

Rajan Varadarajan
Resume (July 2009)

Interim Department Head,
Distinguished Professor of Marketing &
Ford Chair in Marketing and E-Commerce
Mays Business School at Texas A&M University
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EDUCATION

B.Sc. (Bachelor of Science), Bangalore University, India. 1968

B.E. (Bachelor of Engineering), Indian Institute of Science, Bangalore. 1971

M. Tech. (Master of Technology), Industrial Management, Indian Institute of Technology, Madras. 1973

Ph.D., Business Administration, University of Massachusetts, Amherst. 1978

PRIMARY TEACHING AND RESEARCH INTERESTS

Marketing Strategy Innovation International Marketing E-Commerce

ACADEMIC EMPLOYMENT

Distinguished Professor of Marketing, Texas A&M University (Sept. 2001 to present)

Professor of Marketing, Texas A&M University (Sept. 1990 to August 2001)

Associate Professor of Marketing, Texas A&M University (Sept. 1986 to August 1990)

Assistant Professor of Marketing, Texas A&M University (June 1981 to August 1986)

Assistant Professor of Marketing, State University of New York, Albany (Sept. 1978 to May 1981)

Lecturer in Marketing, Indian Institute of Technology, Madras, India (October 1974 to August 1976)

ENDOWED CHAIR AND PROFESSORSHIPS

Ford Chair in Marketing and E-Commerce, Texas A&M University (Jan. 2001 to present)

Guest Professor of Business Administration, Texas A&M University (April 1996 to Dec. 2000)

Foley's Professor of Retailing and Marketing, Texas A&M University (Sept. 1991 to March 1996)

VISITING PROFESSOR APPOINTMENTS

Honorary Visiting Professor, City University of Hong Kong (May-June 1997)

Shaw Foundation Chair Visiting Professor, Nanyang Business School, Nanyang Technological University, Singapore (July-August 1996)

ADMINISTRATIVE APPOINTMENTS

Interim Department Head, Department of Marketing, Texas A&M University (Effective July 2009)

Associate Dean for Research & Doctoral Programs, Texas A&M University (July 2007 to June 2008)

Department Head, Department of Marketing, Texas A&M University (August 1996 to June 2006)

Coordinator, Ph.D. Program in Marketing, Texas A&M University (Sept. 1989 to August 1994)

SELECTED PROFESSIONAL ACTIVITIES

Editor: *Journal of Marketing* (July 1993 to June 1996)

Editor: *Journal of the Academy of Marketing Science* (June 2000 to May 2003)

Associate Editor: *Journal of Marketing Research* (August 2006 to August 2007)

Guest Editor: *Journal of Marketing* (July 2002 to June 2008)

President: American Marketing Association Marketing Strategy Special Interest Group (1998 to 2000)

Vice President for Publications: Academy of Marketing Science (June 2004 to May 2007)

Member, Board of Governors: Academy of Marketing Science (June 1998 to May 2004)

Consortium Co-chair: 39th Annual American Marketing Association – Sheth Foundation Doctoral Consortium (June 2004, Texas A&M University, College Station, TX)

Consortium Co-chair: American Marketing Association Faculty Consortium on Electronic Commerce (July 2001, Texas A&M University, College Station, TX)

Conference Program Co-chair: American Marketing Association Marketing Educators' 1993 National Winter Conference (February 1993, Newport Beach, CA)

Conference Program Co-chair: Academy of Marketing Science Marketing Educators' 1998 National Conference (May 1998, Norfolk, VA)

Doctoral Dissertation Competition Co-chair: American Marketing Association 1997 Doctoral Dissertation Competition

Conference Track Chair -- Marketing Planning and Strategy Track: American Marketing Association Marketing Educators' 1990 National Summer Conference (August 1990, Washington, DC)

Special Program Chair: "Pre-conference Program on E- Commerce," American Marketing Association Marketing Educators' 2000 National Winter Conference (February 2000, San Antonio, TX)

Program Chair: Texas Universities Marketing Faculty Research Colloquium (April 1991, Texas A&M University, College Station, TX)

Program Co-chair: Texas Universities Marketing Faculty Research Colloquium (April 2003, Texas A&M University, College Station, TX)

Consortium Faculty: American Marketing Association - Sheth Foundation Doctoral Consortium

1992: Michigan State University. 1993: University of Illinois. 1994: Santa Clara University. 1995: University of Pennsylvania. 1998: University of Georgia. 2001: University of Miami. 2002: Emory University. 2003: University of Minnesota. 2005: University of Connecticut. 2007: Arizona State University. 2008: University of Missouri. 2009: Georgia State University.

Consortium Faculty: American Marketing Association Faculty Consortium

1996: Arizona State University (Keynote Address). 1998: Michigan State University.

Faculty Participant: PhD Project Marketing Doctoral Students Association Annual Conference

2001: Washington, D.C. 2002: San Diego, CA. 2003: Chicago, IL. 2004: Boston, MA. 2005: San Francisco, CA. 2006: Chicago, IL.

HONORS AND AWARDS

1. *Paul D. Converse Award for outstanding contributions to marketing scholarship* (April 2008)
2. *Distinguished Alumnus Award*, Centennial Celebration of the Graduate School, University of Massachusetts, Amherst (April 2008)
3. *Mahajan Award for career contributions to marketing strategy*, American Marketing Association (AMA) Marketing Strategy Special Interest Group (August 2003)
4. *Academy of Marketing Science Distinguished Marketing Educator Award* (May 2003)
5. *Academy of Marketing Science Distinguished Fellow* (May 2002)
6. *Texas A&M University Association of Former Students University Level Faculty Distinguished Achievement Award in Research* (May 1994)
7. *Texas A&M University Mays Business School Faculty Award for Outstanding Research* (December 2004)
8. *Texas A&M University Mays Business School Faculty Award for Outstanding Research*

(September 1990)

9. *Texas A&M University Mays Business School Faculty Award for Outstanding Research* (September 1985)
10. *Best Paper Award -- Journal of Marketing (Harold H. Maynard Award)*. Varadarajan, Rajan, Satish Jayachandran and J. Chris White, "Strategic Interdependence in Organizations: Deconglomeration and Marketing Strategy," *Journal of Marketing*, January 2001, p. 15-28.
11. *Best Paper Award -- Journal of the Academy of Marketing Science (Jagdish N. Sheth Award)*. Varadarajan, Rajan, Manjit Yadav, and Venkatesh Shankar (2008), "First-Mover Advantage in an Internet-enabled Market Environment: Conceptual Framework and Propositions," *Journal of the Academy of Marketing Science*, 36(Fall), 293-308.
12. *Best Paper Award -- Honorable Mention, Journal of Retailing (William R. Davidson Award)*. Yadav, Manjit and Rajan Varadarajan, "Understanding Product Migration to the Electronic Marketplace: A Conceptual Framework," *Journal of Retailing*, 2005, 81 (2), 125-140.
13. *Best Paper Award -- AMA Services Marketing Special Interest Group's Award for Best Paper on a Services Related Topic Published in a Refereed Journal in 1993*. Bharadwaj, Sundar G., Rajan Varadarajan, and John Fahy, "Sustainable Competitive Advantage in Service Industries: A Conceptual Model and Research Propositions," *Journal of Marketing*, October 1993, p.83-99.
14. *Best Overall Conference Paper Award -- AMA Marketing Educators' 2000 Winter Conference*. Jayachandran, Satish and Rajan Varadarajan, "Does Success Breed Complacency: The Impact of Past Performance on the Competitive Responsiveness of Organizations" (February 2000).
15. *Best Overall Conference Paper Award (M. Wayne DeLozier Award) -- Academy of Marketing Science's 1992 Annual Conference*. Bharadwaj, Sundar G., Rajan Varadarajan, and John Fahy, "Sustainable Competitive Advantage in Service Industries: A Conceptual Model and Propositions" (April 1992).
16. *Best Paper Award -- E-Commerce and Technology Track, AMA Marketing Educators' 2004 Summer Conference*. Kalaiganam, Kartik and Rajan Varadarajan (2004), "Outsourcing of Customer Relationship Management: Antecedents and Consequences." Award for best paper presented in the E-Commerce and Technology Track at the conference (August 2004).
17. *Best Paper Award -- Marketing Strategy Track, AMA Marketing Educators' 2000 Winter Conference*. Jayachandran, Satish and Rajan Varadarajan, "Does Success Breed Complacency: The Impact of Past Performance on the Competitive Responsiveness of Organizations." Award for best paper presented in the Marketing Strategy Track at the conference (February 2000)
18. *Second Prize -- Foundation for Administrative Research - Planning Forum Best Paper Award*. Varadarajan, Rajan, "Pathways to Corporate Excellence." in the Annual Competition for Best Papers in Corporate and Organizational Planning (August 1988)
19. *Outstanding Reviewer Award, Journal of the Academy of Marketing Science* (2003-06)
20. *Outstanding Ad hoc Reviewer Award, Journal of the Academy of Marketing Science* (1990-93)

21. *Finalist*, Academy of Marketing Science Doctoral Dissertation Competition (May 1979)
22. *Fellow*, American Marketing Association Doctoral Consortium (August 1978)

