

# Robert W. Palmatier

(September 2017)

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## EDUCATION

<b>Post-Doctoral</b>	Northwestern University, Evanston, IL	2005
<b>Ph.D.</b>	Marketing, University of Missouri, Columbia, MO	2004
<b>M.B.A.</b>	Georgia State University, Atlanta, GA	1992
<b>M.S.E.E.</b>	Electrical Eng., Georgia Institute of Technology, Atlanta, GA	1984
<b>B.S.E.E.</b>	Electrical Eng., Georgia Institute of Technology, Atlanta, GA	1983

## RESEARCH PROGRAM

### Research Interests:

Marketing strategy, relationship marketing, and marketing channel theory and strategy with an emphasis on customer relationships and loyalty in the business-to-business, online, service, and retail markets

**Impact and Productivity:** 12<sup>th</sup> most productive scholar in marketing (top 4 journals) from 2007 to 2016; 7583 citations from Google Scholar; h-index 27 (9/2017).

### Refereed Journals (Published or Forthcoming):

- 1) Nezami, Mehdi, Stefan Worm, and Robert W. Palmatier, (Conditionally Accepted), “Dynamic Effect of Service Transition Strategies on B2B Firm Value,” *Journal of International Research in Marketing*. (accepted 8/2017)
  - a. Selected for MSI’s Insights Newsletter, “Is service transition a silver bullet for B2B firms?”
- 2) Arli, Denni, Carlos Bauer, and Robert W. Palmatier, (Forthcoming) “Relational Selling: Past, Present, and Future,” *Industrial Marketing Management*. (accepted 7/2017)
- 3) Harmeling, Colleen, Robert W. Palmatier, Eric Fang, and Dianwen Wang, (2017), “Group Marketing: Theory, Mechanisms, and Dynamics,” *Journal of Marketing*, 81 (July), 1-24 (accepted 2/2017)
  - a. Lead Article
- 4) Palmatier, Robert W., (2017), “Marketing research centers: community, productivity, and relevance,” *Journal of the Academy of Marketing Science*, 45 (July), 1-4. (accepted 3/2017)
- 5) Lee, Ju-Yeon, Shrihari Sridhar, and Robert W. Palmatier, (2017) “The Effect of Firms' Structural Designs on Advertising and Personal Selling Returns,” *International Journal of Research in Marketing*, 34, 173-93 (accepted 6/2016)
- 6) Irina Kozlenkova, Robert W. Palmatier Eric Fang, Bangming Xiao, and Minxue Huang, (2017), “Online Relationship Formation,” *Journal of Marketing*. 81 (May), 21-40 (accepted 11/2016)
- 7) Martin, Kelly, Abhishek Borah, and Robert W. Palmatier, (2017) “Data Privacy: Effects on Customer

- and Firm Performance,” *Journal of Marketing*, 81 (January), 36-58 (accepted 7/2016)
- a. Featured in MSI Insights Newsletter
  - b. Article in AMA Journal Reader,” Data Privacy and the Neglected Role of the Customer”, April 21, 2017
  - c. Article in *Marketing News*, “How Should Marketers Manage Data Privacy”, March 2017, 18-20
  - d. Research Highlight in *Nature*, Human Behavior, Adam Yeeles, “Marketing: Don’t Hurt me with my data” 30 January 2017, 051.
- 8) Palmatier, Robert W., (2016), “Improving Publication Success at JAMS: Contribution and Positioning,” *Journal of the Academy of Marketing Science*, 6 (November), 1-4. (accepted 9/2016)
  - 9) Zhang, Jonathan, George Watson, Robert W. Palmatier, and Rajiv P. Dant (2016) “Dynamic Relationship Marketing,” *Journal of Marketing*, 80 (September), 53-75. (accepted 1/2016)
  - 10) Fang, Eric, Jongkuk Lee, Robert W. Palmatier, and Chaoyang Guo, (2016) “Understanding the Effects of Plural Marketing Structures on Alliance Performance,” 53 (August), 628-645, *Journal of Marketing Research*. (accepted 2/2016)
  - 11) Fang, Eric, Jongkuk Lee, Robert W. Palmatier, and Shunping Han, (2016) “If It Takes a Village to Foster Innovation, Success Depends on the Neighbors: The Effects of Global and Ego Networks on New Product Launches,” *Journal of Marketing Research*, 53 (June), 319-37. (accepted 10/2015)
  - 12) Palmatier, Robert W., (2016), “Editorial: The Past Present and Future of JAMS,” *Journal of the Academy of Marketing Science*, (January), 1-4. (accepted 10/2015)
  - 13) Steinhoff, Lena and Robert W. Palmatier, (2016), “Understanding the Effectiveness of Loyalty Programs: Managing Target and Bystander Effects,” *Journal of the Academy of Marketing Science*. (January), 88-107. (accepted 9/2015)
  - 14) Watson, George, Stefan Worm, Robert W. Palmatier, and Shankar Ganesan, (2015), “The Evolution of Marketing Channels: Trends and Future Research Directions,” *Journal of Retailing*, 91 (December), 546-68. (accepted 7/2015)
  - 15) Watson, George, Josh Beck, Conor Henderson and Robert W. Palmatier, (2015), “Building, Measuring, and Profiting from Customer Loyalty,” *Journal of the Academy of Marketing Science*, (November), 790-825. (accepted 2015)
  - 16) Scheer, Lisa, Fred Miao, and Robert W. Palmatier, (2015) “Dependence and Interdependence in Marketing Relationships: Meta-Analytic Insights,” *Journal of the Academy of Marketing Science*, (November), 694-712. (accepted 2015)
  - 17) Harmeling, Colleen, Robert W. Palmatier, Mark B. Houston, Mark Arnold, and Steve Samaha, (2015), “Transformational Relationship Events,” *Journal of Marketing*, 79 (September), 39-62. (accepted 2015)
    - a. Selected as part of Marketing Science Institute’s Journal Selection Series
    - b. Featured on CustomerThink, Center for Service Learning, and Business2Community blogs
    - c. Selected as part of the AMA Scholarly Insights series
  - 18) Lee, Ju-Yeon, Shrihari Sridhar, and Robert W. Palmatier, (2015) “Customer-Centric Org Charts Aren’t Right for Every Company,” *Harvard Business Review*, (print and online), [available at <https://hbr.org/2015/06/customer-centric-org-charts-arent-right-for-every-company>]. (accepted 2015)
    - a. A version of this article appeared in the July–August 2015 issue of *Harvard Business Review*, “Customer Centricity: First, the Pain,” 22.
  - 19) Beck, Josh T., Kelly Chapman, and Robert W. Palmatier, (2015), “International Perspective of

