

SRINATH GOPALAKRISHNA

Associate Professor of Marketing
College of Business
University of Missouri-Columbia
434 Cornell Hall
Columbia, MO 65211

Office: (573) 882-2443 Home: (573) 446-8403
E-mail: srinath@missouri.edu

Research Interests

I am interested in the application of management science and quantitative modeling techniques to marketing problems. Specifically, my interests span the business-to-business marketing and sales force management domains. My research involves studying the effectiveness and appropriate deployment of the b-to-b marketing communications mix (advertising, trade shows, direct mail etc.) in conjunction with personal selling, investigating the elements of value creation at business trade shows, performance benchmarking, documenting the economic returns from marketing expenditures, and studying the impact and effectiveness of sales contests.

Other research interests: customer satisfaction and lifetime value, cross-functional integration, relationship marketing.

Teaching Interests

Business-to-Business Marketing, Sales Force Management, Marketing Models, Marketing Research.

Education

Doctor of Philosophy (Marketing), 1988.
Krannert Graduate School of Management, Purdue University, West Lafayette, IN
Dissertation Title: “A Dynamic Model for Planning the Communications Mix for Industrial Products”.

Dissertation Committee Chair: Professor Rabikar Chatterjee

Master of Business Administration, 1980.
Indian Institute of Management, Ahmedabad (India).
Specialization: Marketing

Bachelor of Technology, 1977.
Indian Institute of Technology, Kanpur (India).

Academic Employment

Associate Professor of Marketing (Fall 2000 – present)

Assistant Professor of Marketing (1996 – 2000)
College of Business
University of Missouri-Columbia
Columbia, MO 65211

Assistant Professor of Marketing (1988 – 1996)
Smeal College of Business Administration
The Pennsylvania State University
University Park, PA 16802

Teaching Experience

Undergraduate: Marketing Research, Industrial Marketing, Sales Force Management

MBA: Business-to-Business Marketing, Sales Management

Ph.D.: Marketing Models, Math for Marketing Models

Research Activities

Publications in Refereed Journals

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* (forthcoming) (accepted December 2006).

Smith, Timothy M., Srinath Gopalakrishna and Rabikar Chatterjee (2006), “A Three-Stage Model of Integrated Marketing Communications at the Marketing-Sales Interface”, *Journal of Marketing Research*, 43 (November), 564-579.

Mantrala, Murali K., P.B. Seetharaman, Rajeeve Kaul, Srinath Gopalakrishna and Antonie Stam (2006), “Optimal Pricing Strategies for an Automotive Aftermarket Retailer”, *Journal of Marketing Research*, 43 (November), 588-604.

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, 5 (September-October), 477-493.

- Smith, Timothy M., Srinath Gopalakrishna and Paul M. Smith (2004), "The Complementary Effect of Trade Shows on Personal Selling", *International Journal of Research in Marketing*, 21, 61-76.
- Wagner, William B. and Srinath Gopalakrishna (2001), "Incorporating Shortage Strategies in Industrial Marketing", *Journal of Business and Industrial Marketing*, 16, 7, 540-552.
- Dekimpe, Marnik G., Pierre Francois, Srinath Gopalakrishna, Gary L. Lilien and Christophe Van den Bulte (1997), "Generalizing About Trade Show Effectiveness: A Cross-National Comparison", *Journal of Marketing*, 61, 4 (October), 55-64.
- Gopalakrishna, Srinath, Gary L. Lilien, Jerome D. Williams and Ian K. Sequeira (1995), "Do Trade Shows Pay Off?" *Journal of Marketing*, 59, 3 (July), 75-83.
- Gopalakrishna, Srinath and Gary L. Lilien (1995), "A Three-Stage Model of Industrial Trade Show Performance", *Marketing Science*, 14, 1 (Winter), 22-42.
- Reed Exhibitions, Boston implemented the model described in this paper in six trade shows during 1995-1996, in conjunction with the Center for Exposition Industry Research (CEIR). The International Association of Exposition Management (IAEM) circulated an executive summary of this paper to its 4000 members worldwide.
- The paper was a finalist for the John D. C. Little award for best paper in *Marketing Science* in 1995.
- Williams, Jerome D., Srinath Gopalakrishna and Jonathan M. Cox (1993), "Trade Show Guidelines for Smaller Firms", *Industrial Marketing Management*, 22 (November), 265-275.
- Gopalakrishna, Srinath and Jerome D. Williams (1992), "Planning and Performance Assessment of Industrial Trade Shows: An Exploratory Study", *International Journal of Research in Marketing*, 9, 3 (August), 207-224.
- Gopalakrishna, Srinath and Rabikar Chatterjee (1992), "A Communications Response Model for a Mature Industrial Product: Application and Implications", *Journal of Marketing Research*, 29 (May), 189-200.