Research Productivity Related Citations

1. *Cited as having published the most number of articles (14) in the Journal of Marketing during the twenty-five year period, 1980-2004 [Source: Schmidt, J. (2006), "An Exploration of the Journal of Marketing Over the Past Quarter Century." Working Paper, Univ. of Oklahoma].*
2. *Cited as leading contributor to strategic marketing literature between 1986 and 2005 [Source: Vassinen, A. (2006), "The Concept of Strategic Marketing in Marketing Discourse: A Bibliometric Study." Unpublished Masters Thesis, Helsinki University of Technology. A bibliometric analysis of 423 articles related to strategic marketing, published in 37 journals between 1986 and 2005].*
3. *Ranked 24th out of 922 scholars who had published in the Journal of Marketing, Journal of Marketing Research and Journal of Advertising Research during the period 1990 through 1996 on the basis of average annual citations (Proceedings of the 2003 American Marketing Association Marketing Educators' Summer Conference, pp. 198 - 203).*
4. *Ranked 21st in a list of most productive marketing faculty during the period 1991- 1998: Number of articles published in Journal of Marketing, Journal of Marketing Research, Journal of Consumer Research, Marketing Science, Journal of the Academy of Marketing Science, and Journal of Retailing (Journal of Marketing Education, Vol. 22, August 2000, pp. 99-107).*
5. *Cited as among the most published marketing faculty in the Journal of Business Research during the period 1985 to 1999 (Journal of Business Research, Sept. 2000, pp. 303 - 314).*
6. *Cited as among the most productive marketing faculty during the period 1990 to 1996 based on number of publications in the Journal of Marketing, Journal of Marketing Research, Journal of Consumer Research, and Journal of Retailing (Proceedings of the 1997 American Marketing Association Marketing Educators' Summer Conference, pp. 191-198).*
7. *Cited as among the most frequent contributors to the Journal of the Academy of Marketing Science during the period 1973 to 1995 (Journal of the Academy of Marketing Science, Fall 1996, pp. 291- 298)*
8. *Cited as among the most productive marketing faculty during the period 1989 to 1993 (Proceedings of the 1995 AMA Marketing Educators' Winter Conference, pp. 417- 424).*
9. *Article on first-mover advantage (Kerin, Varadarajan and Peterson, Journal of Marketing, October 1992) listed as one of "30 Most Frequently Assigned Articles in Marketing Doctoral Seminar Syllabi" and as one of "10 Most Frequently Assigned Articles in Marketing Strategy Doctoral Seminar Syllabi" (Journal of Academy of Marketing Science, Summer 2005, 313-329).*

Doctoral Dissertation Supervision

Student Name and Major	Year of Graduation
1. Chair, Anil Menon (Marketing)	1989
2. Chair, Abdul K. Shaikh (Marketing)	1989
3. Chair, Paulette Dubofsky (Marketing)	1993
4. Chair, Sundar G. Bharadwaj (Marketing)	1993
5. Co-chair, Jacquelyn M. Warwick (Marketing)	1993
6. Co-chair, Lisa C. Troy (Marketing)	1997
7. Chair, Jon Christopher White (Marketing)	1998
8. Chair, Satish Jayachandran (Marketing)	1999
9. Co-chair, Lucille Pointer (Marketing)	2000
10. Chair, Pranjali Gupta (Marketing)	2002
11. Chair, Carmina Cavazos (Marketing, Monterey Tech. Mexico)	2004
12. Co-chair, Leona Tam (Marketing)	2005
13. Co-chair, Kartik Kalaignanam (Marketing)	2007
14. Chair, Paul Dwyer (Marketing)	2008
15. Co-chair, Sujan Dan (Marketing)	2008
16. Co-chair, Mona Srivastava (Marketing)	2008
17. Co-chair, Gautham Vadakkepatt (Marketing)	Current
18. Member, Jeffrey K. Sager (Marketing)	1986
19. Member, Terence A. Clark (Marketing)	1987
20. Member, Daryl O. McKee (Marketing)	1987
21. Member, Robert C. Hill (Management)	1988
22. Member, Daniel Rajaratnam (Marketing)	1989
23. Member, James O. Fiet (Management)	1981
24. Member, Charles Tomkovick (Marketing)	1992
25. Member, Sheila I. Cocke (Marketing)	1993
26. External Advisor, John Fahy (Marketing, University of Dublin)	1998
27. Member, Pushkala Raman (Marketing)	2000
28. Member, David H. Henard (Marketing)	2000
29. Member, Michael Kroff (Marketing)	2006
30. Member, Tarun Kushwaha (Marketing)	2007
31. Member, Ying Zhu (Marketing)	Current

Doctoral Committees Chaired / Co-chaired: External Recognition – Honors and Awards

1. Sundar Bharadwaj. Honorable Mention -- 1994 American Marketing Association Doctoral Dissertation Competition
2. Chris White. Winner -- 1997 Marketing Science Institute Dissertation Proposal Competition
3. Chris White. Winner -- 1999 Academy of Marketing Science Dissertation Competition
4. Satish Jayachandran. Honorable Mention -- 1997-1998 George S. Day - *Journal of Market Focused Management* Doctoral Dissertation Proposal Competition
5. Kartik Kalaignanam. Winner – 2006 Product Development Management Association (PDMA)

Dissertation Competition

6. Paul Dwyer. Winner – 2007 Emory Marketing Institute (Goizueta Business School, Emory University) Doctoral Dissertation Competition
7. Sujan Dan. Winner -- 2007 ISBM (Institute for Study of Business-to-Business Markets at Penn State University) Business Marketing Doctoral Support Award Competition
8. Sujan Dan. Winner – 2007 Product Development Management Association (PDMA) Dissertation Competition
9. Mona Srivastava. Finalist – 2007 Excellence in Ethics Dissertation Proposal Competition

RESEARCH AND PUBLICATIONS

Publications in Refereed Journals

1. Varadarajan, Rajan (1978), "Intensive Growth Strategies," *Business*, 28 (Nov. - Dec.), 4-11.
Lead Article
2. Varadarajan, Rajan and William R. Dillon (1981), "Competitive Position Effects and Market Share: An Exploratory Investigation," *Journal of Business Research*, 9 (March), 49-64.
3. Varadarajan, Rajan and William R. Dillon (1982), "Intensive Growth Strategies: A Closer Examination," *Journal of Business Research*, 10 (December), 503-522.
4. Varadarajan, Rajan (1983), "The Sustainable Growth Model: A Tool for Evaluating the Financial Feasibility of Market Share Strategies," *Strategic Management Journal*, 4 (Oct. - Dec.), 353-367.
5. Varadarajan, Rajan and Leonard L. Berry (1983), "Strategies for Growth in Banking: An Exposition," *International Journal of Bank Marketing*, 1 (1), 15-25.
6. Varadarajan, Rajan (1983), "Intensive Growth Strategies: An Extended Classification," *California Management Review*, XXV (Spring), 118-132.
7. Varadarajan, Rajan, Peter S. Rose and James W. Kolari (1983), "Marketing of NOW Accounts: A Strategic Perspective," *Journal of Retail Banking*, 5 (Summer), 45-57.
8. Varadarajan, Rajan and Charles M. Futrell (1984), "Factors Influencing Executives' Perceptions of Smallest Meaningful Pay Increases," *Industrial Relations*, 23 (Spring), 278-286.
9. Varadarajan, Rajan (1984), "Consumer Responses to Small Business Coupon Promotions," *American Journal of Small Business*, 9 (Fall), 17-26.
10. Varadarajan, Rajan (1985), "Product Effort and Promotion Effort Hypotheses: An Empirical Investigation," *Journal of the Academy of Marketing Science*, 13 (Winter), 47-61.
11. Parasuraman, A. and Rajan Varadarajan (1985), "More on Marketing Strategy and Differential Advantage," *Journal of Marketing*, 49 (Spring), 124-128.
12. Varadarajan, Rajan (1985), "A Two-Factor Classification of Competitive Strategy Variables," *Strategic Management Journal*, 6 (October-December), 357-375.
13. Charles M. Futrell and Rajan Varadarajan (1985), "Marketing Executives' Perceptions of Equitable Salary Increases," *Industrial Marketing Management*, 14 (February), 59-67.
14. Varadarajan, Rajan (1985), "The Sales Promotion Planning Process in Small Retail Businesses: An Exploratory Review," *American Journal of Small Business*, 9 (Spring), 23-33.
15. Varadarajan, Rajan (1985), "Coupon Fraud: A \$500 Million Dilemma," *Business*, 35 (July -September), 23-29.

16. Varadarajan, Rajan and Daniel Rajaratnam (1986), "Symbiotic Marketing Revisited," *Journal of Marketing*, 50 (January), 7-17.
Lead Article
17. Varadarajan, Rajan (1986), "Horizontal Cooperative Sales Promotion: A Framework for Classification and Additional Perspectives," *Journal of Marketing*, 50 (April), 61-73.
18. Varadarajan, Rajan (1986), "Product Diversity and Firm Performance: An Empirical Inquiry," *Journal of Marketing*, 50 (July), 43-57.
19. James W. Kolari, Peter S. Rose and Rajan Varadarajan (1986), "The Effect of Deregulation on Depository Institutions: Survey Evidence on NOW Accounts," *Journal of Business Research*, 14 (October), 441-457.
20. Varadarajan, Rajan (1986), "Horizontal Cooperative Sales Promotion: An Idea Whose Time Has Come," *Journal of Consumer Marketing*, 3 (Winter), 15-33.
21. Varadarajan, Rajan (1986), "Double Couponing: The Prisoner's Dilemma Problem in Food Retailing," *Business Forum*, 11 (Winter), 4-7.
Lead Article
22. Varadarajan, Rajan (1986), "Marketing Strategies in Action," *Business*, 36 (January-March), 11-23.
23. Daryl O. McKee, Rajan Varadarajan and J. Vassar (1986), "The Marketing Planning Orientation of Hospitals: An Empirical Study," *Journal of Health Care Marketing*, 6 (December), 50-60.
24. Varadarajan, Rajan and Vasudevan Ramanujam (1987), "Diversification and Performance: A Reexamination Using a New Two-Dimensional Conceptualization of Diversity in Firms," *Academy of Management Journal*, 30 (June), 380-393.
25. Paulette Dubofsky and Rajan Varadarajan (1987), "Diversification and Measures of Performance: Additional Empirical Evidence," *Academy of Management Journal*, 30 (September), 597-607.
26. Varadarajan, Rajan and A. Parasuraman (1987), "The Future of Strategic Market Planning: A Survey of U. S. Firms," *Business*, 37 (April-June), 21-29.
27. Mark W. Johnston, Rajan Varadarajan, Charles M. Futrell and Jeffrey K. Sager (1987), "The Relationship between Organizational Commitment, Job Satisfaction and Turnover among New Salespeople," *Journal of Personal Selling and Sales Management*, 7 (November), 29-38.
28. Varadarajan, Rajan and Anil Menon (1988) "Cause-Related Marketing: A Co-alignment of Marketing Strategy and Corporate Philanthropy," *Journal of Marketing*, Volume 52, July, 58-74.
29. Parasuraman, A. and Rajan Varadarajan (1988), "Robustness of Ordinal Measures of Competitive Strategy Variables Employed in Strategy Research: A PIMS Data Based Exposition," *Journal of Business Research*, 17 (August), 101-113.
30. Zeithaml, Valerie, Rajan Varadarajan and Carl Zeithaml (1988), "The Contingency Approach: Its

Foundations and Relevance to Theory Building and Research in Marketing," *European Journal of Marketing*, 22 (7), 37-63.