- Relationship Marketing and Loyalty Programs,” *Journal of International Marketing*, 23 (September), 1-21. (accepted 2014)
- 20) Fang, Eric, Huang Minxue, Xiaoling Li, and Robert W. Palmatier, (2015), “Effects of Incentivizing New and Existing Buyers and Sellers on Advertising Revenue in Business-to-Business Online Platforms,” *Journal of Marketing Research*, 52 (3), 407-22. (accepted 2014)
  - 21) Grewal, Rajdeep, Gary L. Lilien, Sundar Bharadwaj, Pranav Jindal, Ujwal Kayande, Robert F. Lusch, Murali Mantrala, Robert W. Palmatier, Aric Rindfleisch, Lisa K. Scheer, Robert Spekman, and Shrihari Sridhar, (2015), “Business-to-Business Buying: Challenges and Opportunities,” *Customers Needs and Solutions*, (2), 193-208. (accepted 2014)
  - 22) Lee, Ju-Yeon, Shrihari Sridhar, Conor Henderson, and Robert W. Palmatier, (2015), “Effect of Customer Centricity on Long-term Financial Performance,” *Marketing Science*, 34 (2), 250-268. (accepted 2014)
    - a. Included as Top 10 Journal Selections from MSI
  - 23) Lee, Ju-Yeon, Irina V. Kozlenkova, and Robert W. Palmatier, (2015), “Structural Marketing: Using Organizational Structure to Achieve Marketing Objectives,” *Journal of the Academy of Marketing Science*, (January), 73-99. (accepted 2014)
  - 24) Samaha, Steve, Josh Beck, and Robert W. Palmatier, (2014), “The Role of Culture in International Relationship Marketing,” *Journal of Marketing*, 78 (September), 78-98. (accepted 2014)
  - 25) Carter, Robert, Conor Henderson, Inigo Arroniz, and Robert W. Palmatier, (2014), “Effect of Salespeople’s Acquisition–Retention Trade-Off on Performance,” *Journal of Personal Selling and Sales Management*, 34 (2), 91-111. (accepted 2013)
    - a. Most downloaded article published by Routledge Social Sciences journals in 2014
  - 26) Kozlenkova, Irina, V., Steve Samaha, and Robert W. Palmatier, (2014), “Resource- Based Theory in Marketing,” *Journal of the Academy of Marketing Science*, (January), 1-21. (accepted 2013)
    - a. Lead article
    - b. Winner of the Emerald Citations of Excellence Award for 2017
    - c. Accompanying commentaries by Day, Barney, and Wernerfelt
  - 27) Gonzalez, Gabriel, Daniel Claro and Robert W. Palmatier, (2014), “Synergistic Effects of Relationship Managers’ Social Networks on Sales Performance” *Journal of Marketing*, 78 (January), 76-94. (accepted 2013)
  - 28) Palmatier, Robert W., Mark B. Houston, Rajiv P. Dant, and Dhruv Grewal, (2013), “Relationship Velocity: Toward a Theory of Relationship Dynamics,” *Journal of Marketing*, 77 (January), 13-30. (accepted 2012)
    - a. 1 of 5 Finalist for Maynard Award
    - b. Winner of the Emerald Citations of Excellence Award for 2016
  - 29) Henderson, Conor, Joshua T. Beck, and Robert W. Palmatier, (2011), “A Review of the Theoretical Underpinnings of Loyalty Programs,” *Journal of Consumer Psychology*, 21 (July), 256-276.
  - 30) Fang, Eric, Robert W. Palmatier, and Rajiv Grewal, (2011), “Effect of Customer and Innovation Asset Configuration Strategies on Firm Performance,” *Journal of Marketing Research*, 48 (June), 587-602.
  - 31) Samaha, Stephen, Robert W. Palmatier, and Rajiv P. Dant, (2011), “Poisoning Relationships: Perceive Unfairness in Channels of Distribution,” *Journal of Marketing*, 75 (May), 99-117.
  - 32) Arnold, Todd, Eric Fang, and Robert W. Palmatier, (2011; authors listed alphabetically) “The Effects of Customer Acquisition and Retention Orientations on Radical and Incremental Innovation Performance,” *Journal of the Academy of Marketing Science*, 39 (April), 234-251.

