buying Influences," Industrial Marketing Management, 17 (August), 197-204.
- Prescott, John E., Ajay K. Kohli, and N. Venkatraman (1986), "The Market Share-Profitability Relationship: An Empirical Assessment of Major Assertions and Contradictions," Strategic Management Journal, 7 (July-August), 377-394.
- Kohli, Ajay K. (1985), "Some Unexplored Supervisory Behaviors and Their Influence on Salespeople's Role Clarity, Specific Self-Esteem, Job Satisfaction, and Motivation," Journal of Marketing Research, 22 (November), 424-433.

PUBLICATIONS: CHAPTERS IN BOOKS AND REPORTS

- Kohli, Ajay K. (2007), "Does Listening to Customers Hurt Product Innovation?," Gabler Verlag: Wiesbaden, Germany.
- Jaworski, Bernard J. and Ajay K. Kohli (2006), "Co-Creating the Voice of the Customer," in Robert F. Lusch and Stephen L. Vargo (eds), *Toward a Service-Dominant Logic of Marketing: Dialog, Debate and Directions*, M.E. Sharpe, Inc. Armonk: NY.
- Kohli, Ajay K. and Rohit Deshpandé (2005), "Marketing Organizations: Changing Structures and Roles," in *Marketing Science Institute Special Report No. 05-200*.

PUBLICATIONS: CONFERENCE PROCEEDINGS

- Bhargava, Mukesh, Bernard J. Jaworski, Ajay K. Kohli, and Sridhar Ramaswami (1987), "Sources of Synergy: An Examination of Their Potential Drawbacks," in AMA Winter Educator's Conference Proceedings, Russell W. Belk et al., eds., Chicago: American Marketing Association, 187-190.
- Kohli, Ajay K. and Jo Ann Novak (1984), "The Hypothesis of Formative Causation: Implications of an Alternative Paradigm for Marketing Theory," AMA Winter Educators' Conference Proceedings, Paul F. Anderson and Michael J. Ryan, eds., Chicago: American Marketing Association, 35-38.
- Prescott, John E., Ajay K. Kohli, and N. Venkatraman (1984), "Is the Relationship Between Market Share and Business Profitability Spurious?: An Empirical Assessment," Academy of Management Proceedings, John A. Pierce II and Richard B. Robinson, Jr., eds., Columbia, SC: Academy of Management, 32-36.

PRESENTATIONS

- Barbulescu, Adina and Ajay K. Kohli "The Impact of Brand Licensing on Licensor Financial Performance: A contingency Model," Presented at the INFORMS Marketing Science Conference, June 2007, Singapore Management University, Singapore.
- Sturdy, Jade and Ajay K. Kohli, "Market Signals for Start-Up Firms," Presented at the INFORMS Marketing Science Conference, June 2006, University of Pittsburgh, Pittsburgh, PA.
- Kohli, Ajay K., "Market Orientation and Innovation," Presented at the AMA Winter Educators' Conference, February 2006, St. Petersburg, FL.
- Sturdy, Jade and Ajay K. Kohli, "Interpreting Customer Data," Presented at the Marketing Science Conference on Marketing, Sales and Customers, December 2005, Cambridge, MA.
- Tuli, Kapil, Ajay K. Kohli and Sundar Bharadwaj, "Why some Firms are Better at Developing Solutions," Presented at The Otago Forum, November 2005, Dunedin, New Zealand.
- Hills, Stacey Barlow, Shikhar Sarin, and Ajay K. Kohli, "A Scale for Measuring Market-Driving Behavior," Presented at the AMA Summer Educators' Conference, August 2005, San Francisco, CA.