31. Parasuraman, A. and Rajan Varadarajan (1988), "Future Strategic Emphases in Service vs. Goods Businesses," *Journal of Services Marketing*, 2 (Fall), 57-66.
32. Sager, Jeffrey K., Rajan Varadarajan and Charles M. Futrell (1988), "Understanding Salesperson Turnover: A Partial Evaluation of Mobley's Turnover Process Model," *Journal of Personal Selling and Sales Management*, 8 (May), 20-35.
33. McKee, Daryl O., Rajan Varadarajan and William M. Pride (1989), "Strategic Adaptability and Market Performance: A Market-Contingent Perspective," *Journal of Marketing*, 53 (July), 21-35.
34. Ramanujam, Vasudevan, and Rajan Varadarajan (1989), "Research on Corporate Diversification: A Synthesis," *Strategic Management Journal*, 10 (November-December), 523-551.
35. Sager, Jeffrey K., Charles M. Futrell and Rajan Varadarajan (1989), "Exploring Salesperson Turnover: A Causal Model," *Journal of Business Research*, 18 (June), 303-326.
36. Varadarajan, Rajan (1990), "Product Portfolio Analysis and Market Share Objectives: An Exposition of Certain Underlying Relationships," *Journal of the Academy of Marketing Science*, 18 (Winter), 17-29.
37. McKee, Daryl O., Rajan Varadarajan and J. Vassar (1990), "A Taxonomy of Marketing Planning Styles," *Journal of the Academy of Marketing Science*, 18 (Spring), 131-141.
38. Conant, Jeffrey S., Mike P. Mokwa and Rajan Varadarajan (1990), "Strategic Types, Distinctive Marketing Competencies, and Organizational Performance: A Multiple Measures-Based Study," *Strategic Management Journal*, 11 (September), 365-383.
39. Varadarajan, Rajan and Vasudevan Ramanujam (1990), "The Corporate Performance Conundrum: A Synthesis of Contemporary Views and an Extension," *Journal of Management Studies*, 27 (September), 463-483.
40. Varadarajan, Rajan and P.N. Thirunarayana (1990), "Consumers Attitudes towards Marketing Practices, Consumerism and Government Regulations: Cross-National Perspectives," *European Journal of Marketing*, 24 (6), 6-23.
Lead Article
41. Varadarajan, Rajan, Sundar G. Bharadwaj and P. N. Thirunarayana (1991), "Attitudes towards Marketing Practices, Consumerism and Government Regulations: A Study of Managers and Consumers in an Industrializing Country," *Journal of International Consumer Marketing*, 4 (1), 121-157.
42. Varadarajan, Rajan (1991), "Perspectives on Corporate Excellence in Retailing," *Journal of Marketing Channels*, 1 (2), 29-52.
43. McKee, Daryl O., Jeffrey S. Conant, Rajan Varadarajan, and Mike P. Mokwa (1992), "Success Producer and Failure Preventer Marketing Skills: A Social Learning Theory Interpretation," *Journal*

of the Academy of Marketing Science, 20 (Winter), 17-26.

44. Kerin, Roger A., Rajan Varadarajan and Robert A. Peterson (1992), "First-Mover Advantage: A Synthesis, Conceptual Framework and Research Propositions," *Journal of Marketing*, 56 (October), 33-52. (Reprinted in *IEEE Transactions: Engineering Management Review*, Winter 1993).
45. Menon, Anil and Rajan Varadarajan (1992), "A Model of Marketing Knowledge Use Within Firms," *Journal of Marketing*, 56 (October), 53-71.
46. Varadarajan, Rajan, Terry Clark and William M. Pride (1992), "Controlling the Uncontrollable: Managing your Marketing Environment," *Sloan Management Review*, 33 (Winter), 39-47.
47. Szymanski, David M., Sundar G. Bharadwaj and Rajan Varadarajan (1993), "An Analysis of the Market Share-Profitability Relationship," *Journal of Marketing*, 57 (July), 1-18.
Lead Article
48. Szymanski, David M., Sundar G. Bharadwaj and Rajan Varadarajan (1993), "Standardization vs. Adaptation of International Marketing Strategy: An Empirical Investigation," *Journal of Marketing*, 57 (October), 1-17.
Lead Article
49. Bharadwaj, Sundar G., Rajan Varadarajan and John Fahy (1993), "Sustainable Competitive Advantage in Service Industries: A Conceptual Model and Research Propositions," *Journal of Marketing*, 57 (October), 83-99.
[Winner: American Marketing Association Services Marketing Special Interest Group award for the best paper on a services related topic published during 1993 in a refereed journal].
50. Clark, Terry, Rajan Varadarajan and William M. Pride (1994), "Environmental Management: The Construct and Research Propositions," *Journal of Business Research*, 29 (January), 23-38.
51. Varadarajan, Rajan, Sundar G. Bharadwaj and P. N. Thirunarayana (1994), "Executives' Attitudes towards Consumerism and Marketing: An Exploration of Theoretical and Empirical Linkages in an Industrializing Country," *Journal of Business Research*, 29 (February), 83-100.
Lead Article
52. Jayachandran, Satish, Javier Gimeno and Rajan Varadarajan (1999), "Theory of Multi-market Competition: A Synthesis and Implications for Marketing Strategy," *Journal of Marketing*, 63 (July), 49-66.
53. Varadarajan, Rajan, Satish Jayachandran, and J. Chris White (2001), "Strategic Interdependence in Organizations: Deconglomeration and Marketing Strategy," *Journal of Marketing*, 65 (Jan.), 15-28.
[Winner: 2001 Harold H. Maynard Award – *Journal of Marketing Best Paper Award for Significant Contribution to Marketing Theory and Thought*].
54. Troy, Lisa C., David M. Szymanski and Rajan Varadarajan (2001), "Generating New Product Ideas: An Initial Investigation of the Role of Market Information and Organizational Characteristics," *Journal of the Academy of Marketing Science*, 29 (Winter), 89-101.

55. White, J. Chris, Rajan Varadarajan and Peter Dacin (2003), "Market Situation Interpretation and Response: The Role of Cognitive Style, Organizational Culture and Information Use," *Journal of Marketing*, 67 (July), 63-79.
56. Yadav, Manjit S. and Rajan Varadarajan (2005), "Understanding Product Migration to the Electronic Marketplace: A Conceptual Framework," *Journal of Retailing*, 81 (2), 125-140 [*Honorable Mention, Journal of Retailing Best Paper Award (Davidson Award)*].
57. Yadav, Manjit S. and Rajan Varadarajan (2005), "Interactivity in the Electronic Marketplace: An Exposition of the Concept and Implications for Research," *Journal of the Academy of Marketing Science*, 33 (Fall), 585-603.
58. Jayachandran, Satish and Rajan Varadarajan (2006), "Does Success Diminish Competitive Responsiveness? Reconciling Conflicting Perspectives," *Journal of the Academy of Marketing Science*, 34 (Summer), 284-294.
Lead Article
59. Kalaignanam, Kartik, Venkatesh Shankar and Rajan Varadarajan (2007), "Asymmetric New Product Development Alliances: Win-Win or Win-Lose Partnerships?" *Management Science*, 53 (March), 357-374.
Lead Article
60. Kalaignanam, Kartik, Tarun Kushwaha and Rajan Varadarajan (2008), "Marketing Operations Efficiency and the Internet: An Organizing Framework," *Journal of Business Research*, 61 (April), 300-308.
61. Varadarajan, Rajan, Manjit Yadav, and Venkatesh Shankar (2008), "First-Mover Advantage in an Internet-enabled Market Environment: Conceptual Framework and Propositions," *Journal of the Academy of Marketing Science*, 36(Fall), 293-308.
Lead Article
[*Winner: 2008 Jagdish N. Sheth Award for Best Paper to be Published in Volume 36 of the Journal of the Academy of Marketing Science*].
62. Gupta, Pranjal, Manjit Yadav and Rajan Varadarajan (2009), "How Task-Facilitative Interactive Tools Foster Buyers' Trust in Online Retailers: A Process View of Trust Development in the Electronic Marketplace," *Journal of Retailing*, 85(June), 159-176.
63. Varadarajan, Rajan, "Outsourcing: Think More Expansively (2009)," *Journal of Business Research* (Forthcoming).