Other Publications

- Smith, Timothy M., Srinath Gopalakrishna and Rabikar Chatterjee (2006), "Integrated Marketing Communications at the Marketing-Sales Interface", MSI Working Paper Series 06-102, Cambridge, MA.

- Mantrala, Murali K., P.B. Seetharaman, Rajeeve Kaul, Srinath Gopalakrishna and Antonie Stam (2006), "Developing Optimal Store-level Pricing Strategies for an Automotive Aftermarket Retailer", MSI Working Paper Series 06-105, Cambridge, MA.
- Gopalakrishna, Srinath and Jason Garrett (2005), "An Exploratory Study of Sales Incentive Programs", Research Report, Forum for People Performance Management & Measurement, Northwestern University, Evanston, IL.
- Palmatier, Robert and Srinath Gopalakrishna (2005), "Determining the Payoff from Relationship Marketing Programs", MSI Working Paper Series 05-102, Cambridge, MA.
- Gopalakrishna, Srinath (2004), "Measuring the ROI of Sales Incentive Programs", Research Report, SITE Foundation, Society of Incentive and Travel Executives, New York. The report also appears on the website of the Forum for People Performance Management & Measurement, Northwestern University.
www.performanceforum.org
- Gopalakrishna, Srinath and Richard Steinberg (2001), "Pulsing versus Uniform Advertising: The Impact of Production Costs", Working Paper, University of Cambridge.
- Dekimpe, Marnik G., Pierre Francois, Srinath Gopalakrishna, Gary L. Lilien and Christophe Van den Bulte (1997), "Booth vs. Stand", *ISBM Insights*, Institute for the Study of Business Markets, Penn State University, Volume 7, No. 4, 1997.
- Williams, Jerome D. and Srinath Gopalakrishna (1994), "Industrial Publicity", in *The Handbook of Business Marketing Management, Advances in Business Marketing and Purchasing*, Vol. 6, Arch G. Woodside, ed., Greenwich, CT: JAI Press, Inc. 259-301.
- Gopalakrishna, Srinath and Christophe van den Bulte (1994), "Effect of Relative Booth Location on Lead Generation at an Industrial Trade Show," *Proceedings*, Vol. 2, Josee Bloemer, Jos Lemmink and Hans Kasper, eds., Maastricht: European Marketing Academy, 1295-1297.
- Gopalakrishna, Srinath and Gary L. Lilien, "How to Tell When 'Show and Sell' is Working", *ISBM Insights*, Institute for the Study of Business Markets, Penn State University, March 1993.
- Gopalakrishna, Srinath and Jerome D. Williams, "Trade Offs in Trade Shows: Choosing the Right Shows, Setting The Right Budget", *ISBM Insights*, Penn State University, October 1991.