- Sturdy, Jade and Ajay K. Kohli, "Customer Uncertainty, Market Signals and Firm Performance," Presented at the INFORMS Marketing Science conference, June 2005, Emory University, Atlanta, GA.
- Kohli, Ajay K., "Survey Research: Issues and Approaches," Presented at the AMA-Sheth Foundation Doctoral Consortium, University of Connecticut, July 2005, Storrs, CT.
- Kohli, Ajay K., "Marketing Organizations," Presented at special session on Marketing Strategy, AMA Summer Educators' Conference, August 2004, Boston, MA.
- Kohli, Ajay K. and Rohit Deshpande, "The Changing Role of Marketing in the Organization," Presented at the AMA-Sheth Foundation Doctoral Consortium, Texas A&M University, June, 2004, College Station, TX.
- Kohli, Ajay K., "Towards a Technology for Enhancing Market Orientation," Presented at the Academy of Marketing Science Annual Conference, May 2002, Sanibel Harbor, FL.
- Kohli, Ajay K., "Designing Marketing Channels to Deliver Great Customer Experience," Presented at the MSI/Teradata Center, Duke University, January 2002, Raleigh-Durham, NC. (Presentation based on Kohli, Challagalla, Jaworski, and Lurie.)
- Jaworski, Bernard J. and Ajay K. Kohli, "Teaching Challenges in the Evolving e-Commerce Arena," Presented at the AMA Faculty Consortium, Texas A&M University, July 2001, College Station, TX.
- Kohli, Ajay K. "Technology and Marketing Channels," Presented at the AMA-Sheth Foundation Doctoral Consortium, University of Miami, June 2001, Coral Gables.
- Kohli, Ajay K. and Kathy Jocz, "Dealing with the Challenges of Teaching e-Commerce," Presented at the AMA-Sheth Foundation Doctoral Consortium, University of Miami, June 2001, Coral Gables.
- Sridharan, Srinivas, Ajay K. Kohli, and Rosann Spiro, "What Exactly Does Market Orientation Mean for the Salesperson?" Presented at the AMA Winter Educators' Conference, 2001, Scottsdale, AZ.
- Kohli, Ajay K., "Organizational Learning and Marketing," Presented at the AMA Winter Educators' Conference, 2001, Scottsdale, AZ.
- Kohli, Ajay K. "Field-Based Marketing Theories," Presented at the AMA-Sheth Foundation Doctoral Consortium, University of Western Ontario, August, 2000, London, Canada.
- Kohli, Ajay K., "Market Orientation: State-of-the-Art." Presented at the Norwegian School of Management, November 1999.
- Venkatesh, R., Goutam Challagalla and Ajay K. Kohli, "The Influence of Peers on Salespeople: An Empirical Investigation," presented at University of Southern California research camp, (January 1999), Los Angeles.
- Jaworski, Bernard J., Ajay K. Kohli and Arvind Sahay, "Market Driven Versus Driving Markets," presented at the MSI/JAMS Conference, (December 1998), Miami.

- Jaworski, Bernard J., John Tammarro and Ajay K. Kohli, "Managing Market Knowledge: An Application to the Texas Instruments Experience," presented at the Marketing Science Institute Conference on Market Knowledge Management (October 1998), San Antonio.
- Kohli, Ajay K. "The Knowledge Development Marketplace," presented at the 1998 AMA-Sheth Foundation Doctoral Consortium, Athens, Georgia.
- Kohli, Ajay K. "The Structure of Market-Focused Corporations," presented at the ISBM Annual Conference, (June 1998), College Station, Pennsylvania.
- Kohli, Ajay K., Tasadduq A. Shervani, and Goutam N. Challagalla, "Learning and Performance Orientation of Salespeople: The Role of Supervisors," presented at the Sheth research camp, University of Pittsburgh, Feb, 1998.
- Kohli, Ajay K., Shervani, Tasadduq A., and Goutam N. Challagalla "Supervisory Influence on Salespeople's Goal Orientation, Work Behavior and Performance," INFORMS meeting (November 1996), Atlanta.
- Jaworski, Bernard J. and Ajay K. Kohli "Market Orientation: Review and Roadmap," presented at the University of Georgia (Summer 1997), Athens, Georgia.
- Kohli, Ajay K. "Enhancing Market Orientation: Insights from Practice and Implications for Research," presented as a part of panel discussion at the Third Research Conference on Relationship Marketing, Emory University (June 1996), Atlanta.
- Jaworski, Bernard J. and Ajay K. Kohli "Market Orientation: Review and Roadmap," presented at the AMA Faculty Consortium (June 1996), Phoenix.
- Kohli, Ajay K. and David Fischer "Enhancing Market Orientation -- Lessons from Recent Efforts" presented at the Marketing Science Institute Board of Trustees Meeting (November 1995), Dana Point, California.
- Shervani, Tasadduq A., Goutam N. Challagalla and Ajay K. Kohli, "Supervisory, Peer, and Cultural Controls and Their Influence on Salespeople's Learning and Performance Orientation," presented at the AMA Summer Educators' Conference (August 1995), Washington, D.C.
- Kohli, Ajay K. "Market Orientation: Measurement and Applications," presented at the Marketing Science Institute Board of Trustees Meeting (November 1994), Boston.
- Maltz, Elliot and Ajay K. Kohli "Antecedents and Consequences of Inter-Functional Market Intelligence Dissemination Quality," presented at the AMA Summer Educators' Conference (August 1994), San Francisco.
- Maltz, Elliot and Ajay K. Kohli "Factors Affecting Inter-Functional Dissemination of Intelligence," presented at the Marketing Science Institute Northeast Priority Setting Meeting (November 1993), IBM Palisades Advanced Business Institute, Palisades, New York.