- 33) Bradford, Kevin, Steven Brown, Shankar Ganesan, Gary Hunter, Vincent Onyemah, Robert W. Palmatier, Dominique Rouzies, Rosann Spiro, Sujun Harish, and Barton Weitz (2010; authors listed alphabetically), "The Embedded Sales Force: Connecting Buying and Selling Organizations," *Marketing Letters*, 21 (September), 239-253.
- 34) Palmatier, Robert W., Cheryl Jarvis, Jennifer Bechkoff, and Frank R. Kardes, (2009), "The Role of Customer Gratitude in Relationship Marketing," *Journal of Marketing*, 73 (September), 1-18.
  - a. Lead article
  - b. Winner of the 2016 Louis W. Stern Award
  - c. 2010 Cialdini Award Nominee
  - d. Highlighted in *New York Times* article; "Hyatt' Random Acts of Generosity" (2009), June 17, 2009 NYT Magazine, p. 19.
- 35) Arnold, Todd, Robert W. Palmatier, Dhruv Grewal, and Arun Sharma, (2009), "Understanding Retail Managers' Role in the Sales of Products and Services," *Journal of Retailing*, 85 (June), 129-144.
  - a. Received the Davison Honorable Mention Award in 2011
- 36) Shankar Ganesan, Morris George, Sandy Jap, Robert W. Palmatier, and Bart Weitz, (2009; authors listed alphabetically), "Supply Chain Management and Retailer Performance: Emerging Trends, Issues, and Implications for Research and Practice," *Journal of Retailing*, 85 (March), 84-94.
- 37) Bechkoff, Jennifer, Vijaykumar Krishnan, Mihai Niculesu, Robert W. Palmatier, and Frank R. Kardes, (2009), "The Role of Omission Neglect in Responses to Non-Gains and Non-Losses in Gasoline Price Fluctuations," *Journal of Applied Social Psychology*, 39(5), 1191-1200.
- 38) Fang, Eric, Robert W. Palmatier, and Jan-Benedict E. M. Steenkamp (authors listed alphabetically; 2008), "Effect of Service Transition Strategies on Firm Value," *Journal of Marketing*, 72 (September), 1-15.
  - a. Lead article
  - b. Received the 2009 AMA Best Services Article Award
  - c. Selected for publication in *Marketing News*, September 1, 2008, 42
  - d. Selected for publication in *AMA Marketing Thought Leaders Newsletter*, October 2008
- 39) Fang, Eric, Robert W. Palmatier, and Kenneth R. Evans, (2008), "Influence of Customer Participation on Creating and Sharing New Product Value," *Journal of the Academy of Marketing Science*, 36 (September), 322-336.
- 40) Palmatier, Robert W., (2008), "Interfirm Relational Drivers of Customer Value," *Journal of Marketing*, 72 (July), 76-89.
  - a. Received the Harold H. Maynard Award from the *Journal of Marketing*
- 41) Palmatier, Robert W., Lisa K. Scheer, Kenneth R. Evans, and Todd Arnold, (2008), "Achieving Relationship Marketing Effectiveness in Business-to Business Exchanges," *Journal of the Academy of Marketing Science*, 36 (June), 174-190.
- 42) Fang, Eric, Robert W. Palmatier, Lisa Scheer, and Ning Li, (2008), "Trust at Different Organizational Levels," *Journal of Marketing*, 72 (March), 80-98.
- 43) Palmatier, Robert W., Rajiv P. Dant, and Dhruv Grewal, (2007), "A Comparative Longitudinal Analysis of Theoretical Perspectives of Interorganizational Relationship Performance," *Journal of Marketing*, 71 (October), 172-194.
  - a. Winner of the 2015 Louis W. Stern Award
- 44) Palmatier, Robert W., Lisa K. Scheer, Mark B. Houston, Kenneth R. Evans, and Srinath Gopalakrishna, (2007), "Use of Relationship Marketing Programs in Building Customer-Salesperson and Customer-Firm Relationships: Differential Influences on Financial Outcomes,"

*International Journal of Research in Marketing*, 24 (September), 210-223.

- 45) Palmatier, Robert W., Fred C. Cio, and Eric Fang, (2007), "Sales Channel Integration after Mergers and Acquisitions: A Methodological Approach for Avoiding Common Pitfalls," *Industrial Marketing Management*, 36 (5) July, 589-603.
- 46) Palmatier, Robert W., Lisa K. Scheer, and Jan-Benedict E. M. Steenkamp, (2007), "Customer Loyalty to Whom? Managing the Benefits and Risks of Salesperson-Owned Loyalty," *Journal of Marketing Research*, 44 (2) May, 185-199.
  - a. Winner of the 2014 Louis W. Stern Award
  - b. Summarized in *Marketing News*, May 1, 2007, 30
  - c. Lead article in *AMA Marketing Thought Leaders Newsletter*, June 2007, 4 (6)
- 47) Palmatier, Robert W., Rajiv P. Dant, Dhruv Grewal, and Kenneth R. Evans (2006), "Factors Influencing the Effectiveness of Relationship Marketing: A Meta-Analysis," *Journal of Marketing*, 70 (October), 136-153.
  - a. Winner of 2015 AMA Sheth Award
  - b. Winner of the 2011 Louis W. Stern Award
  - c. Reprinted in *Recherche et Applications en Marketing (RAM)* 2007, 22, (1)
  - d. Highest cited paper in *Journal of Marketing* from 2006 to 2009
- 48) Palmatier, Robert W., Srinath Gopalakrishna, and Mark B. Houston (2006), "Returns on Business-to-Business Relationship Marketing Investments: Strategies for Leveraging Profits," *Marketing Science*, 25 (September-October), 477-493.
- 49) Fang, Eric, Robert W. Palmatier, and Kenneth R. Evans (2004), "Goal-Setting Paradoxes? Trade-Offs between Working Hard and Working Smart: The United States versus China," *Journal of the Academy of Marketing Science*, 32 (Spring), 188-202.

### **Books, Book Chapters, and Published MSI Working Papers:**

- 50) Palmatier, Robert W., V. Kumar, and Colleen Harmeling, eds., "Customer Engagement Marketing," Springer, 2017.
- 51) Mende, Martin, Maura Scott, Colleen Harmeling, and Robert W. Palmatier, "Effective Customer Engagement in Healthcare: The Role of Stigma," *Marketing Science Institute Working Paper Series*, (17-105)
- 52) Palmatier, Robert W. and Shrihari Sridhar, "Marketing Strategy: Based on First Principles and Data Analytics," Palgrave, 2017.
- 53) Steinhoff, Lean, Eric Fang, Robert W. Palmatier, and Kui Wang, "Dynamic Effect of Loyalty Rewards for Contractual Customers," *Marketing Science Institute Working Paper Series*, (16-121)
- 54) Lee, Ju-Yeon and Robert W. Palmatier, "Creating and Appropriating Alliance Value through Customer-centric Structure," *Marketing Science Institute Working Paper Series*, (16-127)
- 55) Nezami, Mehdi, Stefan Worm, and Robert W. Palmatier, "Decomposing the Effect of Service Transition Strategies on B2B Firm Value," *Marketing Science Institute Working Paper Series*, (16-108)
- 56) Martin, Kelly, Abhishek Borah, and Robert W. Palmatier, "The Dark Side of Big Data's Effect on Firm Performance," *Marketing Science Institute Working Paper Series*, (16-104). Included as an article in *Insights for MSI* newsletter summer 2016.
- 57) Lund, Donald J., Irina V. Kozlenkova, and Robert W. Palmatier, (2016), "Relationships: Good vs. Bad Relationship Framework", in Nguyen, B., Simkin, L., and Canhoto, A. (Eds), *The Dark Side of*

*CRM: Customers, Relationships and Management*, Routledge.