Work in Progress

- “Determining the Effectiveness of Sales Contests”, with Jason Garrett, Murali K. Mantrala, University of Missouri-Columbia and David Moore, Shelter Insurance Companies. Under revision for submission to *Marketing Science*.
- “An Exploratory Study of Product Search by Attendees at a Business Trade Show” with Catherine Roster, University of New Mexico and Shrihari Sridhar, University of Missouri-Columbia. Draft being revised for submission to *Journal of Business-to-Business Marketing*.
- “Modeling Business Trade Show Dynamics: An Exploratory Study”, with Gary L. Lilien, Penn State University and Marnik Dekimpe, Catholic University of Leuven. Draft being revised for submission to *Journal of Marketing Research*.
- “Developing Industry Standards for Trade Show Performance”, with Gary L. Lilien, Penn State University. (data analysis in progress).
- “The Cross-functional Impact of Sales Incentive Programs”. (report completed in December 2006 and submitted to sponsor; journal article under preparation).
- “Investigating Performance Gains in Sales Teams”, with Jason Garrett, Bradley University. (draft in progress).
- “The Value of Customers: Studying the Long Term Impact of a Sales Contest”, with Jason Garrett, Bradley University. (draft under preparation).

Research Grants

- “Assessing Value Creation at Business Trade Shows”. Funded by the Institute for the Study of Business Markets, Penn State University, 2006-2007. (\$15,000).
- “A Comprehensive Assessment of the Effectiveness of Sales Incentive Programs”. Funded by SITE Foundation (Society of Incentive and Travel Executives), New York, 2005-2006. (\$18,975).
- “A Study of the Effectiveness of Sales Contests”. (with Jason Garrett, University of Missouri-Columbia). Funded by Forum for People Performance Management and Measurement, Northwestern University, 2004. (\$20,000).
- “ROI of Relationship Marketing Programs”. (with Robert W. Palmatier, Kenneth R. Evans, Mark B. Houston and Lisa K. Scheer, University of Missouri-Columbia). Funded by Marketing Science Institute, Cambridge, 2003. (\$9,500).
- “Determining the Effectiveness of Sales Incentive Programs”. Funded by SITE Foundation (Society of Incentive and Travel Executives), New York, 2002-2003. (\$9,600).

“A Study of Integrated Marketing Communications”. Funded by the Research Council, University of Missouri-Columbia, 2001-2002. (\$4,870).

“An Integrated Marketing Communications Program”. (with Patricia Whalen and Frank Mulhern, Northwestern University). Funded by the Center for Exhibition Industry Research, 1999-2001. (\$75,000).

“Measuring the ROI of a Trade Show.” (with Jerome D. Williams, Penn State University). Funded by Trade Show Bureau, Denver, 1993-1994. (\$6,000).

“Diffusion Across Multiple Markets: Optimal Expenditures and Optimal Timing.” Funded by Smeal College of Business, Penn State, 1990-1991. (\$2,000).

”Assessment of Trade Show Performance for Industrial Products.” (with Jerome D. Williams, Penn State University). Funded by Trade Show Bureau, Denver, 1989-1990. (\$5,000).

“A Dynamic Model For Planning The Communications Mix For A Mature Industrial Product.” Funded by Smeal College of Business, Penn State, 1989-1990. (\$2,500).

Journal Activities

Member of the Editorial Review Board, *Journal of Business-to-Business Marketing* (1993-present).

Reviewer: *Marketing Science*, *Journal of Marketing Research*, *International Journal of Research in Marketing*, *Journal of Business-to-Business Marketing*
Co-editor *JPSSM Special Issue 2006*
AMA Winter Educators' Conference 1993, 1996, 1997, 2001
AMA Summer Educators' Conference 1993, 1997
Reviewer: ISBM Doctoral Dissertation Competition - 2006, 2007

Honors, Awards, Others Forms of Recognition

Collaborative Research with Shelter Insurance Companies was featured at the College of Business Davenport Society Banquet, University of Missouri-Columbia, October 2006.

Finalist, Academic-Practitioner Challenge (Research Proposal Competition), Institute for the Study of Business Markets, Chicago, August 2006.