- Kohli, Ajay K. and Bernard J. Jaworski “Measurement of Market Orientation and Related Constructs,” presented at the AMA Winter Educators’ Conference (February 1993), Newport Beach, CA.
- Kohli, Ajay K. and Bernard J. Jaworski “Market Orientation: Antecedents and Consequences,” presented at the Fifth Annual Texas Faculty Research Colloquium (March 1992), Texas Christian University.
- MacInnis, Deborah J., Bernard J. Jaworski, and Ajay K. Kohli “Nobody is Pounding on My Door: Factors that Predict the Use of Market/Environmental Intelligence,” presented at the AMA Winter Educators' Conference (February 1992), San Antonio.
- Kohli, Ajay K., Bernard J. Jaworski, and Fred Selnes “Market Orientation: Causes and Consequences,” presented at the Marketing Science Institute Mini-Conference and Market Focus Interest Group Meeting on “Becoming Market-Focused and Customer-Oriented: Current Findings and Future Research Directions,” (December 1991), Boston.
- Maltz, Elliot and Ajay K. Kohli “Factors Affecting Inter-Functional Dissemination of Intelligence: An Empirical Study,” presented at the Marketing Science Institute Mini-Conference and Market Focus Interest Group Meeting on “Becoming Market-Focused and Customer-Oriented: Current Findings and Future Research Directions,” (December 1991), Boston.
- Kohli, Ajay K. and Jaworski, Bernard J. “Market Orientation: Antecedents and Consequences,” presented at the 1991 AMA Doctoral Consortium (August 1991), University of Southern California, Los Angeles.
- Jaworski, Bernard J. and Ajay K. Kohli “Antecedents and Consequences of Market Orientation: An Empirical Investigation,” presented at the Marketing Science Institute conference on “Organizing to Become Market-Driven” (September 1990), Boston.
- Kohli, Ajay K. and Bernard J. Jaworski, “Types of Supervisory Feedback and Their Impact on Salespeople's Performance and Satisfaction,” presented at the AMA Winter Educators' Conference (February 1990), Scottsdale.
- Kohli, Ajay K., “Effects of Supervisory Behavior: The Role of Individual Differences Among Salespeople,” presented at the AMA Winter Educators' Conference (February 1989), St. Petersburg.
- Kohli, Ajay K. and Bernard J. Jaworski, “Market Orientation: The Construct, A Propositional Inventory, and a Framework for Research,” presented at the Texas Marketing Faculty Colloquium (February 1989), University of Houston.
- Kohli, Ajay K. and Bernard J. Jaworski, “Market Orientation: The Construct, A Propositional Inventory, and a Framework for Research,” presented at the Marketing Science Institute mini-conference (September 1988), Boston.
- Green, Robert T. and Ajay K. Kohli, “Strategies for Targeting Export Markets,” presented at the AMA Summer Educators' Conference (August 1988), San Francisco.
- Bhargava, Mukesh, Bernard J. Jaworski, Ajay K. Kohli, and Sridhar Ramaswami, “Sources of Synergy: An Examination of Their Potential Drawbacks,” presented at the AMA Winter Educator's Conference (1987), San Antonio.

Kohli, Ajay K. and Jo Ann Novak, "The Hypothesis of Formative Causation: Implications of an Alternative Paradigm for Marketing Theory," presented at the AMA Winter Educators' Conference, (1984), Ft. Lauderdale.

Prescott, John E., Ajay K. Kohli, and N. Venkatraman, "Is the Relationship Between Market Share and Business Profitability Spurious?: An Empirical Assessment," presented at the Academy of Management Conference, (1984).