- 58) Kozlenkova, Irina, V., Eric Fang, Bangming Xiao, and Robert W. Palmatier (2015), "Online Relationship Marketing," *Marketing Science Institute Working Paper Series*, (15-126).
- 59) Harmeling, Colleen and Robert W. Palmatier (2015), "Relationship Dynamics: Understanding Continuous and Discontinuous Relationship Change," In *Handbook of Research on Distribution Channels*, Charles A. Ingene, and Rajiv P. Dant, (Eds), Northampton, Massachusetts: Edward Elgar Publishing.
- 60) Samaha, Stephen, and Robert W. Palmatier (2015), "Anti-Relationship Marketing: Understanding Relationship Destroying Behaviors," in *Handbook of Relationship Marketing*, R.M. Morgan, J.T. Parish, and G.D. Deitz (eds.), Edward Elgar: London.
- 61) Steinhoff, Lena, and Robert W. Palmatier, (2014). "Three Perspectives for Making Loyalty Programs More Effective," in *Customer & Service Systems, Special Issue: Customer Empowerment*, Geyer-Schulz, A. and Meyer-Waarden, L. (eds.), 1 (1), Karlsruhe: KIT Scientific Publishing.
- 62) Henderson, Conor, Lena Steinhoff, and Robert W. Palmatier, (2014) "Consequences of Customer Engagement: How Customer Engagement Alters the Effects of Habit-, Dependence-, and Relationship-Based Intrinsic Loyalty," *Marketing Science Institute Working Paper Series*, (14-121).
- 63) Harmeling, Colleen, Robert W. Palmatier, Mark B. Houston, and Mark Arnold, (2014), "Effect of Transformational Relationship Events on Exchange Performance," *Marketing Science Institute Working Paper Series*, (14-104).
- 64) Palmatier, Robert W., Louis W. Stern, and Adel I. El-Ansary, (2014), "Marketing Channel Strategy," 8th Edition, Pearson Prentice Hall, Upper Saddle River, NJ.
- 65) Jonathan Zhang, George Watson, Robert W. Palmatier, and Rajiv Dant, "Integrating Relationship Marketing and Lifecycle Perspectives: Strategies for Effective Relationship Migrations," *Marketing Science Institute Working Paper Series*, (13-121).
- 66) Watson, George, Josh Beck, Conor Henderson and Robert W. Palmatier, "Unpacking Loyalty: How Conceptual Differences Shape the Effectiveness of Customer Loyalty," *Marketing Science Institute Working Paper Series*, (13-120).
- 67) Samaha, Steve, Josh Beck, and Robert W. Palmatier, "International Relationship Marketing," *Marketing Science Institute Working Paper Series*, (13-117).
- 68) Steinhoff, Lena, and Robert W. Palmatier, "Understanding the Effectiveness of Loyalty Programs," *Marketing Science Institute Working Paper Series*, (13-105).
- 69) Lee, Ju-Yeon, Shrihari Sridhar, Conor Henderson, and Robert W. Palmatier, "Effect of Customer-Centric Structure on Firm Performance," *Marketing Science Institute Working Paper Series*, (12-111).
  - a. MSI's top 10 most -read articles in 2012
  - b. Selected for MSI's Marketing Insight's Newsletter
- 70) Beck, Joshua, and Robert W. Palmatier (2012), "Relationship Marketing," in *Business-to- Business Marketing Handbook*, Lilien G.L. and Grewal R. (eds.), Edward Elgar: London.
- 71) Arnold, Todd J., and Robert W. Palmatier (2012), "Channel Relationships," in *Marketing Strategy Handbook*, V. Shankar and G. Carpenter (eds.), Edward Elgar: London.
- 72) Henderson, Conor, and Robert W. Palmatier (2010), "Understanding the Relational Ecosystem in a Connected World," *The Connected Consumer: The Changing Nature of Consumer and Business Markets*, Edited by Wuyts, Dekimpe, Gijsbrechts, and Pieters, published by Routledge: NY, 37-75.

- 73) Palmatier, Robert W., Srinath Gopalakrishna, and Mark B. Houston (2009), "How Companies Can Measure the Success of Their Relationship Marketing Investments," *Gfk Marketing Intelligence Review*, 1.03 (January), 24-32.
- 74) Palmatier, Robert W. (2008), "Relationship Marketing," monograph on relationship marketing published by Marketing Science Institute: Cambridge, MA, (1-140).
- 75) Palmatier, Robert W. (2007), "What Drives Customer Relationship Value in Business-to- Business Exchanges?" *Marketing Science Institute Report*, (07-118), Issue 4.
- 76) Palmatier, Robert W., Rajiv P. Dant, and Dhruv Grewal (2007), "Theoretical Perspectives of Interorganizational Relationship Performance," *Marketing Science Institute Special Report*, (07-200).
- 77) Palmatier, Robert W., Rajiv P. Dant, Dhruv Grewal, and Kenneth R. Evans (2005), "Leveraging Relationship Marketing Strategies for Better Performance: A Meta-Analysis," *Marketing Science Institute Report*, (05-115), Issue 3.
- 78) Palmatier, Robert W. and Srinath Gopalakrishna (2005), "Determining the Payoff from Relationship Marketing Programs," *Marketing Science Institute Report*, (05-102), Issue 1.