Invited Articles Published in Refereed Journals

1. Varadarajan, Rajan (1992), "Marketing's Contribution to Strategy: The View from a Different Looking Glass," *Journal of the Academy of Marketing Science*, 20 (Fall), 335-343. (*Invited commentary published in the JAMS 20th Anniversary Commemorative Issue*)

2. Varadarajan, Rajan and Terry Clark (1994), "Delineating the Scope of Corporate, Business and Marketing Strategy," *Journal of Business Research* 31 (October-November), 93-105 (*Invited paper published in special issue on Strategy Evaluation Research*).
Lead Article
3. Varadarajan, Rajan and Margaret H. Cunningham (1995), "Strategic Alliances: A Synthesis of Conceptual Foundations," *Journal of the Academy of Marketing Science*, 23 (Fall), 282-296. (*Invited paper published in special issue on Relationship Marketing*) [ANBAR Citation of Excellence. Reprinted in, "*Handbook of Relationship Marketing*," J. Sheth and A. Parvatiyar (Eds.), SAGE Publications, 1999, 271-302].
4. Varadarajan, Rajan (1999), "Strategy Content and Process Perspectives Revisited," *Journal of the Academy of Marketing Science*, 27 (Winter), 87-99 (*Invited commentary published in Special Section on Marketing in the 21st Century*).
5. Varadarajan, Rajan and Satish Jayachandran (1999), "Marketing Strategy: An Assessment of the State of the Field and Outlook," *Journal of the Academy of Marketing Science*, 27 (Spring), 120-143 (*Invited paper published in special issue on the Past, Present and Future of Marketing*).
Lead Article
6. Varadarajan, Rajan and Manjit S. Yadav (2002), "Marketing Strategy and the Internet: An Organizing Framework," *Journal of the Academy of Marketing Science*, 30 (Fall), 296-312. (*Invited paper published in the Academy of Marketing Science – Marketing Science Institute cosponsored JAMS 30th Anniversary special issue on Marketing to and Serving Customers through the Internet*. Reprinted in "Marketing Theory," P. Maclaran, M. Saren and M. Tadajewski, SAGE Publications, 2007).
Lead Article
7. Varadarajan, Rajan, Mark P. DeFanti and Paul S. Busch, (2006) "Brand Portfolio, Corporate Image, and Reputation: Managing Brand Deletions," *Journal of the Academy of Marketing Science*, 34 (Spring), 195-205 (*Invited paper published in special issue on Corporate Branding, Identity, and Customer Response*).
8. Bohling, Timothy, Douglas Bowman, Steve LaValle, Vikas Mittal, Das Narayandas, Girish Ramani and Rajan Varadarajan (2006), "CRM Implementation: Effectiveness Issues and Insights," *Journal of Service Research*, 9 (November), 184-194 (*Invited paper published in special issue on Managing Customers for Value*).
9. Varadarajan, Rajan and Manjit S. Yadav (2009), "Marketing Strategy in an Internet Enabled Environment: A Retrospective on the First Ten Years of JIM and a Prospective on the Next Ten Years," *Journal of Interactive Marketing*, 23 (February), 11-22. (*Invited paper for the 10th anniversary commemorative issue of the Journal of Interactive Marketing*).
10. Varadarajan, Rajan, Raji Srinivasan, Gautham Gopal Vadakkepatt, Manjit S. Yadav, Paul A. Pavlou, Sandeep Krishnamurthy and Tome Krause (2010), "Interactive Technologies and Retailing Strategy: A Capabilities Endowment Framework," *Journal of Interactive Marketing* (*Invited paper for special issue of the Journal of Interactive Marketing on "Emerging Perspectives on Marketing in a Multimedia and Multichannel Retail Environment"*).

Editorially Reviewed Articles

1. Varadarajan, Rajan (1984), "Marketing in Developing Countries: The New Frontier," *Long Range Planning*, 17 (December), 118-126.
2. Varadarajan, Rajan (1985), "Vaulting Trade Barriers: The Japanese Approach," *Long Range Planning*, 18 (February), 73-79.
3. Varadarajan, Rajan (1985), "Joint Sales Promotion: An Emerging Marketing Tool," *Business Horizons*, 28 (September-October), 43-49.
4. Varadarajan, Rajan (2009), "Fortune at the Bottom of the Innovation Pyramid: The Strategic Logic of Incremental Innovations," *Business Horizons*, 52 (January-February), 21-29.

Invited Articles Published in Books

1. Varadarajan, Rajan (1983), "Marketing and Indian Economic Development," in J. S. Uppal (Ed.) *India's Economic Problems: An Analytical Approach* (New Delhi: Tata-McGraw Hill), 255-279.
2. Mahajan, Vijay, Rajan Varadarajan and Roger A. Kerin (1987), "Metamorphosis in Strategic Market Planning," in G. L. Frazier and J. N. Sheth (Eds.) *Contemporary Views on Marketing Practice* (Lexington, Mass.: Lexington Books), 67-110.
3. Varadarajan, Rajan (1995), "Enviropreneurial Marketing," in J. Heilbrunn (Ed.) *AMA Marketing Encyclopedia: Issues and Trends Shaping the Future* (Chicago: NTC Business Books), 17-24.
4. Varadarajan, Rajan and Manjit S. Yadav (2003), "Competitive Strategy in a Global Electronic Marketplace: Extant Strategy Perspectives Revisited," in S. Jain (Ed.) *Handbook of Research in International Marketing* (Northampton, MA: Edward Elgar Publishing), 313-335.
5. Bharadwaj, Sundar G. and Rajan Varadarajan (2005), "Toward an Integrated Model of Business Performance," in N. K. Malhotra (Ed.) *Review of Marketing Research*, Volume 1 (Armonk, NY: M. E. Sharpe), 207-243).
6. Kalaiganam, Kartik and Rajan Varadarajan (2006), "Customers as Co-producers: Implications for Marketing Strategy Effectiveness and Marketing Operations Efficiency," in R.F. Lusch and S. L. Vargo (Eds.), *The Service-Dominant Logic of Marketing* (Armonk, NY: M. E. Sharpe), 166-179.
7. Varadarajan, Rajan (2006), "Musings on the Need for Reform in Marketing," in J. S. Sheth and R. Sisodia (Eds.), *Does Marketing Need Reform?* (Armonk, NY: M. E. Sharpe), 270-281.
8. Varadarajan, Rajan, "Programmatic, Programmatically Non-programmatic and Beyond: Reflections on the Role of Collaboration, Serendipity and Strategic Windows in My Research Pursuits," *Proceedings of the Paul D. Converse Symposium* (American Marketing Association, 2009)

Editorial Essays

1. Varadarajan, Rajan (1996), "From the Editor: Reflections on Research and Publishing," *Journal*

of *Marketing*, 60 (October), 3-6.

2. Varadarajan, Rajan (2003), "From the Editor: Musings on Relevance and Rigor of Scholarly Research in Marketing," *Journal of the Academy of Marketing Science*, 31 (Fall), 368-376.

Textbook

Kerin, Roger A., Vijay Mahajan and Rajan Varadarajan (1990). *Contemporary Perspectives on Strategic Market Planning*. Boston, MA: Allyn and Bacon Inc.

Book Review

Varadarajan, Rajan (1989), Review of, "The PIMS Principles: Linking Strategy to Performance, by R. D. Buzzell and B.T. Gale (1987)," *Journal of Marketing*, 53 (April), 126-129.

Publications in Books, Non-refereed Journals and Business Press

1. Varadarajan, Rajan (1984), "Symbiosis in Sales Promotion," in K. E. Jocz (Ed.) *Research on Sales Promotion: Collected Readings* (Cambridge, MA: Marketing Science Institute) July, 106-23.
2. Varadarajan, Rajan (1984), "Issue of Efficient Coupon Handling and Processing Pits Manufacturers against Retailers, Coupon Clearinghouses," *Marketing News*, Vol. 18, No. 2, September 28, p.13.
3. Varadarajan, Rajan (1985), "Implementing Marketing Strategy," in W. D. Guth (Ed.) *Handbook of Business Strategy: 1985/1986 Yearbook* (New York: Warren, Gorham & Lamont, Inc.), 13-1 to 13-17.
4. Varadarajan, Rajan, and Anil Menon (1986), "Cause-Related Marketing: Corporate Philanthropy's New Dimension," *Business India*, October 20, pp. 97-98.
5. Varadarajan, Rajan and Vasudevan Ramanujam (1989), "Strategic and Organizational Sources of Superior Corporate Performance," in H.E. Glass (Ed.) *Handbook of Business Strategy: 1989/1990 Yearbook* (New York: Warren, Gorham & Lamont, Inc.), 17.1-17.16.
6. Varadarajan, Rajan (1989), "Pathways to Corporate Excellence in Retailing," Texas A&M University Center for Retailing Studies *Retailing Issues Letter*, Volume 2, Number 1, February.
7. Bharadwaj, Sundar G., P. N. Thirunarayana and Rajan Varadarajan (1991), "Attitudes toward Marketing Practices, Consumerism and Government Regulation: An Exploratory Survey of Consumers in India," *Vikalpa: The Journal for Decision-Makers*, Vol. 16, Jan.-March, 15-28.
8. Varadarajan, Rajan (2007), "Innovation: Think Small," *Wall Street Journal*, March 3-4, p. R6, R8 (Business Insight Section).

Working Paper Series

1. Varadarajan, Rajan, Manjit Yadav, and Venkatesh Shankar (2005), "First-Mover Advantage on the Internet: Real or Virtual?" *Marketing Science Institute Working Paper Series*, 05-001, 3-25.

2. Kalaignanam, Kartik, Venkatesh Shankar and Rajan Varadarajan (2006), "Asymmetric New Product Development Alliance: Are the Gains Symmetric across the Partners?" *Marketing Science Institute Working Paper Series*, 06-003

Invited Presentations at Universities

1. Arizona State University
2. Colorado State University
3. Emory University
4. Florida State University
5. Georgia Institute of Technology
6. Michigan State University
7. Ohio State University
8. Southern Illinois University, Carbondale
9. Southern Methodist University
10. University of Alabama, Birmingham
11. University of Alabama, Tuscaloosa
12. University of Central Florida
13. University of Connecticut
14. University of Denver
15. University of Houston
16. University of Illinois, Urbana-Champaign
17. University of Massachusetts, Amherst
18. University of Massachusetts, Dartmouth
19. University of Minnesota, Minneapolis
20. University of Mississippi, Oxford
21. University of North Texas
22. University of Pittsburgh
23. University of Southern California
24. University of Tennessee
25. University of Texas, Austin
26. University of Texas, San Antonio
27. University of Wisconsin, Madison
28. Washington State University

29. City University of Hong Kong, Hong Kong
30. Johannes-Gutenberg University of Mainz Germany
31. Indian Institute of Management, Bangalore
32. Indian Institute of Science, Bangalore
33. Indian Institute of Technology (IIT), Madras
34. Instituto Panamericano De Alta Direccion De Empresa (IPADE), Mexico City, Mexico
35. NMIMS (Narsee Monjee Institute of Management and Higher Studies) University, Mumbai, India
36. Nanyang Technological University, Singapore
37. Queen's University, Canada
38. SDM Institute for Management Development, Mysore, India
39. Universidad De Las Americas (UDLA), Puebla, Mexico
40. Universiti Pertanian Malaysia, Serdang, Malaysia
41. University of Edinburgh, U.K.
42. University of Paderborn, Germany
43. University of Vienna, Austria
44. Vienna University of Economics and Business Administration, Austria
45. Vrije Universiteit Amsterdam (Free University of Amsterdam), Netherlands

Keynote Addresses, Distinguished Lectures, Public Lectures, Invited Presentations at Conference Plenary Sessions, Etc.