RESEARCH INTERESTS

- Market Orientation
- Salesforce Management
- Market Signaling
- Brand Management
- Customer Solutions
- Organizational Buying
- Marketing Organizations

TEACHING EXPERIENCE

- First Year Marketing (MBA core course taught at the Harvard Business School)
- Building Systemic Business Relationships (MBA elective in partnership with P&G, 3M, Motorola, and Imation taught at The University of Texas at Austin)
- Strategic Marketing (case- and simulation-based MBA elective taught at The University of Texas at Austin and Emory University)
- Marketing Management and Strategy (Ph.D. seminar taught at The University of Texas at Austin)
- Marketing Theory/Development of Marketing Thought (Ph.D. seminar taught at The University of Texas at Austin)
- Theory Construction (Ph.D. seminar taught at The University of Texas at Austin, Emory University, and to students world wide on the Internet under the auspices of IPSS series sponsored by ISBM, Penn State University)
- Marketing Policies (case-based undergraduate capstone course taught at the University of Texas at Austin)

EXECUTIVE EDUCATION & CONSULTING

Worked with a number of companies including 3M, Accenture, Anderson, Coca-Cola, Dow Chemical, Eastman Kodak, Forum Corporation, IBM, Halliburton, Synovus, and the World Bank in various consulting and/or executive education capacities. Designed and led a number of executive education seminars in the United States, Europe, Asia, and Latin America. Themes covered include building market-oriented organizations, differentiating commodities, learning about markets, the structure of market-focused organizations, building consensus about markets, competing on value, and managing salespeople.

PROFESSIONAL SERVICE

Editor, Journal of Marketing (2008 -

Editorial Advisory Board Member

- Journal of Business and Industrial Marketing (2006 - present)

Editorial Board Member

- Journal of Marketing (1991 - present)
Journal of Academy of Marketing Science (1991 - 2000)
International Journal of Research in Marketing (2002 – present)
Journal of Market-Focused Management (1995 - 2000)
Journal of Personal Selling and Sales Management (1996 - 2002)
Journal of Business Research (1988 - present)
Journal of Strategic Marketing (1999 – 2002)
Journal of Business-to-Business Marketing (1993 - present)
Asian Journal of Marketing (1992 - present)
Advances in Distribution Channels Research (1986 - ?)
- Journal of Marketing Theory and Practice Editorial Advisory Board member, (1993 - present)
- Journal of the Academy of Marketing Science Ad Hoc Editorial Review Board member, (1989 - 1991).

Ad Hoc Reviewer

- Journal of Marketing (1988 - 1990)
Journal of Marketing Research (1987 – 1998, 2002)
International Journal of Research in Marketing (2001)
Marketing Science (1991, 1994)
Management Science (1989, 1991, 2003)
Journal of Management Studies (1991)
Journal of Personal Selling and Sales Management (1990)
International Journal of Research in Marketing (1988).

Judge/Reviewer, Research Competitions

- Best paper award selection committee member (1 of 4) for year 2005, *International Journal of Research in Marketing*.
- Best Paper award selection committee member, AMA Summer Educators' Conference, 2003

- John Howard/AMA Doctoral Dissertation competition, 1999, 2002, 2004
- Alden G. Clayton Doctoral Dissertation Competition, Marketing Science Institute (1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006)
- Blue Ribbon Panel of Judges, 1996 Academy of Marketing Science Doctoral Dissertation Competition.
- National Science Foundation International Research Fellow Awards Program (1996-97)
- ISBM Doctoral Dissertation Award Competition (1993, 1998, 2001, 2006)
- Seeing Differently research competition, Marketing Science Institute, (1993)
- Academy of Marketing Science Doctoral Dissertation competition (1992, 1993)
- Enhancing the New Product Development Process research competition, Marketing Science Institute(1992)

Reviewer, Research Conferences, Books

- AMA Summer Educators' Conference (1987, 1989, 1990, 1991, 1992, 1993, 1994, 1996, 1998, 1999, 2007)
- AMA Winter Educators' Conference (1989, 1990, 1991, 1992, 1993, 1994, 1996, 1998, 1999, 2000, 2003, 2008)
- Academy of Marketing Science Conference (1989, 1993, 1994)
- European Marketing Academy Conference (1996)
- Southwestern Marketing Association Conference (1990)
- Eastern Academy of Management Conference (1986)
- Pre-publication reviewer, Roger A. Kerin, Vijay Mahajan, and P. Varadarajan (1990), Contemporary Perspectives in Strategic Market Planning. Allyn and Bacon, MA.