### **Under Review or Revision:**

- 79) Lee, Ju-Yeon, and Robert W. Palmatier, "Creating and Appropriating Alliance Value through Customer-Centric Structure," under review at 3<sup>rd</sup> round at *Journal of Marketing*.
- 80) Steinhoff, Lena, Eric Fang, and Robert W. Palmatier, "Dynamic Effects of Loyalty Rewards for Contractual Customers," under review for 2<sup>nd</sup> round at *Journal of Marketing*.
- 81) Mende, Martin, Maura Scott, Colleen Harmeling, and Robert W. Palmatier, "Effective Customer Engagement in Healthcare: The Role of Stigma," revising for 2<sup>nd</sup> round at *Journal of Marketing Research*.
  - a. Selected for MSI's Working Paper Series
- 82) Watson, George, Scott Weaven, Helen Perkins, Deepak Sardana, and Robert W. Palmatier, "International Marketing: Integrating Relational and Digital Approaches," revising for 2<sup>nd</sup> round at *Journal of International Marketing*.
- 83) Henderson, Conor, Lena Steinhoff, and Robert W. Palmatier, "Effect of Customer Engagement on Intrinsic Loyalty," revising for *Marketing Science*.
  - a. Selected for MSI's Working Paper Series
  - b. Winner of Robert D. Buzzell's Award from Marketing Science Institute
- 84) Bleier, Alexander, Colleen Harmeling, and Robert W. Palmatier, "Creating Effective Customer Experiences in Online Retailing," , revising for 2<sup>nd</sup> round at *Journal of Marketing*.
  - a. Selected for MSI's Working Paper Series
- 85) Thaichon, Park, Scott Weaven, Sara Quach, Jiraporn Surachartkumtonkun, and Robert W. Palmatier, "Understanding Evolving Sales Structures in the Age of E-Commerce," revising for 2<sup>nd</sup> round at *Journal of Personal Selling & Sales Management*.
- 86) Samaha, Stephen, Jordan Moffett, Irina Kozlenkoava, and Robert W. Palmatier, "Multichannel Communication Strategies," under review at *Journal of Marketing*.
- 87) Lee, Ju-Yeon, Eric Fang, Xiaoling Li, and Robert W. Palmatier, "Understanding the Effectiveness of Online Platform Channel Strategies," under review at *Journal of Retailing*.
- 88) Moffett, Jordan, Judith Anne Garretson-Folse, and Robert W. Palmatier, "Multi-Format Communication Strategies for Effective Services Marketing," under review at *Journal of Services*

*Research.*

**Work in Progress:**

- 89) Claro, Danny, Carla Ramos, Gabriel Gonzalez, and Robert W. Palmatier, “Dynamic Effects of Intrafirm Relational Strategies and Relational Structures on Performance,” drafting for *Journal of Marketing*.
  - a. Selected for MSI’s Working Paper Series (17-119)
- 90) Josephson, Brett, Shrihari Sridhar, and Robert W. Palmatier, “Effect of E-commerce Transition Strategies on Firm Performance,” drafting for *Journal of Marketing Research*.
- 91) Palmatier, Robert W., Christine Moorman, and Ju-Yeon Lee, “Handbook of Customer Centricity: Strategies for Building a Customer-Centric Organization,” book launch in 2018.
- 92) Palmatier, Robert W. and Lena Steinhoff, “Relationship Marketing in a Digital Age,” book launch in 2018.
- 93) Palmatier, Robert W. and Kelly Martin, “*The Big Data vs Customer Trust Trade-Off: The Intelligent Marketer’s Guide to Data Privacy*,” book launch in 2018.
- 94) Palmatier, Robert W., Eugene Sividas, Louis W. Stern, and Adel I. El-Ansary, “OmniChannel Marketing Strategy,” 9th Edition, book launch in 2019

**Miscellaneous Refereed Proceedings:** (not listed)

**Invited Research Presentations and Conference Presentations:**

*AMA Sheth Foundation Doctoral Consortium*, University of Iowa, 2017  
University of International Business and Economics, Beijing China, 2017  
Fudan University, Shanghai China, 2017  
Shanghai Jiao Tong University, Shanghai China, 2017  
Tongji University, Shanghai China, 2017  
Sun Yat-sen, Guangzhou China, 2017  
Hong Kong Polytechnic University, Hong Kong, 2017  
Vrije Universiteit (VU), Amsterdam 2017  
Erasmus University, Rotterdam 2017  
University of Hawaii, 2017  
University of Victoria, Canada 2017  
Pennsylvania State University, 2017  
University of Griffith, Australia, 2016  
*AMA Sheth Foundation Doctoral Consortium*, Notre Dame University, 2016  
University of Illinois, 2016  
University of Alabama, 2016  
George Mason University, 2016  
University South Carolina, Research Camp 2016  
Colorado State University, 2016  
Florida State University, Wachovia Distinguished Lecture Series, 2015  
Brock University, Lecture Series, 2015  
*AMA Sheth Foundation Doctoral Consortium*, London Business School, 2015  
University of Leeds, Marketing Camp, 2015  
Rice University, Jones School of Business, Marketing Camp, 2015  
Boston College, Raymond F. Keyes Distinguished Scholar, 2015  
Michigan State University, John W. Byington Marketing Speaker Series, 2015



B2B PhD Student Camp Counselor, San Francisco, 2014  
 Texas Christian University, Dyess Lecturer in Marketing, 2014  
 University of Münster, 2013  
 ICRM, International Colloquium in Relationship Marketing, Rennes France 2013  
*AMA Sheth Foundation Doctoral Consortium*, University of Michigan, 2013  
 HEC Research Camp, Paris 2013  
 Georgia State University, 2012  
 Washington State University, 2012  
 Bocconi University, Italy 2012  
 HEC Paris, 2012  
 Louisiana State University, 2012  
 Georgia Institute of Technology, 2012  
 University of Oklahoma 2012  
*AMA Sheth Foundation Doctoral Consortium*, University of Washington, 2012  
 University of Chicago, *B2B PhD Student Camp Counselor*, 2012  
 University of Chicago, *Institute for the Study of Business Market*, 2012  
 Tilburg University, Netherlands 2011  
 University of Paderborn, Germany 2011  
 University of Arizona, 2011  
 University of New South Wales, Australia 2010  
 Harvard University, B2B PhD Student Camp Counselor, 2010  
 Harvard University, *Institute for the Study of Business Market*, 2010  
 University of Cincinnati, 2010  
*AMA Sheth Foundation Doctoral Consortium*, Texas Christian University, 2010  
 University of Virginia, Darden School of Business, 2010  
*Marketing Science Institute Board of Trustee Meeting*, 2010  
*Thought Leadership Conference*, Texas A&M, Mays Business School, 2010  
 Duke University, 2009  
*AMA Sheth Foundation Doctoral Consortium*, Georgia State University, 2009  
 Tilburg University European Marketing Camp, 2008  
 London Business School, England 2008  
 Indiana University, 2008  
 University of Pennsylvania, *Erin Anderson B2B Research Conference*, 2008  
 University of Wisconsin, 2008  
*INFORMS Marketing Science Conference*, 2008  
*AMA Sheth Foundation Doctoral Consortium*, University of Missouri, 2008  
*Marketing Science Institute Board of Trustee Meeting*, 2008  
 Arizona State University, 2006  
 University of Houston, 2006  
 Ohio State University, 2005  
*INFORMS Marketing Science Conference*, 2004  
*AMA Sheth Foundation Doctoral Consortium*, Texas A&M University (student), 2004  
*The 33rd Annual Haring Symposium for Doctoral Research*, 2003

### **Selected Practitioner Publications and Presentations:**

- “Marketing: Don’t Hurt me with my data” Research Highlight in *Nature*, Human Behavior, 30 January 2017 1, 051.
- “Why Airlines Frequent-flier Programs are Now Rewarding Big Spenders” (2016), *Los Angeles Times*, David Lazarus, February 19, 2016.