1. *Luncheon Address*, Consortium on International Marketing Research, Michigan State University (East Lansing, Michigan. June 1993).
2. *Keynote Address*, Conference on Strategy Evaluation Research, Cosponsored by American Marketing Association, University of Quebec & Tulane University (Val Morin, Canada. Oct. 1993).
3. *Invited Presentation*, Georgia Universities' Ideas Forum (Emory University, Atlanta. Nov. 1993).
4. *Keynote Address*, Conference on Joint Ventures in East Asia, Cosponsored by DePaul University, Chicago and University of Thai Chamber of Commerce (Bangkok, Thailand. December 1993).
5. *Invited Presentation at Plenary Session* on Evolution and Revolution in Marketing, 1994 American Marketing Association Marketing Educators' Winter Conference (St. Petersburg, FL. Feb. 1994).
6. *Luncheon Address*, Conference on Building Global Strategic Alliances, Cosponsored by the International Trade Association of Greater Chicago, DePaul University and Illinois State Department of Commerce and Community Affairs (Chicago, IL. May 1994).
7. *Keynote Address*, 1995 Symposium on Patronage Behavior and Retail Strategy, Louisiana State University (Baton Rouge, LA. May 1995).
8. *Keynote Speaker*, "Globalization and the Market Economy: Strategic and Adaptive Corporate Responses to the Challenge of Change," Second International Conference on Globalization and the Market Economy: The Challenge of Change (New Delhi, India. December 1995).
9. *Keynote Address*, 26th Annual Albert Haring Symposium for Doctoral Research in Marketing, School of Business, Indiana University (Bloomington, IN. March 1996).
10. *Invited Address*, University of Connecticut Business Round Table, "Strategic Alliances for Competitive Advantage," (Storrs, CT. April 1996).
11. *Keynote Speaker*, "Strategic Marketing: Evolution and State of the Field," 1996 American Marketing Association Faculty Consortium on Strategic Marketing (Phoenix, AZ. June 1996).
12. *City University of Hong Kong Public Lecture*, "Managerial Innovations and Corporate Upheavals." (Hong Kong. May 1997).
13. *Academy for Management Excellence Invitation Lecture*, "Managerial Innovations and Corporate Upheavals." (Madras, India. June 1997).
14. *Invited Presentation at Plenary Session* of International Conference on One World, One Market

– Vision 20/20, "One World, One Market, One Strategy - Vision 20/20 or Blurred Vision." (New Delhi, India. December 1998).

15. *Invited Presentation at Plenary Session on E-Commerce*, 2000 American Marketing Association Marketing Educators' Winter Conference (San Antonio, TX. February 2000).
16. *Keynote Address*, "Competing in the Electronic Market Environment: Marketing Strategy Drivers and Outcomes." International Conference on Globalization of Business and Markets: Strategies for the 21st Century. Management Development Institute (Gurgaon, India. Dec. 2001).
17. *Public Lecture*, "Competing in an Electronic Market Environment." Madras Management Association (Madras, India. December 2001).
18. *Invited Presentation, 8th Annual Sheth Foundation Winter Marketing Camp*, "Marketing Strategy and the Internet: An Organizing Framework," Katz Graduate School of Business, University of Pittsburgh (Seven Springs Mountain Resort, PA. February 2002).
19. *Invited Presentation, 32nd Annual Albert Haring Symposium for Doctoral Research in Marketing*, School of Business, Indiana University (Bloomington, IN. March 2002).
20. *Invited Presentation, Marketing Research Day Organized and Hosted by Vrije Universteit Amsterdam*: "Market Pioneering Advantage in the Physical versus the Electronic Marketplace." (Amsterdam, Netherlands. March 19, 2004).
21. *Keynote Address at the 2005 Association for Global Business Advancement International Conference*, "From Indus Valley to Deccan Plateau and Beyond: A Perspective on Outsourcing," (New Delhi, India. January 2005).
22. *University of Edinburgh Management School San-Ei Gen Distinguished Lecture*, "Comparative Advantage, Competitive Imperative, or Corporate Outrage: A Perspective on Outsourcing," (Edinburgh, U.K. March 2005).
23. *Marketing Strategy Workshop Leader: Haring-Sheth Workshop, 36th Annual Albert Haring Symposium*, Kelley School of Business, Indiana University (Bloomington, IN. March 2006).
24. *Keynote Address, Internationalizing Doctoral Education in Business: A Ph. D. Conference*, Center for International Business Education and Research (CIBER), University of Connecticut (Storrs, CT. July 2006).
25. *Honored Guest Address, 2006 PhD Project Marketing Doctoral Student Association Conference* (Chicago, IL. August 2006).
26. *Plenary Session – Keynote Address*: "Global Marketing Strategy: The View through a Different Looking Glass," Paper presented at the Fifth International Conference on "Global Arena – Challenge of the Morrow," Global Business and Marketing Association (December 28-30, 2006, New Delhi, India).
27. *Keynote Address at the 2007 Annual Conference of the Association of University Professors of*

Business Administration in Germany, Austria and Switzerland (VHB), "Musings on Relevance and Rigor of Scholarly Research in Business Disciplines" (May 31, 2007, Paderborn, Germany).

28. *Invited Presentation at Plenary Session of the 2007 Product Development Management Association (India Chapter) Conference*, "Innovations and Innovators: Musings on Innovation Orientations in the Indian Market Environment" (December 17 to 19, 2007, Bangalore, India).
29. *Invited Presentation by Distinguished Alumni at Colloquia Celebrating the 100th Anniversary of the Graduate School*, University of Massachusetts, Amherst, "Global Outsourcing of Goods and Services: Business Decisions in the Face of Public Denouncements and Disapprovals" (April 9, 2008, Amherst, MA).
30. *Invited Presentation at Plenary Session of the 37th European Marketing Academy (EMAC) Conference*, "Marketing Landscapes: A Pause for Thought" (May 28, 2008, Brighton, U.K.).

Papers Presented at National and International Conferences and Other Forums

1. Varadarajan, Rajan, "A Micro-analytic Model of Intensive Growth Strategies," in J. H. Hair et al., (Eds.) *Proceedings of the Tenth Annual National Decision Sciences Institute Conference*, New Orleans, November 1979, 284.
2. Varadarajan, Rajan, "Models of Intensive Growth Strategies: An Exploratory Study," paper presented at the *TIMS/ORSA Joint National Meeting*, Washington, D. C., May 1980.
3. Varadarajan, Rajan, "Intensive Growth Strategies: An Extended Classification," in K. Bernhardt et al., (Eds.) *1981 AMA Educators' Conference Proceedings*, August 1981, 89-92.
4. Varadarajan, Rajan, "Market Share Strategy Implications of the Concept of Sustainable Growth," in B.J. Walker et al., (Eds.) *1982 AMA Educators' Conference Proceedings*, August 1982, 274-278.
5. Varadarajan, Rajan and Charles M. Futrell, "Marketing Executives' Perceptions of the Relative Importance of Salary Increase Determinants: An Exploratory Investigation," in B.J. Walker et al., (Eds.) *1982 AMA Educators' Conference Proceeding*, August 1982, 304-308.
6. Varadarajan, Rajan, "Inter-Company Cooperative Sales Promotion: An Overview," paper presented at the *Marketing Science Institute Workshop on Integrating Sales Promotion into Marketing Strategy*, Babson College, Wellesley, Massachusetts, May 1983.
7. Varadarajan, Rajan, "Content of Effective Organizational Strategies: An Analysis of Dun's Review Reports on Best-Managed Companies," in P. E. Murphy et al., (Eds.) *1983 AMA Educators' Conference Proceedings*, August 1983, 316-319.
8. Varadarajan, Rajan, "Product Portfolio Analysis: An Exploration of Certain Intermediate Relationships," in V. T. Dock (Ed.) *Proceedings of the Fourteenth Annual National Decision Sciences Institute Conference*, San Antonio, November 1983, 441-444.
9. Varadarajan, Rajan, Peter S. Rose and James W. Kolari, "Marketing of NOW Accounts: Some Preliminary Findings and Implications for Marketing Strategy Formulation," in V. T. Dock (Ed.) *Proceedings of the Fourteenth Annual National Decision Sciences Institute Conference*,

San Antonio, November 1983, 345-348.