Roundtables, Workshops, Doctoral Student Mentoring

- Faculty member, ISBM Roundtable, 2007 (doctoral student advising)
- Faculty member, ISBM Roundtable, 2006 (doctoral student advising)
- Mentors' Breakfast, Doctoral Student Special Interest Group, AMA Winter Educators' Conference, February 2005, San Antonio.
- Roundtable Discussion member, Doctoral Student Special Interest Group, AMA Summer Educators' Conference, August 2004, Boston.
- Co-chair, Research Generation Workshop on the Role of Marketing in the Organization, sponsored by Marketing Science Institute, May 2004, Emory University, Atlanta, GA.
- Member, Sales Force Summit, May, 2004, University of Houston.
- Co-chair of the Market Orientation Roundtable, a new concept initiated and implemented in 1996 under the auspices of the Marketing Science Institute. Participating companies include Dow Chemical, DuPont, Eastman Kodak, Hewlett-Packard, IBM, Nestle, and USAA
- Member, Advisory Committee, Research Conference on Relationship Marketing, Emory University (1994, 1996)

- Track Chairperson, Marketing Management and Strategy, 1992 AMA Summer Educators' Conference, Chicago
- Member, Marketing Strategies Steering Group, Marketing Science Institute (1991-)
- Associate Member, Market Focus and Use of Information Technology Steering Groups, Marketing Science Institute (1991-)
- Co-Chair, Academy of Marketing Science Annual Conference (April 1990), New Orleans

Chair/Discussant, Conferences

- Chair, session on “Bundles, Solutions and Other Holistic Value Propositions,” AMA Winter Educators' Conference (February 2008), Austin, Texas.
- Chair and Discussant, session on “Customer-Focused Sales Management,” AMA Winter Educators' Conference (February 2008), Austin, Texas.
- Chair, “Survey Research: Problems and Prospects,” special session at AMA Winter Educators' Conference (February 2005), San Antonio, Texas. Participants include Dick Wittink, Sundar Bharadwaj, Ruth Bolton, and Bart Weitz.
- Discussion leader, “The Nature and Impact of Firm Market Orientation,” AMA Winter Educators' Conference (February 1998), Austin, Texas.
- Discussion leader, “Customers in the Organizational Context: How Organizations' Decisions Incorporate Customer Information,” Association for Consumer Research, Minneapolis, October 1995.
- Commentator, “The Changing Landscape in Grocery Retailing: The Information Highway Reaches the Trading Post” conference, Marketing Science Institute, June 1994, Atlanta.
- Chair, “Innovation and New Product Development Through Relationship Marketing” session, Second Research Conference on Relationship Marketing, Emory University, June 1994.
- Discussant, “Radical Theories of Seller Behavior” session at the AMA Winter Educators' Conference (February 1992), San Antonio.
- Discussant, “Buyer-Seller Interactions in Industrial Markets” session at the AMA Winter Educators' Conference (February 1989), St. Petersburg.
- Co-Chair, discussion group at the “Defining, Measuring, and Managing Brand Equity” conference sponsored by the Marketing Science Institute (March 1988), Austin.

Doctoral Consortium Fellow

- Faculty Fellow, 2007, AMA-Sheth Foundation Doctoral Consortium, Arizona State University, Phoenix, AZ.

- Faculty Fellow, 2005, AMA-Sheth Foundation Doctoral Consortium, University of Cincinnati, Storrs, CT.
- Faculty Fellow, 2004, AMA-Sheth Foundation Doctoral Consortium, Texas A&M University, College Station, TX.
- Faculty Fellow, 2002, AMA-Sheth Foundation Doctoral Consortium, Emory University, Atlanta.
- Faculty Fellow, 2001 AMA-Sheth Foundation Doctoral Consortium, University of Miami, Coral Gables.
- Faculty Fellow, 2000 AMA-Sheth Foundation Doctoral Consortium, University of Western Ontario, London (Canada).
- Faculty Fellow, 1998 AMA-Sheth Foundation Doctoral Consortium, University of Georgia, Athens.
- Faculty Fellow, 1992 AMA Doctoral Consortium, Michigan State University, East Lansing.
- Faculty Fellow, 1991 AMA Doctoral Consortium, University of Southern California, Los Angeles.

