Timothy R. Bohling
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Marketing & Management Communications
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Marketing Professor of Practice, Founder of Bohling Consulting, a brand strategy and digital marketing agency, Chief Marketing Officer, Chief Communications Officer, and Chief Enrollment Officer, recognized for teaching excellence and top-tier research productivity, building and transforming entrepreneurial and multi-billion-dollar businesses and institutions, and delivering exceptional and purposeful results in both mature and growth markets. For over two decades, across both industry and academia, significant contributions have been made in teaching and leading marketing, communications, admissions, operations, and strategy functions both domestically and internationally, serving on industry and academic boards, and publishing several research papers in scholarly academic journals.

Recent accomplishments include publishing in the Journal of Marketing Research and Production and Operations Management Journal, receiving multiple Teaching Excellence awards, including Outstanding Teaching Professor from the University of Notre Dame, James Dincolo Outstanding Professor from the University of Notre Dame, and Favorite Business Professor from Poets and Quants, being awarded multiple Teaching Innovation Grants, including the Procter & Gamble Higher Education Grant, and the Impact Capital Funds, Inc. Higher Education Grant, and receiving recognition as the Higher Education Marketer of the Year from the American Marketing Association.

Research portfolio is centered on both scholarly rigor and practitioner relevance in areas of digital marketing, brand and customer management, and innovation adoption.

Serves on the American Marketing Association Board of Advisors and previously served as Executive Board Member for the Marketing Science Institute, and a Marketing Science Institute Trustee for over 15 years. Invited guest speaker at leading universities and conferences around the world.

In addition to research productivity and teaching excellence, core competencies include launching new programs, products, and services and driving purposeful growth and progress through building, transforming, and elevating teams within the marketing, communications, admissions, strategy, and operations functions.

Education

Georgia State University - Doctor of Business Administration (2012)

Dissertation: Predicting Purchase Timing, Product Choice, and Purchase Amount of Firm Adoption of a Radically Innovative Information Technology: A Business-to-Business Empirical Analysis.

Doctor of Business Administration Teaching Certification (2017)

University of Houston - Master of Business Administration (1993)

University of Houston - Bachelor of Business Administration in Marketing (1991)

Research

Research interests include digital marketing, brand and customer management, and innovation adoption. Publications have collectively garnered 1,772 citations (as of July 2026, Google Scholar). Publications are featured in A-level journals, such as the Journal of Marketing Research, Marketing Science, and Production and Operations Management, as well as other high-level scholarly outlets, including the Journal of Service Research, Journal of Interactive Marketing, Service Science, and Industrial Marketing Management.

Publications:

D Grewal, S Ludwig, D Herhausen, LS Grewal, FV Ordenes, PK Kopalle, T Bohling. "How Frontline Employees' Relational Communication in Online Service Interactions Drives Customer Satisfaction," **Production and Operations Management**, (forthcoming) OnlineFirst, 2026.

Umashankar, N., Grewal, D., Guha, A., & Bohling, T. R. (2024). "Testing Work–Life Theory in Marketing: Evidence from Field Experiments on Social Media," **Journal of Marketing Research**, 61(2), 307-329.

Bohling, Timothy, and Sol Sender (2022), "Elevating an Institution's Reputation with a Meaningfully Distinct Brand Narrative," **Journal of Education Advancement and Marketing**, 6 (4), 311-324.

Bohling, Timothy R., V. Kumar, and Riddhi Shah (2013), "Predicting Purchase Timing, Product Choice, and Purchase Amount for a Firm's Adoption of a Radically Innovative Information Technology: An Analysis of Cloud Computing Services," **Service Science**, Vol. 5 pp. 102-123.

Kumar, V., Rajkumar Venkatesan, Timothy R. Bohling and Dennise Beckmann (2008), "The Power of CLV: Managing Customer Lifetime Value at IBM," **Marketing Science**, Vol. 27 (4) pp. 585-599.