Distinguished Visiting Scholar, ISBM, Penn State University, January-May 2006.

Special Invitee, Marketing Science Institute Conference on “Marketing, Sales and Customers”, Boston, December 2005.

Winner, Raymond F. and Mary A. O'Brien Excellence in Teaching Award, College of Business, University of Missouri-Columbia, 2004-05.

Nominee, William T. Kemper Fellowship for Teaching Excellence, College of Business, University of Missouri-Columbia, 1999-2000, 2000-01.

Distinguished Research Fellowship Award, College of Business and Public Administration, University of Missouri-Columbia, 1998-99.

Nominee, Provost Outstanding Junior Faculty Research and Creative Activity Award, College of Business and Public Administration, University of Missouri-Columbia, 1998-99 and 1999-2000.

Finalist, John D. C. Little Award for best paper in *Marketing Science*, March 1997.

Research Penn State ran a feature article, "The Science of the Sale" on trade show research (September 1994).

Research on trade shows was selected to represent the Smeal College of Business Administration (Penn State) in University Research Fair Display (November 1993).

MBA Teaching Excellence Award for MKT 515 (Business Marketing), Spring 1994.

Fellow, AMA Doctoral Consortium, University of Notre Dame, 1986.

Executive Education

Indiana University Executive Education Program for Hughes Information Systems (about 30 executives). Instructor for "Trade Shows/Promotions" module, Dallas, February 1997.

Invited Presentations

Gopalakrishna, Srinath, "The Complementary Effect of Exhibitions on Personal Selling: An Integrated Communications Approach", Marketing Summit, Healthcare Convention and Exhibitors Association, Baltimore, January 2007.

Gopalakrishna, Srinath, "Assessing Value Creation at Business Trade Shows", Institute for the Study of Business Markets Academic-Practitioner Challenge, Chicago, August 2006.

- Gopalakrishna, Srinath, Jason Garrett, Murali K. Mantrala, and David Moore
“Determining the Effectiveness of Sales Contests”, Management Science and
Technology Seminar, University of Kansas, Lawrence, April 2006.
- Gopalakrishna, Srinath, “Working with Companies: Survey Research, Field Research”,
Ph.D. Student Camp for Research in Business-to-Business Markets, Sponsored by
Institute for the Study of Business Markets, San Francisco, July 2005.
- Gopalakrishna, Srinath and Jason Garrett, “An Exploratory Study of Sales Incentive
Programs”, Forum for People Performance Management & Measurement,
Northwestern University, Evanston, November 2004.
- Smith, Timothy M., Srinath Gopalakrishna and Rabikar Chatterjee, “A Three-Stage
Response Model of Integrated Marketing Communications”, presented to
Renewal Corporation, Minneapolis, October 2004.
- Gopalakrishna, Srinath, “The Science Behind Sales Incentives”, the Motivation Show,
Incentive Marketing Association, Chicago, September 2004.
- Gopalakrishna, Srinath and Timothy M. Smith, “An Integrated Marketing
Communications Model for Efficient Resource Deployment”, Carlson School of
Management, University of Minnesota, Twin Cities, November 2003.
- Gopalakrishna, Srinath, “ROI of Sales Incentive Programs”, presented to the Board of
Trustees, SITE Foundation, Chicago, September 2003.
- Gopalakrishna, Srinath, “The Complementary Effect of Trade Shows on Personal
Selling”, University of Illinois, Urbana-Champaign, February 2000.
- Gopalakrishna, Srinath and Gary L. Lilien, "Optimal Spending and Deployment of the
Business Marketing Communications Mix", Value of Marketing Conference,
Stanford University, August 1994.
- Gopalakrishna, Srinath “Planning and Performance Assessment of Industrial Trade
Shows”, presented to Members of the Technical Staff, AT&T Bell Laboratories,
Murray Hill, NJ, March 1992.