Presentations to Faculty on Effective Teaching

- Conducted a series of seminars on effective teaching and marketing for European business school faculty in the International Teachers Program (ITP) organized by International Schools of Business Management (ISBM). Seminars held at the University of Aix-Marseilles, France (July-August 1990, August 1991)
- Invited presentation to the faculty at The University of Texas on effective teaching at the Third Annual Experienced Faculty Conference, (January 1988)
- Videotaped class session on file with Center for Teaching Effectiveness, The University of Texas as a sample of model teaching (1987)
- Invited presentation to the new faculty at The University of Texas on effective teaching (August 1987, 1988, 1990, 1992)

Doctoral Dissertations

- Chair:
 - Adina Barbulescu – In progress
(Application to serve as Co-chair instead of Chair in process)
 - Jade S. DeKinder – The Role of Market Signals in Acquiring Customers and Growing Sales: The Case of Start-Up Firms (2007)
 - Kapil Tuli – Relationship Multiplexity: Effects on Sales Growth and Volatility from a Customer (2006) [Co-chair with Sundar Bharadwaj]
 - Elliot Maltz – Antecedents and Consequences of Inter-Functional Intelligence

Quality: An Empirical Study (1993)
Lance Leuthesser – Boundary Behavior and Sellers' Performance in Business Relationships: A Contingency Approach (1990).

- Member:
 - Brian Murtha (2008)
 - Rodrigo Guesalaga (2007)
 - Stacey Hills Barlow (2004)
 - Srini Srinivasan (2004)
 - Gita Lal (in progress)
 - Tony Capraro (1999)
 - Suzanne Carter (1997)
 - Shikhar Sarin (1996)
 - R. Venkatesh (1994)
 - Goutam Challagalla (1994)
 - Srinivasan Swaminathan (1994)
 - Hildy Teegan (1993)
 - Samar Mukhopadhyay (1990)
 - Kuen-Hee Ju (1990)
 - John H. Williams (1990)
 - Mukesh Bhargava (1990)
 - Steven P. Brown (1990)
 - Pablo Rhi-Perez (1989)
 - Yoo S. Yang (1988)
 - David E. Griffith (1988).

Community Service

- Invited presentation to Texas Association of Public Purchasers on group decision making research (June, 1988).
- Invited presentation to the Austin Purchasing Management Association on group decision making research (May 1987).

School, College and University Committees and Other Service

- Chair, Doctoral Studies Committee, Goizueta Business School, Emory University, 2006-
- Advisory Board member, IPSS, 2006-
- Member, Instructional Delivery Committee, IPSS, 2006-2007.
- Consultant to Sr. Vice President (Institutional Advancement) for project focused on defining and building the Emory brand, Emory University, 2005.
- Co-discussion Leader, University-wide signature theme development, Emory University 2004-05
- Marketing area doctoral coordinator, Goizueta Business School, Emory University, 2005-

- Marketing Area Coordinator, Goizueta Business School, Emory University, 2004-2006
- Member, Research Committee, Goizueta Business School, Emory University, 2002-
- Member, Ad Hoc Committee of Chairs, Goizueta Business School, Emory University, 2001-
- Chair, Doctoral Studies Committee and Director of the Doctoral Studies, Goizueta Business School, Emory University, 2001-2004
- Member, MBA Committee, Goizueta Business School, Emory University, 1999-2000.
- Member, Ph.D. Design Committee, Goizueta Business School, Emory University, 1999-2000.
- Member, Advisory Committee for International Faculty, Center for Teaching Effectiveness, The University of Texas (1990 - 1991).
- Member, Faculty Advisory Committee, Center for Teaching Effectiveness, The University of Texas (1989 - 1991).
- Promotion Review Committee for evaluating a candidate in the Management Department for promotion from Associate Professor to Professor (1996)
- MBA Policy Committee (1996-97; 1998-99).
- Faculty Teaching Excellence Award Committee (1995-96).
- Faculty Ambassador (BA 101), Fall, 1995
- Member UT-ITESM joint MBA program task force, Fall 1995.
- Contributed article titled “Market-Oriented Organizations” to the University publication Discovery highlighting research and scholarship at The University of Texas at Austin (1994, vol 14, no. 1).
- Member, MBA Core Council, Graduate School of Business (1992-93).
- Chair, Scholarship Committee, Graduate School of Business (1992-93).
- Member, Scholarship Committee, Graduate School of Business (1991-92).
- Member, MBA Curriculum Review Faculty Task Force (1991-92; 1992-93).
- Member, CBA/GSB Faculty Budget Committee (1988-89; 1990-91; 1992-93).