10. Shaikh, A. Karim and Rajan Varadarajan, "Measuring Firm Diversity: A Review and Synthesis," in R.W. Belk et al., (Eds.) *1984 AMA Educators' Conference Proceedings*, August 1984, 185-189.
11. Varadarajan, Rajan and Mark Johnston, "The Corporate Priorities of the New CEOs of the Eighties: Implications for Marketers," in R. F. Lusch et al., (Eds.) *1985 AMA Educators' Conference Proceedings*, August 1985, 282 (Presented by co-author).
12. Varadarajan, Rajan and John S. Fraedrich, "Firm Diversity and Performance: An Empirical Investigation," paper presented at the *45th Annual Meeting of the Academy of Management*, San Diego, August 1985.
13. Varadarajan, Rajan and A. Parasuraman, "Anticipated Changes in Strategic Market Plans: A Survey of U. S Firms," in J. F. Rinqest (Ed.) *Proceedings of the Sixteenth Annual National Decision Sciences Institute Conference*, Las Vegas, November 1985, 582-584.
14. Sager, Jeffrey K., Rajan Varadarajan and Charles M. Futrell, "An Assessment of Instrument Sensitivity in Salesperson Performance Measurement," in J. F. Rinqest (Ed.) *Proceedings of 16th Annual National Decision Sciences Institute Conference*, Las Vegas, November 1985, 594-596 (Presented by co-author).
15. Varadarajan, Rajan, "Consumers' Behavioral Responses to Coupon Price Promotions: An Empirical Inquiry," in T. A. Shimp et al., (Eds.) *1986 AMA Educators' Conference Proceedings*, August 1986, 211.
16. McKee, Daryl O., Rajan Varadarajan and J. Vassar, "Planning Style and Competition: An Exploratory Study among Hospitals," in T. A. Shimp et al., (Eds.) *1986 AMA Educators' Conference Proceedings*, August 1986, 256 (Presented by co-author).
17. Varadarajan, Rajan, "Traits of Corporate Excellence: Cross-National Perspectives," paper presented at the *American Marketing Association International Marketing Conference*, New Delhi, January 1987.
18. Varadarajan, Rajan and Anil Menon, "Cause-Related Marketing: An Evolving Strategic Marketing Tool," in M. R. Solomon et al., (Eds.) *1987 AMA Educators' Conference Proceedings*, August 1987, 172.
19. Sager, Jeffrey K., Charles M. Futrell, Rajan Varadarajan and A. Parasuraman, "A Causal Model of Salesperson Turnover," in M. R. Solomon et al., (Eds.) *1987 AMA Educators' Conference Proceedings*, August 1987, 101 (Presented by co-author).
20. McKee, Daryl O., Rajan Varadarajan and William M. Pride, "Market Volatility as a Moderator of Strategic Performance: Balancing the Need for Marketing Efficiency and Adaptive Capacity in Dynamic Environments," in G. Frazier et al., (Eds.) *1988 AMA Educators' Conference Proceedings*, August 1988, 39 (Presented by co-author).
21. Varadarajan, Rajan, "Perspective on Corporate Excellence in Retailing," in W.R. Darden (Ed.)

Proceedings of Symposium on Patronage Behavior and Retail Strategy: The Cutting Edge.
Baton Rouge, La., May 1989, 251-267.

22. Menon, Anil and Rajan Varadarajan, "A Model of Organizational and Informational Factors Affecting Utilization of Marketing Knowledge in Firms," in P. Bloom et al., (Eds.) *1989 AMA Educators' Conference Proceedings*, August 1989, 94 (Presented by co-author).
23. Varadarajan, Rajan, P. N. Thirunarayana and Sundar G. Bharadwaj, "Attitudes toward Marketing Practices, Consumerism and Government Regulations: A Comparative Study of Marketing and Non-marketing Executives in an Industrializing Country," in S. MacKenzie et al., (Eds.) *1991 AMA Educators' Conference Proceedings*, February 1991.
24. Leigh, James H. and Rajan Varadarajan, "Consumers' Behavioral Responses to Alternative Coupon Price Promotions: A Field Study in a Fast Food Retailing Context," in W.R. Darden et al., (Eds.) *Proceedings of Symposium on Patronage and Retail Strategy: The Cutting Edge II.* Louisiana State University, Baton Rouge, LA, May 1991.
25. Varadarajan, Rajan and Terry Clark, "The Strategy Conundrum and the Marketing Function," in F. R. Dwyer et al. (Eds.) *1991 AMA Educators' Conference Proceeding*, Aug. 1991, 117-18.
26. Cunningham, Margaret, H. and Rajan Varadarajan, "The Role of Marketing in International Strategic Alliances," in F. R. Dwyer et al., (Eds.) *1991 AMA Educators' Conference Proceedings*, August 1991, 64-65 (Presented by co-author).
27. Szymanski, David M., Sundar G. Bharadwaj and Rajan Varadarajan, "The Relationship between Market Share and Profitability: A Meta-Analysis of PIMS Based Findings," in F. R. Dwyer et al., (Eds.) *1991 AMA Educators' Conference Proceedings*, August 1991, 373-375 (Presented by co-author).
28. Varadarajan, Rajan and Margaret H. Cunningham, "Strategic Alliances for Global Competitiveness." *International Conference on Global Competitiveness: Strategies for the '90s.* Co-sponsored by the Academy of Marketing Science and Univ. of Delhi (New Delhi, India. January 1992).
29. *Invited Presentation*, Texas Universities' Marketing Faculty Research Colloquium, Texas Christian University (Fort Worth, TX. March 1992).
30. Bharadwaj, Sundar G., John Fahy and Rajan Varadarajan, "Sustainable Competitive Advantage in Service Industries: A Conceptual Model and Propositions." In V. L. Crittenden (Ed.) *Proceedings of the Annual Conference of the Academy of Marketing Science*, San Diego, April 1992, 441-443 (Presented by co-author).
31. Szymanski, David M., Sundar G. Bharadwaj and Rajan Varadarajan, "A Cross-National Comparison of the Determinants of Business Performance: Implications for Global Versus Multi-domestic Strategies," in R. Leone et al., (Eds.) *1992 AMA Educators' Conference Proceedings*, August 1992, 309 (Presented by co-author).
32. Szymanski, David M., Sundar G. Bharadwaj and Rajan Varadarajan, "Do the Determinants of

- Business Performance Generalize Across Western Markets? Implications for Multinational Strategies,” *Academy of International Business Annual Meeting* (Brussels, Belgium. November 1992) (Presented by co-author).
33. *Invited Presentation*, Texas Universities' Marketing Faculty Research Colloquium, Rice University (Houston, TX. April 1994).
 34. *Invited Presentation at Special Session* on Marketing Thought, 1995 American Marketing Association Marketing Educators' Winter Conference (San Diego, CA. February 1995).
 35. *Invited Presentation at Special Session* on New Directions in Marketing Strategy, 1995 American Marketing Association Marketing Educators' Winter Conference (San Diego, CA. February 1995).
 36. *Invited Presentation at Special Session* on Preparing Marketing Doctoral Students for the 21st Century, 1995 American Marketing Association Marketing Educators' Summer Conference (Washington, DC. August 1995).
 37. *Invited Presentation at Special Session*, American Society for Competitiveness: Conference on U. S. Competitiveness in the Global Marketplace (Dallas, TX. October 1995).
 38. *Invited Presentation*, Texas Universities' Marketing Faculty Research Colloquium, Baylor University (Waco, TX. April 1996).
 39. *Invited Presentation at Special Session*, “Reflections of Former JM and JMR Editors,” 1997 American Marketing Association Marketing Educators' Winter Conference (St. Petersburg, FL. February 1997).
 40. Troy, Lisa, David M. Szymanski and Rajan Varadarajan (1997), "Amount of Market Information and the Number of New Product Ideas Generated," in W. M. Pride et al., (Eds.) *1997 AMA Educators' Conference Proceedings*, August 1997, 110 (Presented by co-author).
 41. Varadarajan, Rajan, Satish Jayachandran and J. Chris White, “Growing by Shrinking: The Logic of Deconglomeration,” *Marketing Science Institute – Journal of Marketing Conference on Fundamental Issues in Marketing* (Cambridge, MA. June 1998).
 42. *Invited Presentation at Special Session* on Strategic Alliances, “Competitive Forces and Industry Profitability: The Moderating Effect of Cooperative Forces,” 1999 American Marketing Association Marketing Educators' Winter Conference (St. Petersburg, FL. February 1999).
 43. *Invited Presentation at Special Session* on Issues and Innovations in Teaching Marketing Strategy, 1999 American Marketing Association Marketing Educators' Summer Conference (San Francisco, CA. August 1999).
 44. Jayachandran, Satish and Rajan Varadarajan (2000), “Does Success Breed Complacency? The Impact of Past Performance on the Competitive Responsiveness of Organizations,” in J. P. Workman et al., (Eds.) *2000 AMA Educators' Conference Proceedings*, February 2000 (Presented by co-author).

45. *Invited Presentation*, “Competing in the Electronic Marketplace,” International Conference on Electronic Commerce: ETEC 2000 – Emerging Trends in E-Commerce (Kuala Lumpur, Malaysia. November 2000).
46. *Invited Presentation at Special Session on Critical Issues in E-Retailing Research*,” 2001 American Marketing Association Marketing Educators’ Winter Conference (Scottsdale, AZ. February 2001).
47. *Invited Presentation at Special Session*, “International Business and E-Commerce: Issues and Changing Perspectives.” 2001 Conference of the Academy of International Business U.S. Southwest Chapter (New Orleans, LA. March 2001).
48. *Invited Presentation*, “Competing in the Electronic Marketplace: Perspectives on Market Pioneering Advantage Revisited.” 2001 Texas’ Universities Marketing Faculty Research Colloquium at the University of North Texas (Denton, TX. April 2001).
49. *Invited Presentation*, “Global Competitive Strategy in a Computer Mediated Interactive Environment,” Conference on the State of the Art of Research in International Marketing. Sponsored by the CIBERs at UCLA, Univ. of Connecticut, Univ. of Memphis, Michigan State Univ., and Univ. of Wisconsin and the Global Marketing SIG of AMA (Storrs, CT. October 2001).
50. Varadarajan, Rajan and Manjit S. Yadav, “Marketing Strategy in a Computer-Mediated Interactive Environment: A Conceptual Framework”. *Marketing Science Institute – Academy of Marketing Science Conference on Marketing to and Serving Customers through the Internet* (Boca Raton, FL. December 2001).
51. Yadav, Manjit S. and Rajan Varadarajan, “Marketing Strategy in a Computer-Mediated Interactive Environment: A Conceptual Framework.” *International Conference on Globalization of Business and Markets: Strategies for the 21st Century* (Management Development Institute, Gurgaon, India. December 2001).
52. *Invited Presentation at Special Session on Issues in E-Commerce Research*, 2002 American Marketing Association Marketing Educators’ Winter Conference (Austin, TX. February 2002).
53. Kushwaha, Tarun and Rajan Varadarajan, “Characteristics of Information Technology Products and Markets: Implications for Competitive Marketing Strategy.” *International Conference on Marketing of Technology Oriented Products and Services in a Global Environment* (Bangalore, India. December 2002).
54. *Invited Presentation -- Panel Session*, “Marketing of Technology Products and Services: Research Agenda and Directions.” *International Conference on Marketing of Technology Oriented Products and Services in a Global Environment* (Bangalore, India. December 2002).
55. *Invited Presentation at Special Session on Strategies for Early Career Management*, 2002 American Marketing Association Marketing Educators’ Winter Conference (Orlando, FL. February 2003).