- “Adapting marketing strategies: Relationships pay off 55% more in emerging markets than in the United States” (2014), Yahoo News, September 10, 2014
- “Hyatt’ Random Acts of Generosity” (2009), *New York Times* article based on gratitude research, June 17, 2009 NYT Magazine, p. 19.
- “Enhancing Customer Loyalty through Relationship Marketing” (2008), Sponsored presentation to Cisco’s Marketing Group, San Jose, CA.
- “Leveraging Relationship Marketing Investments in the Financial Services Industry” (2008), Sponsored presentation at Wells Fargo, San Francisco, CA.
- “Only Some Types of Relationship Marketing Enhance the Bottom Line” (2008), *Marketing<sup>NPV</sup>*, 27 March.
- “Relationship Marketing Builds Illusionary Loyalty as Salespeople Capture Customers’ Hearts” (2007), *Newswise*, 6 November.
- “Business-to-Business Relationship Marketing” (2007), Keynote Speech, Video Conference, at Brazilian Consortium of Businesses, November.
- “Relationship Marketing Builds Illusionary Loyalty as Salespeople Capture Customers’ Hearts” (2007), *Physorg.com*.
- Green, Marilyn (2007), CincyDigest article summarizing Dr. Palmatier’s research, *CincyBusiness*, February/March (4), 25.
- “Optimizing Sales Channel Decisions: A Supplier’s Perspective” (2006), Annual conference of Electronic Distributors (NEDA) for 500 business executives, November, Chicago, IL.
- “Multi-Line Sales Channels: A Strategic Perspective” (2006), Arizona State University Professional Education for Manufacturers’ Representatives, February, Phoenix, AZ.
- Palmatier, Robert W. (1995), “Reps Minimize Risk of Selling New Products into New Markets,” *The Representor*, Electronics Representatives Association, Spring, 66.

## HONORS AND AWARDS

- DSEF Faculty Fellow**, the Direct Selling Education Foundation selects academics to work with their business members to link business with the academic community to advance the direct selling go-to-market sales channel, 2017.
- Dean’s Award for Excellence in Research**, annual award given to research faculty for outstanding research contribution in previous year, 2017.
- Dean’s Leadership Award**, annual award given to faculty for outstanding leadership, 2017.
- Louis W. Stern Awards (4 times)** for an article published 3 to 8 years ago, based on four criteria: contribution to theory and practice, originality, technical competence, and impact on the field of channels of distribution, 2011, 2014, 2015, 2017.
- Institute for the Study of Business Markets (ISBM) Faculty Fellow**, Pennsylvania State University, 2017
- Emerald Citations of Excellence Award** for paper title, Relationship Velocity: Toward a Theory of Relationship Dynamics, 2016
- Sheth Journal of Marketing Award** for the *Journal of Marketing* article that has made a long-term

contribution to the discipline of marketing. The award recognizes scholarship based on the benefits of time (5 to 10 years) and hindsight and acknowledges contributions and outcomes made to marketing theory and practice, 2016

**Robert D. Buzzell's Award** from Marketing Science Institute, 2016

**Outstanding Area Editor Award** for *Journal of Marketing*, 2015

**PhD Mentoring Awards (2 times)** selected by PhD students for excellence in doctoral mentoring 2009/2010 and 2014/2015.

**Robert M. Bowen EMBA Excellence in Teaching Awards (3 times)**, selected as top professor by EMBA students based on professor's engagement, learning, and impact

**AMA Sheth Foundation Doctoral Consortium Faculty Fellow (7 times)**

**Finalist for Harold H. Maynard Award** for "significant contribution to marketing theory and thought in the *Journal of Marketing*," 2014.

**Best Paper Award, AMA Winter Educators' Conference**, Services Track, for "Effect of Rewards Programs on Inherent Loyalty," 2014.

**Andrew V. Smith Award for Service**, awarded by the dean for extraordinary service to the business school (developing a strategic marketing plan for EMBA program), 2014.

**Varadarajan Award for Early Contribution to Marketing Strategy Research**, selected by past three winners based on the quality and breadth of marketing strategy research, 2012

**2011 Davidson Honorable Mention Award** for best article published in *Journal of Retailing* in 2009.

**Cialdini Award Nominee** for paper titled "The Role of Customer Gratitude in Relationship Marketing," 2010.

**Outstanding Reviewer at *Journal of Retailing***, 2010.

**University of Washington, Foster School of Business PhD Mentoring Award**, each year one professor is selected across business school by doctoral students for this award, 2010.

**2009 AMA SERVSIG Best Services Article Award** for the best article in services marketing published in 2008.

**Dean's Junior Faculty Research Award** one assistant professor is selected "in recognition of research activities during the preceding year," 2009.

**Harold H. Maynard Award** for "significant contribution to marketing theory and thought in the *Journal of Marketing*," 2008.

**SMA Palgrave Promising Young Scholar Award**, selection criteria: "assistant professor who has made a significant research contribution to the discipline early in his/her career," 2008.

**Professor of the Year**, selected by students of evening MBA Class, University of Washington, 2008.

**Best Paper Award, AMA Summer Educators' Conference**, Interorganizational Track, 2007.

**Marketing Science Institute Young Scholar**, Park City UT, 2007.

**Outstanding Reviewer at *Journal of Retailing***, 2007.

**Daniel Westerbeck Faculty Graduate Teaching Award**, Finalist, University of Cincinnati, 2006.

**AMA Sheth Foundation Doctoral Consortium Fellow**, Texas A&M University, 2004.

**INFORMS Society of Marketing Science Doctoral Consortium**, Erasmus University, 2004.

**Direct Selling Education Foundation Dissertation Proposal Award**, AMA Educators' Conference, 2004.

**Superior Graduate Student Achievement Award**, selected by fellow graduate students as sole business school recipient, University of Missouri, 2003.