Department Committees, Other Service

- Chair, Human Resources sub-committee, Marketing Department (1998-99).
- Member - Teaching and Research Awards nominating committee (1995-96).

- Member, Doctoral Advisory Committee, Department of Marketing (1995-1997; Spring 1990 - Fall 1992).
- Advisor, Industrial Marketing Task Force -- focused on developing corporate outreach programs (1993-94)
- Graduate Advisor, Department of Marketing (1992-93 - part)
- Faculty Advisor, Student Chapter of the American Marketing Association (Fall 1990).
- Chair, Marketing Management Area Committee, Department of Marketing (Fall 1987 - Fall 1992).
- Member, Faculty Recruiting Committee, Department of Marketing (1986 - 1993).
- Guest instructor, Marketing Topics doctoral seminars (Spring 1988, Fall 1988, Spring 1990, Fall 1990, Fall 1991).
- Member, Ph.D. Admissions and Continuance Committee, Department of Marketing (1986 - 1987).
- Member, Budget Council, Department of Marketing (Fall 1987; Spring 1989; Fall 1992; Fall 1993).
- Member, Ad Hoc Teaching and Research Awards Nomination Committee, Department of Marketing (Fall 1986).

AWARDS AND HONORS

Research

- Listed among the 100 most cited scientists in Economics and Business (#93 across all areas) during the 1993-2003 decade by Thomson ISI (<http://www.in-cites.com/nobel/2003-eco-top100.html>)
- In 2006, listed in ISIHighlyCited.com, an ISI website that lists the most highly cited authors during the last two decades in a variety of disciplines (<http://isihighlycited.com>).
- Two articles on market orientation published in the Journal of Marketing (1990; 1993) are among the ten most cited articles to appear in the Journal over 25 years (1980-2004) per a 2006 study conducted by Professor Jeffrey Schmidt, University of Oklahoma.
- Ranked as the third most influential scholar in Marketing based on the number of citations of articles published during 1990-96 in the top three Marketing journals in Helm, Hunt and Houston (2003), "Citation Frequency of Research Published in the Top Three Marketing Journals: Ranking the Impact of Articles, Scholars, and Institutions," AMA Educators' Proceedings (Summer), 198-208.
- Two articles published in the Journal of Marketing (1990; 1993) ranked as the fourth and fifth most influential in the field based on citation analysis of articles published in the top three Marketing journals during 1990-1996 (cited in Helm, Hunt and Houston (2003), "Citation Frequency of Research Published in the Top Three Marketing Journals: Ranking the Impact of Articles, Scholars, and Institutions," AMA Educators' Proceedings (Summer), 198-208.
- Sheth Foundation/Journal of Marketing inaugural award for "Market Orientation: Antecedents and Consequences" (with Bernard J. Jaworski) published in the Journal of Marketing (July 1993). The award (given to articles published six to ten years prior to the year of the award) reflects the article's long-term contribution to the field of Marketing.
- Jagdish N. Sheth Award for the best paper published in the Journal of Academy of Marketing Science in 1997.
- College of Business Award for Research Excellence, The University of Texas at Austin (1997-98).
- One of 67 authors with 10 or more articles in the Journal of Marketing, Journal of Marketing Research, and Journal of Consumer Research during the period 1977-1996.
- Nominee for the College of Business Award for Research Excellence (1996-97; 1997-98)
- Second most frequent contributor to the top three marketing journals during 1989-1993 among all associate professors in Page and Mohr (1995), "Individual and Institutional Productivity in Marketing: Publishing in the Top Three Marketing Journals, 1989-1993," Proceedings, American Marketing Association (Winter), 417-424.
- Article titled "Market Orientation: Antecedents and Consequences" (with Bernard Jaworski) nominated as one of the five finalists for the Best Paper Award for papers published by the Marketing Science Institute in 1992.