56. *Invited Presentation at Special Session: "Globalization: Issues and Trends."* 2003 Conference of the Academy of International Business U.S. Southwest Chapter (Houston. March 2003).
57. *Invited Presentation at Special Session on Role of Service in an Academic's Career,* 2003 American Marketing Association Marketing Educators' Summer Conference (Chicago, IL. August 2003).
58. Kalaiganam, Kartik and Rajan Varadarajan (2003), "Marketing Operations Efficiency and the Internet," in R. B. Money et al., (Eds.) *2003 AMA Educators' Conference Proceedings*, August 2003 (Presented by co-author).
59. Kushwaha, Tarun and Rajan Varadarajan (2004), "The Connectivity Characteristic of Information Products: Implications for Marketing Strategy," in K. L. Bernhardt et al., (Eds.) *2004 AMA Educators' Conference Proceedings*, August 2004 (Presented by co-author).
60. Kalaiganam, Kartik and Rajan Varadarajan (2004), "Outsourcing of Customer Relationship Management: Antecedents and Consequences," in K. L. Bernhardt et al., (Eds.) *2004 AMA Educators' Conference Proceeding*, August 2004 (Presented by co-author).
61. *Invited Presentation, Conference on Does Marketing Need Reform, "Is Marketing in Need of Reform? Musings of an Ex Journal Editor and Marketing Strategy Researcher,"* (Boston, MA. August 2004).
62. *Invited Presentation at 2004 Academy of Marketing Science Conference on Cultural Perspectives in Marketing, "Business Schools Worldwide: Learning from Each Other,"* (Puebla, Mexico. September 2004).
63. Dan, Sujana and Rajan Varadarajan, "Network Innovativeness, Size and Customer Utility: Role of Environmental Uncertainty and Alliance Characteristics." *Paper Presented at International Conference on Innovation* (Bangalore, India. December 2004).
64. *Invited Presentation at Special Session on the Strategic Value of New Product Introductions, "Innovativeness and Speed to Market in Network Markets: The Role of Strategic Alliances,"* (with Sujana Dan and Venky Shankar). 2005 American Marketing Association Marketing Educators' Winter Conference (San Antonio, TX. February 2005).
65. Kalaiganam, Kartik, Rajan Varadarajan and Venky Shankar, "Valuing Asymmetrical New Product Development Alliances," *Marketing Science Conference* (June 2005, Atlanta, GA) (Presented by co-author).
66. *Invited Presentation at Special Session on Outsourcing and Offshoring of CRM Activities, "Managing the CRM Outsourcing Decision: An Integrative Framework,"* (with Kartik Kalaiganam), 2005 American Marketing Association Marketing Educators' Summer Conference (San Francisco, CA. July 2005).
67. *Invited Presentation at Special Session on Marketing Strategy: Present and Future, "Marketing Strategy: Fundamental Issues and Foundational Premises,"* 2005 American Marketing Association Marketing Educators' Summer Conference (San Francisco, CA. July

2005).

68. Varadarajan, Rajan, "Global Outsourcing of Services: Comparative Advantage, Competitive Advantage and Competitive Imperative Underpinnings." *Paper Presented at International Conference on Global Competitiveness through Outsourcing* (Bangalore, India. July 2006).
69. *Invited Presentation at Special Session on Benchmarking Emerging Issues in Marketing Strategy and Marketing Management, 2006 American Marketing Association Marketing Educators' Summer Conference* (Chicago, IL. August 2006).
70. Varadarajan, Rajan, "The Strategic Logic of Incremental Innovations." *Paper presented at International Conference on Innovation & New Product Development, PDMA – Product Development Management Association* (Chennai, India. December 19-21, 2006).
71. *Invited Presentation at 2007 AMA Marketing Strategy Special Interest Group Pre-conference Workshop on Emerging Directions in Marketing Strategy Research, "Marketing Strategy: Definition, Domain, Fundamental Issues and Principles."* (Washington, DC. August 2007).
72. *Invited Presentation at Special Session Cosponsored by Doctoral Students and Consumer Behavior Strategy Special Interest Groups* titled, "Consumer Behavior, Meet Technology: New Insights from Doctoral Students and Dissertation Chairs," (with Paul Dwyer), 2007 American Marketing Association Marketing Educators' Summer Conference (Washington, DC. August 2007).
73. Vadakkepatt, Gautham, Venkatesh Shankar and Rajan Varadarajan, "The Relative Impact of Marketing versus R&D Efforts on the Top-Line Growth of Leading Large Firms," *Marketing Science Conference* (June 2005, Ann Arbor, Michigan) (Presented by co-author).
74. Dan, Sujana, Alina Sorescu and Rajan Varadarajan, "The Role of Alliance, Alliance Partner and Format Characteristics on the Market Acceptance of Formats," *Marketing Science Conference* (June 2005, Ann Arbor, Michigan) (Presented by co-author).

RESEARCH GRANTS AND REPORTS TO SPONSOR

Teaching Enhancement Grants

1. *Incentive Grant from the Center for Teaching Excellence, Texas A&M University*: Awarded \$1,000 to develop a multi-media resource library for teaching marketing courses (1983). **Outcome** - Resource library developed. Report submitted to sponsor.
2. *Incentive Grant from the Center for Teaching Excellence, Texas A&M University*: Awarded \$1,000/- to facilitate use of simulation exercises in the teaching of graduate level marketing courses (1988). **Outcome** - MARKSTRAT, a marketing strategy simulation game used at the MBA level from Summer 1988 to Fall 1995. Report submitted to sponsor.

Competitive Research Grants

1. *A Two-Factor Classification of Competitive Strategy Variables*: Awarded \$2,000 by the Research Foundation of the State University of New York (1980). **Outcome** - Article published in *Strategic Management Journal* (1985).
2. *Marketing of NOW Accounts: A Strategic Perspective*: Awarded \$500 by the Mini-Grant Committee, Texas A&M University (1982). **Outcomes** - Articles published in the *Journal of Retail Banking* (1983) and *Journal of Business Research* (1986). Paper presented at the Decision sciences Institute National Conference (1983).
3. *Consumers' Behavioral and Affective Responses to Alternative Retail Price Promotions: An Empirical Investigation*: Awarded \$4218/- in summer salary support by the College of Business Administration Research Committee, Texas A&M University (1984). **Outcomes** - Two articles published in the *American Journal of Small Business* (1984, 1985). Paper presented at the 1986 American Marketing Association Marketing Educators' National Summer Conference (August 1986).
4. *Attitudes Toward Marketing Practices, Consumerism and Government Regulations: A Survey of Consumers in an Industrializing Country*: Awarded \$5457/- in summer salary support by the Center for International Business Studies, College of Business Administration, Texas A&M University (1985). **Outcomes** - Articles published in the *European Journal of Marketing* (1990), *Journal of International Consumer Marketing* (1991), *Vikalpa: The Journal for Decision-Makers* (1991), and *Journal of Business Research* (1994). Paper presented at the 1991 American Marketing Association Marketing Educators' National Winter Conference (February 1991).
5. *Cause-Related Marketing: An Exploratory Inquiry*: Awarded \$5675/- in summer salary support by the College of Business Administration Research Committee, Texas A&M University (1986). **Outcomes** - Paper presented at the AMA National Conference, 1987. Articles published in the *Journal of Marketing* (1988) and *Business India* (1986).
6. *Vertical Cooperative Sales Promotion: Study of Practices and Problems*: Awarded \$6243/- in summer salary support by the College of Business Administration Research Committee, Texas A&M University (1987).
7. *International Strategic Business Alliances: An Exploratory Inquiry*: Awarded \$9005/- in summer

salary support by the Center for International Business Studies, College of Business Administration, Texas A&M University (1989). **Outcomes** - Papers presented at the AMA National Conference (1991) and Academy of Marketing Science International Conference (1992). Article published in the *Journal of the Academy of Marketing Science* (1995).

8. *Product Market Growth and Entry Strategies*: Awarded \$9005/- in summer salary support by the College of Business Administration Research Committee, Texas A&M University (1989).

Contract Research Grants

1. AT&T Inc., "A Survey of Residential and Commercial Long Distance Telephone Customers in Texas." (Principal Investigator - Dr. R. Malcolm Richards). Grant amount: \$190,000/- (1988). **Outcome** - Report submitted to sponsor.
2. AT&T Inc., "A Survey of Residential and Commercial Long Distance Telephone Customers in Texas." (Principal Investigator - Dr. R. Malcolm Richards). Grant amount: \$150,000/-. 1986). **Outcome** - Report submitted to sponsor.
3. Institute for New Ventures and Technology (INVENT), "Feasibility Studies for New Products," (1984 and 1985). Grant amount: Approx. \$11,000/-. **Outcome** - Report submitted to sponsor.

Doctoral Dissertation Research Grants

1. Varadarajan, Rajan and Anil Menon (1988), "An Empirical Investigation of Organizational and Informational Factors Affecting Utilization of Marketing Research in Firms." Grant from the Strategic Planning Institute, Cambridge, MA.
2. Varadarajan, Rajan and Jacquelyn S. Warwick (1989), "The Contributions of Small Business to Community Service: Business Social Responsibility and Business Self Interest Perspectives." Grant of \$17,500/- from the Office of U.S. Small Business Administration, Washington, D.C.