Venkatesan, Rajkumar, V. Kumar and Timothy R. Bohling (2007), "Optimal Customer Relationship Management Using Bayesian Decision Theory: An Application for Customer Selection," **Journal of Marketing Research**, Vol. 44 (4) pp. 579-594.

Bohling, Timothy R., Douglas Bowman, Steve LaValle, Vikas Mittal, Das Narayandas, Girish Ramani and Rajan Varadarajan (2006), "CRM Implementation: Effectiveness Issues and Insights," **Journal of Service Research**, Vol. 9 (2) pp. 184-194.

Venkatesan, Rajkumar, V. Kumar and Timothy R. Bohling (2005), "A Comparison of Metrics for Selecting Profitable Customers," **MSI Working Paper Series**, Report # 03-112.

Kumar, V., Girish Ramani and Timothy R. Bohling (2004), "Customer Lifetime Value Approaches and Best Practice Applications," **Journal of Interactive Marketing**, Vol. 18 (3) pp. 60-72.

Kumar, V., Timothy R. Bohling and Rajendra N. Ladda (2003), "Antecedents and Consequences of Relationship Intention: Implications for Transaction and Relationship Marketing," **Industrial Marketing Management**, Vol. 32 (8) pp. 667-676.

Kumar, V., Timothy R. Bohling (2002), "Six Steps to Better Decision Models," **Marketing Research: A Magazine of Management and Applications**, Vol. 14 (2) pp. 8-12.

Kumar, V. and Timothy R. Bohling (2001), "Decision Models Aid Research," **Marketing Research: A Magazine of Management and Applications**, Vol. 13 (4) pp. 42-43.

Teaching and Curriculum Development

***Marketing Management*, Undergraduate, MBA – SC Johnson College of Business, Cornell University (2025 - Present)**

Objective: Prepare undergraduate and graduate students to develop and analyze the essential elements of a company's marketing strategy (market segmentation, targeting, and positioning) as well as its marketing mix (product, pricing, promotion, and channels), improve managerial problem-solving and decision-making abilities while working on a team, and to strengthen written and oral communication skills to more effectively convey clear recommendations.

Class format includes lectures, case studies, videos, assignments, exams, and group projects and presentations.

***Marketing Management*, EMBA/MS in Healthcare Leadership – SC Johnson College of Business, Cornell University, New York City Campus (2025 - Present)**

Objective: Prepare graduate students to develop and analyze the essential elements of an institution's marketing strategy (market segmentation, targeting, and positioning) as well as its marketing mix (product, pricing, promotion, and channels), improve managerial problem-solving and decision-making abilities while working on a team, and to strengthen written and oral communication skills to more effectively convey clear recommendations. Content includes examining the difficulties inherent in creating competitive advantage in each of the following real-world situations: core business growth of an established business, defensive strategy, new business strategy, and portfolio strategy.

Class format includes lectures, videos, case studies, assignments, and group projects and presentations.

***Data Driven Marketing*, Undergraduate, MBA – SC Johnson College of Business, Cornell University, Ithaca Campus and Online Program (2025 - Present)**

Objective: Prepare undergraduate and graduate students to use data to make effective marketing decisions. Introduces concepts, methods, and applications of analytics to address marketing questions. Three broad areas are covered: Digital Advertising Analytics, Demand Analytics, and Customer Analytics.

Class format includes lectures, case studies, videos, assignments, exams, and group projects.

***Marketing Research*, Undergraduate, MBA – SC Johnson College of Business, Cornell University (2025 - Present)**

Objective: Prepare undergraduate and graduate students to understand the methods and value of collecting and leveraging data to make better business decisions. Content includes the nature and scope of marketing research, sources of marketing data, survey methods, questionnaire design, sampling theory, statistical theory, data analysis, hypothesis development and testing, regression analysis, and corresponding managerial implications.

Class format includes lectures, videos, case studies, assignments, exams, and group projects and presentations.