Conference Presentations

- Garrett, Jason and Srinath Gopalakrishna, “Investigating Performance Gains in Sales
Teams”, Marketing Science Conference, University of Pittsburgh, June 2006.
- Gopalakrishna, Srinath, Jason Garrett, Murali K. Mantrala and J. David Moore, “A
Dynamic Model for Assessing Sales Contest Effectiveness”, Marketing Science
Conference, Emory University, Atlanta, June 2005.

Smith, Timothy M., Srinath Gopalakrishna and Rabikar Chatterjee, "A Three-Stage Response Model of Integrated Marketing Communications with Dynamic Effects" Marketing Science Conference, Emory University, Atlanta, June 2005.

Mantrala, Murali K., Seethu Seetharaman, Rajeeve Kaul, Srinath Gopalakrishna and Antonie Stam, "Optimal Pricing Strategies for an Automotive Aftermarket Retailer", Conference on Practitioner-Academic Collaborative Research, Yale University, December, 2004

Palmatier, Robert W. and Srinath Gopalakrishna, "ROI of Relationship Marketing Programs: Leveraging Investments through Customer, Salesperson and Selling Firm Strategies", Academic Workshop on *New Priorities and Challenges for Business-to-Business Marketers*, Harvard Business School, August 2004.

Smith, Timothy M., Srinath Gopalakrishna and Rabikar Chatterjee, "A Three-Stage Response Model of Integrated Marketing Communications with Dynamic Effects", Marketing Science Conference, Erasmus University, Rotterdam, June 2004.

Palmatier, Robert W. and Srinath Gopalakrishna, "A Multi-level Model of the ROI of Relationship Marketing Investments", Marketing Science Conference, Erasmus University, Rotterdam, June 2004.

Smith, Timothy M. and Srinath Gopalakrishna, "Exploring the Effects of Marketing Communications and Timing on Sales Lead Conversion", Marketing Science Conference, University of Maryland, College Park, June 2003.

Palmatier, Robert and Srinath Gopalakrishna, "ROI of Relationship Marketing Programs: Disentangling Salesperson and Firm Effects", Joint ISBM/CBIM Meeting, Orlando, February 2003.

Gopalakrishna, Srinath and Catherine A. Roster, "An Individual Level Analysis of Visitor Behavior at Industrial Trade Shows", Marketing Science Conference, University of California, Los Angeles, June 2000.

Gopalakrishna, Srinath and Catherine A. Roster, "Visitor Behavior at Industrial Trade Shows: A Micro-perspective", Midwest Marketing Camp, University of Minnesota, June 1999.

Smith, Timothy M., Srinath Gopalakrishna and Paul M. Smith, "The Complementary Effect of Trade Shows on Personal Selling Activity", Marketing Science Conference, Syracuse, May 1999.

Gopalakrishna, Srinath, "Measuring Channel Readiness for Efficient Consumer Response", Marketing Science Conference, Paris, July 1998.