**The 33<sup>rd</sup> Annual Haring Symposium Fellow**, Indiana University, 2003.

## RESEARCH GRANTS

\$40,000 from Microsoft, "Effects of Social Listening on Sales Performance," 2017.

\$40,000 from the Everett Clinic, "Effects of Brands and Relationship in Healthcare," 2017.

\$40,000 from Tableau and \$5,000 from Marketing Science Institute (RA 4000189), "Decision Making Using Big Data Visualization," 2017.

\$4,800, Marketing Science Institute (RA 4000085), "Effects of Customer-Centric Organizational Strategies on Firm Performance," 2016.

\$16,548, Marketing Science Institute (RA 4-1963), "Optimizing Online Product Marketing for Enhanced Performance," 2015.

\$3500, Center for Services Leadership award of CSL Faculty Network Leading Edge Service Research Award, "Transformational Relationship Events," 2015.

\$15,500, Marketing Science Institute (RA 4-1922), "Understanding and Managing the Effects of "Big Data" on Customer Performance," 2015.

\$14,000, Marketing Science Institute (RA 4-1908), "Effects of Customer-Centric Structural Elements on Marketing and R&D Alliance Performance," 2015.

\$18,000, Marketing Science Institute (RA 4-1610), Primary Investigator, "Relationship Engineering: Managing Relationships for Business Success," 2010.

\$5000, Marketing Science Institute (RA 4-1513), Primary Investigator, "Relationship Audit and Scorecard Approach to Measuring and Leveraging Relationship Marketing Investments," 2008.

\$5000, Microsoft, Member of team that facilitated strategy session resulting in grant to UW Marketing Department, 2007.

\$25,000, Fifth Third Bank, Primary Investigator for project funding Ph.D. student and two MBA students to investigate drivers of middle market commercial bank relationship performance, 2007.

\$8000, Marketing Science Institute (RA 4-1388), Primary Investigator, "Drivers and Levers to Customer Relationship Valuation," 2006.

\$8100, Institute for the Study of Business Markets (0647) and Direct Marketing Policy Institute, Primary Investigator, "Cross Buying Value Creation: Strategies for Leveraging Performance," 2006.

\$4800, Marketing Science Institute (RA 4-1384), Primary Investigator, "Comparison of Alternative Theoretical Perspectives on Interorganizational Relationship Performance," 2006.

\$2000, Marketing Science Institute (RA 4-1268), Primary Investigator, "A Meta-Analysis of the Nomological Network Surrounding Relationship Marketing," 2004.

\$9500, Marketing Science Institute (RA 4-1212), Primary Investigator, "ROI of Relationship Marketing Programs: Disentangling Salesperson and Manufacturing Representative Firm Effects," 2003.

\$2000, Direct Selling Education Foundation Dissertation Research Grant, “How Exchange Inefficiency and Relationship Quality Mediate the Influence of Relationship Marketing on Performance: The Critical Role of Customer Relationship Orientation,” 2004.

\$4800, Manufacturers’ Representatives Educational Research Foundation Research Grant, “Relationship Marketing: Building Loyalty with Whom?” 2003.

\$1000, Electronics Representatives Association, North American Industrial Representatives Association, National Electrical Manufacturers Representatives Association Grants, “Financial Outcomes of Relationship Marketing Programs: Higher Payoffs from Salesperson-Customer versus Firm-Customer Relationships,” 2003.

\$3000, University of Missouri Research Grant, “Antecedents and Consequences of Loyalty Induced Behavioral Intentions through the Integration of Satisfaction and Relationship Marketing Models: Insights into the Financial Consequences of Relationship Marketing Programs,” 2002.

## TEACHING

### Teaching Interests:

Marketing strategy, channel management, sales management, business-to-business marketing, and marketing management. Interested in teaching managerially-focused courses at PhD, Executive MBA, and MBA levels.

### Teaching Experience:

- IPSS online PhD Seminar on Relationship Marketing, Pennsylvania State University
- Ph.D. Seminar Marketing Strategy (Marketing 583), University of Washington
- Numerous executive development and custom educational programs
- MBA Marketing Strategy (Marketing 579), University of Washington
- EMBA Marketing Strategy (Marketing 542), University of Washington (developed new class added to EMBA program)
- MBA Sales Management (Marketing 732), University of Cincinnati
- MBA Marketing Strategy (Marketing 735), University of Cincinnati
- Ph.D. Seminar Marketing Strategy (Marketing 898), University of Cincinnati
- MBA Co-Instructor with Dipak Jain, Phillip Kotler, and Louis Stern, Future of Marketing, Northwestern University
- MBA Sales Management, University of Missouri

## SERVICE

### Department Service:

- Chair Marketing Ph.D. program committee, University of Washington, 2009 to 2013
- Chair or member of the Marketing faculty recruiting committee, 2009, 2010, 2011, 2012, 2015, 2017
- Member of Ph.D. Committee
  - University of Washington, 2008 to 2013, 2017
  - University of Cincinnati, 2006
- Chaired Dissertation Committee
  - George Watson, Colorado State University
  - Colleen Harmeling, Florida State University (Co-Chair)

- Josh Beck (1 of 3 Finalists in MSI Clayton dissertation award and Finalist for ISBM dissertation awards), University of Cincinnati
- Conor Henderson, University of Oregon
- Ju-Yeon Lee, Lehigh University (Finalist for ISBM dissertation award)
- Stephen Samaha, Wells Fargo, Director of Customer Data Analytics
- Member of Dissertation Committee for Irina Kozlenkova, Robert Carter, Ed Love, and Jifeng Mu