***Strategy and Tactics of Pricing*, MBA – SC Johnson College of Business, Cornell University (2025 - Present)**

Objective: Prepare graduate students to understand the theoretical foundations of pricing, apply analytical tools to analyze pricing decisions, assess the role of consumer behavior in pricing, and evaluate the ethical and legal implications of pricing strategies. Students will be able to critically assess the ethical and legal considerations in pricing, including issues related to price discrimination, collusion, and fairness. Both analytical and creative inputs to strategy development are discussed.

Class format includes lectures, videos, case studies, assignments, simulation, and group projects and presentations.

***Product and Brand Strategies*, EMBA – SC Johnson College of Business, Cornell University, New York City Campus (2025)**

Objective: Prepare graduate students to understand, develop, and evaluate strategies to drive profitable incremental growth and brand equity across multiple specific business situations. Content includes examining the difficulties inherent in creating competitive advantage in each of the following real-world situations: core business growth of an established business, defensive strategy, new business strategy, and portfolio strategy. Both analytical and creative inputs to strategy development are discussed.

Class format includes lectures, videos, case studies, assignments, and group projects and presentations.

***Digital Marketing*, Master of Science in Engineering, Science and Technology Entrepreneurship (ESTEEM) program – IDEA Center, University of Notre Dame (2023 – 2025)**

Objective: Students learn and apply digital marketing frameworks that enable entrepreneurial firms to effectively engage with their customers and prospects across their buyer's journey. Content included examining digital marketing practices to build social media eminence and successfully promote brands, products and services; applying digital marketing techniques and a performance dashboard measurement system to sense and respond to in-market performance indicators; and developing frameworks that enable firms to deploy an integrated digital-first marketing strategy.

Class format included lectures, videos, case studies, guest speakers, assignments, exams, group projects and presentations.

***Digital Marketing*, Undergraduate, MBA, Specialized Masters, EMBA – Mendoza College of Business, University of Notre Dame (2019 – 2024)**

Objective: Students learn and apply digital marketing frameworks that enable firms to effectively engage with their customers and prospects across their buyer's journey. Content included examining digital marketing practices to build social media eminence and successfully promote brands, products and services; applying digital marketing techniques and a performance dashboard measurement system to sense and respond to in-market performance indicators; and developing frameworks that enable firms to deploy an integrated digital-first marketing strategy.

Class format included lectures, videos, case studies, guest speakers, assignments, exams, group projects and presentations.

***Applied Digital Marketing*, Undergraduate and MBA – Mendoza College of Business, University of Notre Dame (2020 – 2024)**

Objective: First-of-a-kind experiential learning course where students design and deploy live digital marketing campaigns and a measurement system to sense and respond to in-market performance indicators. Content included examining digital marketing practices to build social media eminence and successfully promote brands, products and services, and applying digital marketing frameworks that enable firms to effectively engage with their customers and prospects across their buyer's journey.

Class format included lectures, videos, guest speakers, assignments, reflection papers, group projects, industry conference attendance, and presentations.

***Strategic Marketing*, EMBA – Mendoza College of Business, University of Notre Dame, South Bend and Chicago (2019 - 2024)**

Objective: Prepare graduate students to understand, develop, and evaluate strategies to drive profitable incremental growth and brand equity across multiple specific business situations. Content included examining the difficulties inherent in creating competitive advantage in each of the following real-world situations: core business growth of an established business, defensive strategy, new business strategy, and brand portfolio strategy. Both analytical and creative inputs to strategy development are discussed.

Class format included lectures, videos, case studies, assignments, and group projects and presentations.

***Marketing Research*, Master of Science in Marketing – Robinson College of Business, Georgia State University (2018)**

Objective: Prepare graduate students to understand the methods and value of collecting and leveraging data to make better business decisions. Content included the nature and scope of marketing research, sources of marketing data, survey methods, questionnaire design, sampling theory, statistical theory, data analysis, hypothesis development and testing, regression analysis and corresponding managerial implications.

Class format included lectures, videos, assignments, exams, and group projects.