- Gopalakrishna, Srinath and Gary L. Lilien, "Norms For Trade Show Effectiveness: A Cross-Industry Study", Marketing Science Conference, Berkeley, March 1997.
- Dekimpe, Marnik G., Pierre Francois, Srinath Gopalakrishna, Gary L. Lilien and Christophe Van den Bulte, "Generalizing About Trade Show Effectiveness: A Cross-National Comparison", Marketing Science Conference, Gainesville, March 1996.
- Gopalakrishna, Srinath and Richard Steinberg, "Advertising Pulsing Policies and the Impact of Production Costs", Marketing Science Conference, Sydney, Australia, July 1995.
- Chatterjee, Rabikar and Srinath Gopalakrishna, "Objective Performance, Expectations and Perceived Performance: Implications for Customer Satisfaction in Business Markets", ORSA/TIMS Joint National Meeting, Detroit, October 1994.
- Gopalakrishna, Srinath and Christophe van den Bulte, "Effect of Relative Booth Location on Lead Generation at an Industrial Trade Show", European Marketing Academy, Maastricht, The Netherlands, May 1994.
- Gopalakrishna, Srinath and Richard Steinberg, "The Impact of Manufacturing Considerations on Advertising Pulsing Policies", Marketing Science Conference, Tucson, March 1994.
- Gopalakrishna, Srinath, Judd H. Michael and Rabikar Chatterjee, "The Determinants, Dynamics and Consequences of Customer Satisfaction in Business Markets", ORSA/TIMS Joint National Meeting, Phoenix, November 1993.
- Gopalakrishna, Srinath, Jerome D. Williams, Gary L. Lilien and Ian K. Sequeira "Measuring the True ROI of a Trade Show", ISBM Annual Members Meeting, June 1993.
- Gopalakrishna, Srinath and Gary L. Lilien, "Establishing Standards for Trade Show Performance", AMA Business-to-Business Marketing Conference, San Francisco, March 1993.
- Gopalakrishna, Srinath, "The Dynamics of Trade Show Participation", Marketing Science Conference, St. Louis, March 1993.
- Gopalakrishna, Srinath and Gary L. Lilien, "A Model for Performance Assessment at Industrial Trade Shows", Marketing Science Conference, London Business School, London, July 1992.
- Gopalakrishna, Srinath, "A Research Program on Industrial Trade Shows", ISBM Annual Members Meeting, June 1992.

Indian Aluminum Company Limited
(subsidiary of ALCOA):

Metallurgist, Research and Development
Division (1977-78).

Service

At University of Missouri-Columbia

Co-chair (with Peter Bloch), John A. Howard AMA Doctoral Dissertation Competition, 2003.

College Member, MBA Policy Committee (1996-97, 1997-98, 1998-99, 1999-00, 2001-02, 2002-03).
Chair, MBA Policy Committee, 2000-01.
Member, Faculty Advisory Committee, Center for the Study of Organizational Change (1998-99).
Member, Faculty Committee on SAP, 1998-99, 1999-00.
Member, Information Technology Task Force, 1999.
Member, Faculty Policy Committee, 2000-01, 2003-04, 2004-05, 2005-06.
Member, Research and Development Committee (Winter 2002, 2006-07).

Marketing Department Member, Ph.D. Committee (1996-97, 1997-98, 1998-99, 1999-00, 2000-01, 2004-05, 2006-07).
Coordinator of Marketing Department Speaker Series (1997-98).

At Penn State University

University Search Committee for Director of Market Research, Continuing Education (Spring 1992)
Marketing Analysis Task Force, Continuing Education (Spring 1991)
University Concert Committee, Marketing research project (Spring 1989).

Marketing Department Member Ph.D. Committee (1993-94, 1994-95)
Faculty Advisor, Penn State Marketing Association (1993-94)
Smeal Chair Search Committee (1991-92)
Bard Professor Search Committee (1990-91)

Professional Memberships

Institute for Operations Research and the Management Sciences
American Marketing Association
Associate Member, Center for Exhibition Industry Research
Beta Gamma Sigma

References

Professor Gary L. Lilien
Distinguished Research Professor of
Management Science
484B Business Building
The Pennsylvania State University
University Park, PA 16802
Phone: (814) 863-2782

Professor Jehoshua Eliashberg
Department of Marketing
University of Pennsylvania
The Wharton School
Philadelphia, PA 19104
Phone: (215) 898-5246

Professor Manohar U. Kalwani
American United Life Insurance
Company Professor of Management
Krannert Graduate School of
Management
Purdue University
West Lafayette, IN 47907
Phone: (765) 494-4400

Professor Rabikar Chatterjee
Department of Marketing
Katz Graduate School of Business
University of Pittsburgh
344 Mervis Hall
Pittsburgh, PA 15260
Phone: (412) 648-1623