SELECTED SERVICE AND PROFESSIONAL ACTIVITIES

POSITIONS HELD AND MEMBERSHIP IN PROFESSIONAL SOCIETIES

President: American Marketing Association Marketing Strategy Special Interest Group (July 1998 to June 2000)

Board of Governors: Academy of Marketing Science (June 1998 to May 2004)

Vice President for Publications: Academy of Marketing Science (June 2004 to May 2007)

Distinguished Fellow: Academy of Marketing Science

Member: American Marketing Association, Academy of Management, Strategic Management Society

EDITORIAL AND REVIEWING ACTIVITIES

Editor: *Journal of Marketing* (July 1993 to June 1996)

Editor: *Journal of the Academy of Marketing Science* (June 2000 to May 2003)

Consulting Editor: *Journal of Marketing* (July 2002 to June 2005)

Guest Editor: *Journal of Marketing* (July 2005 to June 2008)

Associate Editor: *Journal of Marketing Research* (August 2006 to August 2007)

Guest Editor (With Daryl McKee): Special Issue of *Journal of Business Research* on Competitive Advantage (June 1995)

Editor (With Anil Menon): *Enhancing Knowledge Development in Marketing: Insights from the 1989 AMA Summer Marketing Educators' Conference* (Chicago, IL: American Marketing Association 1993)

Proceedings Editor (With Bernie Jaworski): *Enhancing Knowledge Development in Marketing: Proceedings of the 1993 AMA Winter Marketing Educators' Conference* (Chicago, Illinois: American Marketing Association), 1993

Proceedings Editor: *The Marketing Concept: Perspectives and Viewpoints*. Proceedings of AMA Co-sponsored Workshop (College Station, Texas: Texas A&M University), 1983

Editorial Review Boards

Journal of Marketing (1985 to 1993; 1996 to 2000; 2003 to present)

Journal of the Academy of Marketing Science (1999 to present)

Journal of Interactive Marketing (2004 to present)

Journal of Marketing Management

Journal of Strategic Marketing

Journal of Marketing Research (1993 to 1996; 2006 to 2009)

ORGANIZATION AND PARTICIPATION: CONFERENCES, CONSORTIA, ETC.

1. **Conference Program Co-chair:** Academy of Marketing Science Marketing Educators' Annual National Conference (May 1998, Norfolk, VA).
2. **Conference Program Co-chair:** American Marketing Association Marketing Educators' Annual National Winter Conference (February 1993, Newport Beach, CA).
3. **Doctoral Consortium Co-chair:** American Marketing Association – Sheth Foundation Doctoral Consortium (June 2004, Texas A&M University, College Station, TX).
4. **Faculty Consortium Co-chair:** American Marketing Association Faculty Consortium on Electronic Commerce (July 2001, Texas A&M University, College Station, TX).
5. **Program Chair and Organizer:** “One-day Pre-conference Program on Electronic Commerce,” American Marketing Association Marketing Educators' Annual National Winter Conference (February 2000, San Antonio, TX).
6. **Dissertation Competition Co-chair:** American Marketing Association Doctoral Dissertation Competition (1996-1997).
7. **Doctoral Consortium Faculty:** American Marketing Association – Sheth Foundation Doctoral Consortium (August 1992 - Michigan State University. August 1993 -- University of Illinois. August 1994 -- Santa Clara University. August 1995 - University of Pennsylvania. August 1998 - University of Georgia. June 2001 – University of Miami. June 2002 – Emory University. June 2003 – University of Minnesota. July 2005 – University of Connecticut. May 2007 – Arizona State University).
8. **Faculty Consortium Speaker:** American Marketing Association Faculty Consortium (June 1996 - Arizona State University; July 1998 - Michigan State University).
9. **Ph.D. Project Marketing Doctoral Students Association Annual Conference – Faculty Participant** (Washington DC. August 2001. San Diego, CA. August 2002. Chicago, IL. August 2003. Boston, MA. August 2004. San Francisco, CA. July 2005. Chicago, IL. August 2006).
10. **Doctoral Symposium Faculty:** Southwest Federation of Administrative Disciplines (March 1994- Dallas, TX. March 1995-Houston, TX).
11. **Program Chair and Organizer:** Texas Universities Marketing Faculty Research Colloquium (Texas A&M University, College Station, TX. April 1991).
12. **Program Co-chair and Organizer:** Texas Universities Marketing Faculty Research Colloquium (Texas A&M University, College Station, TX. April 2003).
13. **Conference Track Chair:** Marketing Planning & Strategy Track, American Marketing Association Marketing Educators' Annual National Summer Conference (Aug.1990, Washington, DC).

14. **Conference Track Chair:** Marketing Management and Strategy Track, 1987 Southwestern Marketing Association's Annual Conference (March 1987, Houston, TX).
15. **Special Session Co-chair and Organizer:** "The Role of Marketing in Strategy Formulation at the Corporate, Business Unit and Functional Levels," American Marketing Association Marketing Educators' Annual National Winter Conference (February 1987, San Antonio, TX).
16. **Special Session Chair and Presenter:** "Marketing Strategy Implementation: Processual and Organizational Contexts for Strategy Delivery," American Marketing Association Marketing Educators' Annual National Summer Conference (August 1992, Chicago, IL).
17. **Plenary Session Chair:** "Perspectives on Relationship Marketing," American Marketing Association Marketing Educators' Annual National Summer Conference (Aug. 1993, Boston, MA).
18. **Special Session Chair and Organizer:** "The Interactive Future: Competition and Collaboration between Marketing and Information Technology," American Marketing Association Marketing Educators' Annual National Summer Conference (August 1997, Chicago, IL).
19. **Special Session Chair and Organizer:** "Restructuring Marketing Education for the 21st Century," American Marketing Association Marketing Educators' Annual National Summer Conference (August 1997, Chicago, IL).
20. **Plenary Session Chair and Organizer:** Academy of Marketing Science Marketing Educators' Annual National Conference (May 1998, Norfolk, VA).
21. **Plenary Session Chair and Organizer:** "Fundamental Issues and Directions for Marketing", Academy of Marketing Science Marketing Educators' Annual National Conference (May 1999, Miami, FL).
22. **Special Session Chair and Organizer:** "Markets, Market Orientation and Marketing Capabilities", Academy of Marketing Science Marketing Educators' Annual National Conference (May 1999, Miami, FL).
23. **Participant --1999 Study Tour of Japan.** Jointly sponsored by the AACSB and the Japan Institute for Social and Economic Affairs (June 1999).
24. **Presenter, Chair and Organizer of Millennium Series Special Session:** "Competing in the Electronic Marketplace," *2000 Society for Marketing Advances Conference* (Orlando, FL. November 2000).
25. **Presenter, Chair and Organizer of Special Session:** "Scholarly Research in International Business: Striving for Relevance and Rigor". *2000 Academy of International Business Conference* (Phoenix, AZ, November 2000).
26. **Special Session Co-Chair:** "E-Commerce Themes, Challenges and Perspectives: Highlights of the 2001 AMA Faculty Consortium on E-Commerce". *2001 American Marketing Association Marketing Educators' National Summer Conference* (Washington, DC August 2001).

27. **Special Sessions Organizer:** “Series of Three Special Sessions on Doctoral Dissertation Research in E-Commerce, “American Marketing Association Marketing Educators’ Annual National Winter Conference (February 2002, Austin, TX).
28. **Special Sessions Organizer and Chair:** “Crafting Manuscripts for Journals: Some Guideposts from Outstanding Reviewer Award Recipients”.
- 2003 Academy of Marketing Science Annual Conference (May 2003, Washington, DC)
 - 2003 American Marketing Association Marketing Educators’ Annual National Summer Conference (August 2003, Chicago, IL)
 - 2003 Ph.D. Project Marketing Doctoral Students Association Annual Conference (August 2003, Chicago, IL).
29. **Special Sessions Organizer and Chair:** “Navigating the Manuscript Review Process: Guideposts from Journal Editors”.
- 2005 American Marketing Association Marketing Educators’ Annual National Winter Conference (February 2005, San Antonio, TX)
 - 2005 Academy of Marketing Science Annual Conference (May 2005, Tampa, FL)
 - 2006 Academy of Marketing Science Annual Conference (May 2006, San Antonio, TX).
30. **Blue Ribbon Panel:** Selection of Paper for 2005 AMA Marketing Educators’ Annual National Winter Conference Best Paper Award
31. **Blue Ribbon Panel:** Selection of Paper for 2005 AMA Marketing Educators’ Annual National Summer Conference Best Paper Award
32. **Blue Ribbon Panel:** Selection of Paper for 2005 Product Development Management Association’s Annual National Summer Conference Best Paper Award

Texas A&M University

1. Member, Academic Master Plan Steering Committee – Research Roadmap Committee (2008-2009)
2. Member, Faculty Advisory Committee – Office of Vice President for Research (Current)
3. Member, The Research Valley Innovation Center Advisory Council (Feb. 2008 to Dec. 2008)
4. Member, University Research Council (2007-2008)
5. Member, Texas A&M University Faculty Distinguished Achievement Award for Research (1995, 2006, 2008)
6. Member, Bush Excellence in International Research Award (2002)
7. Chair, Bush Excellence in Public Service Award (2005)

Mays Business School, Texas A&M University

1. Member, Mays Research Council (2008 to present)
2. Member, Promotion and Tenure Committee (1992-1994; 2008 - 2010)

3. Member, Center for International Business Studies Faculty Advisory Council (2001 to present)
4. Member, Center for International Business Studies Business Policy Committee (2008 to present)
5. Member, Executive Committee (1996-2006; 2007-2008)
6. Member, Ph.D. Graduate Instruction Committee (1989-1994)
7. Member, Computer Resources Development Committee (1981-89)
8. Member, Faculty Advisory Committee (1983-86)
9. Member, Advisory Board -- Student Chapter of Planning Forum (1986-87)
10. Member, Faculty Task Force for Establishing Center for Entrepreneurship and New Ventures Management (1986-88)
11. Member, Faculty Task Force for Establishing Graduate School of Business (1987-88)

Department of Marketing, Texas A&M University

1. Member, Ph.D. Program Committee (2008 to present)
2. Coordinator, Ph.D. Program in Marketing (Sept. 1989-Aug 1994)
3. Coordinator, Marketing Department Research Colloquium and Visiting Scholar Lecture Series (Sept. 1989-Aug.1994)
4. Coordinator, Center for Retailing Studies Research Program (1991-1996)
5. Chair, Ph.D. Program Review Committee (1987-89)
6. Member, Center for Retailing Studies Faculty Advisory Committee (1984-99)
7. Member, Marketing Faculty Search Committee
8. Member, Masters Programs Committee (1981-83; 1985-87; 2007-2008)