- Summer Research Grant awarded by the Graduate School of Business, The University of Texas at Austin (1994) for “The Market Scanning Process” (with Deborah MacInnis and Bernard Jaworski).
- Doctoral dissertation completed by Elliot Maltz under my supervision received the Outstanding Doctoral Dissertation award (one of three awards given University-wide at UT-Austin in 1992-93).
- Senior Research Fellow, IC² Institute (1993-present).
- Summer Research Grant awarded by the Graduate School of Business, The University of Texas at Austin (1993) for “Market Orientation: A Comparison of the United States, Denmark, Norway, and Sweden” (with Fred Selnes and Bernard Jaworski).
- Faculty Fellow, 1992 AMA Doctoral Consortium, Michigan State University, East Lansing.
- Member, Marketing Strategies Steering Group, and Associate Member, Market Focus and Use of Information Technology Steering Groups, Marketing Science Institute (1991-1993).
- Second prize for “Factors Affecting Inter-Functional Dissemination of Intelligence: An Empirical Study” (with Elliot Maltz), Managing Market-Driven Quality research competition co-sponsored by the Marketing Science Institute and The Planning Forum (November 1991).
- Alpha Kappa Psi Foundation Award for “Market Orientation: The Construct, Research Propositions, and Managerial Implications” (with Bernard J. Jaworski) published in the Journal of Marketing (April 1990). The award reflects the article's significant contribution to the advancement of marketing practice.
- Faculty Fellow, 1991 AMA Doctoral Consortium, University of Southern California, Los Angeles.
- College of Business Research Excellence Award nominee (1990-91).
- Research Grant awarded by the Graduate School of Business, The University of Texas at Austin (August 1990) for “Boundary Behavior and Sellers' Performance in Business Relationships: A Contingency Approach” (with Lance Leuthesser).
- Special Research Grant awarded by the University Research Institute, The University of Texas at Austin (July 1990) for “Boundary Behavior and Sellers' Performance in Business Relationships: A Contingency Approach” (with Lance Leuthesser).
- Research award from the Marketing Science Institute, Boston (February 1990) for “Antecedents and Consequences of a Market Orientation: An Empirical Investigation,” Phase III (with Bernard Jaworski).
- Summer Research Grant awarded by the Graduate School of Business, The University of Texas at Austin (1990) for “Market Dominance and Business Performance: A Longitudinal Assessment” (with Venkatram Ramaswamy).
- Research award from the Marketing Science Institute, Boston (June 1989) for “Antecedents and Consequences of a Market Orientation: An Empirical Investigation,” Phase II (with Bernard Jaworski).

- Summer Research Grant awarded by the Graduate School of Business, The University of Texas at Austin (1989) for “Antecedents and Consequences of a Market Orientation: An Empirical Investigation” (with Bernard Jaworski).
- Research award from the Marketing Science Institute, Boston (October 1987) for “Causes and Consequences of Marketing Orientation: An Exploratory Investigation,” Phase I (with Bernard Jaworski).
- Special Research Grant awarded by the University Research Institute, The University of Texas at Austin (May 1987) for “Types of Feedback: Their Differential Effects on Salespeoples' Job Satisfaction, Motivation, and Performance” (with Bernard Jaworski).
- AMA Doctoral Consortium Fellow, 1985.
- “Is the Relationship between Market Share and Business Profitability Spurious?: An Empirical Assessment” (with John Prescott and N. Venkatraman) recognized as being among the five best submissions to the Business Policy and Planning Division of the Academy of Management Conference, 1984.

Teaching

- Jack G. Taylor Teaching Excellence Award, College of Business, The University of Texas at Austin (1993-94). (This is considered to be the highest award for teaching excellence in the College.)
- Nominee for the 1993-94 CBA Foundation Advisory Council Award for Teaching Innovation (joint nomination with Professor Leigh McAlister).
- Jack G. Taylor Teaching Excellence Award nominee (1991-92; 1992-93).
- CBA Foundation Teaching Award, 1989-90 (College-wide award for assistant professors at The University of Texas at Austin).
- Recognized as one of 24 “Master Teachers” throughout the University of Texas at Austin, 1990.
- Texas Excellence Teaching Award finalist, Spring 1989 (Association of Ex-Students of The University of Texas at Austin).
- Outstanding Elective Professor nominee, Spring 1988 (M.B.A. students at the University of Texas at Austin).
- Apple for The Teacher Award, 1986, University of Pittsburgh.

AFFILIATIONS

- American Marketing Association

- INFORMS
- Academy of Marketing Science
- Association for Consumer Research

PERSONAL

Marital Status: Married to Priti, two sons (22 and 20), and daughter (14).