### **Business School Service:**

- Founder and Research Director for *Center for Sales and Marketing Strategy*
- Committee member for selecting next marketing department chair
- Led a strategic initiative for increasing enrollment in EMBA and Executive Education at Foster Business School, University of Washington
- Co-Chair and Organizer of Thought Leaders' Marketing Conference in Paris, Amsterdam, Beijing, France (5 conferences)
- Co-Chair for the 47th AMA Sheth Doctoral Consortium, University of Washington 2012
- Chair Foster Business School's Ph.D. Program Committee, University of Washington 2011, 2012
- Committee member for Foster's School of Business doctoral program 2009 to 2013
- Foster School of Business Professorship and Fellowship Award Committee 2010
- One of the 5 breakout leaders for the Dean's 5-year vision and strategy session 2010
- Committee member for selecting next marketing department chair
- Set up a \$50,000 PhD scholarship from local business donor

### **National Service:**

- Editor-in-Chief for *Journal of Academy of Marketing Science*
- Co-Editor for special issue for *Journal of Retailing*, titled "The Past, Present, and Future of Marketing Channels"
- Area Editor for the *Journal of Marketing* since founding of AE structure
- Editorial Review Board
  - *Journal of Marketing*
  - *Journal of the Academy of Marketing Science*
  - *Journal of Retailing*
  - *Journal of Service Research*
  - *AMS Review*
  - *Journal of Business-to-Business Marketing*
  - *Journal of Personal Selling and Sales Management*
- Ad hoc Review Board or Ad hoc Reviewer:
  - *Journal of Marketing Research*
  - *Management Science*
  - *Marketing Science*
  - *International Journal of Research in Marketing*
  - *Journal of Services*
- Served on Selection Committee for 2016 JMR William O'Dell Award Committee
- Served on Senior Advisory Board to *Journal of Personal Selling and Sales Management*
- Served as chair of Sales Education Foundation Research Grant Program 2013, awarded \$10,000 in grants

- Served on the committee to select the Varadarajan Award for Early Contribution to Marketing Strategy Research (twice)
- Co-chair for Interorganizational and Business-to-Business Marketing Track at AMA, August 2012 in Chicago, IL
- B2B Leadership Board Member (ISBM)
- Co-chair for Relationship Marketing and Business-to-Business Marketing Track at AMA, February 2011 in Austin, TX
- Counselor at B2B PhD Student Camp, Harvard University, 2010
- Invited to AMA Sheth Foundation Doctoral Consortium as a Faculty Fellow 2008, 2009, 2010, 2011
- Member of Seattle United soccer team’s Board of Directors, 2009, 2010, 2011
- Chair of Louis W. Stern’s Interorganizational Research Award selection committee, 2009
- Advisory Board of Institute for the Study of Business Markets (ISBM), BtoB Webinar Series
- Member of Louis W. Stern’s Interorganizational Research Award selection committee, 2008
- Chair, Business-to-Business and Relationship Marketing Track for 2007 Academy of Marketing Science (AMS) Annual Conference, Coral Gables, FL.
- Co-chair with Rajiv Dant, Business-to-Business, Relationship Marketing, and Interorganizational Track for 2006 AMA Summer Educators’ Conference, Chicago, IL.
- Member of Board for Sparkparking.com (San Francisco based start-up company)
- Selected to chair proposal selection committee, National Research Council (NRC), National Academy of Sciences (NAS), and the Wright Centers of Innovation. Committee awarded grants of \$20 million for the development of a new Wright Center of Innovation based on joint academic–industry proposals, 2004–2005, Washington, DC
- NASA’s Computing, Information, and Communications Advisory Group, National Aeronautics and Space Administration (NASA), AMES Research Center. The advisory group assesses the current state of technology development within academia, governmental agencies, and industry related to NASA’s information technology activities and space exploration requirements; recommends future investments areas; and outlines a sustainable process to ensure an optimal investment strategy and technology portfolio for NASA’s Space Exploration Enterprise, 2004–2005, Sunnyvale, CA
- Proposal selection committee, National Research Council (NRC), National Academy of Sciences (NAS), and the Wright Centers of Innovation. Total grants of \$40 million awarded, 2002–2003, Washington, DC
- Panel Moderator, OSU Executive and Professional Development Program on Customer Relationship Management (CRM), April 2003, Tulsa, OK

## EMPLOYMENT HISTORY

<b>Consulting and Expert Witness:</b> Alston+Bird, Paul Hastings, Microsoft, Telstra, Starbucks, Emerson, Fifth Third Bank, Wells Fargo, Genie, Cincom, World Vision, Belkin, etc.	Ongoing
<b>Professor and John C. Narver Endowed Chair in Business Administration</b> Research Director, <i>Center for Sales and Marketing Strategy</i> University of Washington, Seattle, WA	Ongoing
<b>Associate Professor and John C. Narver Endowed Chair in Business Administration</b> University of Washington, Seattle, WA	2009–2012

<b>Assistant Professor and Evert McCabe Faculty Fellow</b> University of Washington, Seattle, WA	2007–2008
<b>Assistant Professor</b> University of Cincinnati, Cincinnati, OH	2005–2007
<b>Visiting Professor</b> Northwestern University, Kellogg School of Management, Evanston, IL	2004–2005
<b>Research and Teaching Assistant</b> University of Missouri, College of Business, Columbia, MO	2001–2004
<b>President and Chief Operating Officer</b> C&K Components, Inc., Watertown, MA \$110M international company developed, manufactured, and marketed electro-mechanical switches using four manufacturing locations in Boston, Raleigh, England, and Costa Rica, which sold 30% of products to international markets, focusing on communication and computer segments.	1998–2001
<b>General Manager, European PolySwitch Division/Director of European Commercial Sales</b> Raychem Corporation, Swindon, England, and Paris, France \$2 billion <i>Fortune</i> 500 Company. European responsibilities included managing R&D, pan-European customer service, marketing, and sales organizations.	1996–1998
<b>Director of Worldwide Marketing</b> Raychem Corporation, Menlo Park, CA Led marketing efforts for \$200 million technology based business across 25 countries.	1995–1996
<b>Director of Worldwide Strategic Planning</b> Raychem Corporation, Menlo Park, CA	1994–1995
<b>North American Sales and Marketing Manager</b> Raychem Corporation, Atlanta, GA; Menlo Park, CA	1991–1995
<b>United States Navy–Lieutenant</b> Officer on Nuclear Powered Submarines	1984–1990
<b>Licensed Professional Engineer, Electrical Engineering</b>	1989