***Digital Marketing*, Executive Education Certificate Program – Robinson College of Business, Georgia State University (2018)**

Objective: Prepare participants to effectively leverage data-driven digital marketing to engage customers and prospects, build brand equity, and promote products or services. Content included strategies and development of an integrated digital marketing plan, with measurable performance across paid and earned media channels aligned to buyer personas and customer journey maps.

Class format included lectures, case studies, simulations, and class assignments.

***Engaging Customers for Profitable Growth*, Executive Education Certificate Program – Robinson College of Business, Georgia State University (2018)**

Objective: Prepare participants to operationalize a data-driven customer engagement marketing strategy aligned to profitable growth. Content included empirical strategies and an implementation roadmap for maximizing customer engagement, operationalizing customer lifetime value frameworks, and measuring return on investment from engagement strategies.

Class format included lectures, case studies, simulations, and class assignments.

***Brand Management* Seminar Executive Education Program – Stratasys, MN and Israel (2016-2017)**

Objective: Ensure senior leadership team members deeply understand the value and importance of the company brand, and develop a new, authentic, compelling, and differentiated brand narrative and activation plan for company stakeholders. Content included brand positioning assessment, business analysis, market and competitor analysis, communications audit, quantitative and qualitative research.

Class format included lectures, videos, guest speakers, individual reflection, group projects and presentations.

Data-Driven Marketing **Certificate Program – IBM, NY and Singapore (2013 - 2015)**

Objective: Enable marketing team members to understand and apply industry-leading marketing techniques to increase their professional path to proficiency. Content included modern marketing techniques and operating model, customer analytics, digital marketing, demand generation, content marketing, and marketing automation.

Class format included lectures, group assignments, videos, simulations, presentations, and individual reflection.

Market Forecasting **Certificate Program – IBM, NY (2003 - 2004)**

Objective: Enable team members to understand and apply latest statistical techniques to segment market, forecast market growth rates, and assess market share performance for company products and services portfolio. Content included time series analysis, econometric modeling, industry analyst research assessment, product and portfolio analysis, and market segmentation.

Class format included lectures, simulations, individual reflection, group projects and presentations.

Academic Conference and Seminar Speaking Engagements

"Digital Marketing Trends, Strategies and Tactics to Drive Growth"
Emory University, Goizueta Business School
Atlanta, Georgia, August 2025

"Creating an Omnichannel Marketing Experience"
Cornell University, eCornell, Cornell Tech
New York, New York, June 2025

"Digital Marketing Trends You Can't Ignore"
Cornell SC Johnson College of Business, Cornell University
Ithaca, New York, September 2024

"Elevating an Institution's Reputation with a Meaningfully Distinct Brand Narrative"
Western Association of Collegiate Schools of Business Annual Deans Conference
Boise, Idaho, October 2023

"Customer Insights"
Notre Dame Futures Group Innovation Academy
University of Notre Dame, Notre Dame, Indiana, September 2023

“Elevating Brand Trust with Digital Marketing”
Executive MBA Global Immersion
University of Notre Dame, Kylemore Abbey, Connemara, Ireland, August 2023

“The Important Role Customer Insights Play in the Science and Application of Innovation”
University of Notre Dame Innovation Academy
Chicago, Illinois, May 2023

“Establishing Your Marketing Presence”
Women in Pain Management Annual Conference Board Meeting
Scottsdale, Arizona, May 2023

“Elevating Brand Trust with Digital Marketing”
McDonald's Global Impact Conference
Chicago, Illinois, July 2022

“Marketing for Diverse Audiences”
Notre Dame Hispanic Alumni Association
University of Notre Dame, Notre Dame, Indiana, June 2022

“AMA Marketer of the Year Recipient”
American Marketing Association
Denver, Colorado, November 2021

“Elevating an Institution’s Reputation with a Meaningfully Distinct Brand Narrative”
American Marketing Association
South Bend, Indiana, August 2021

“Deploying a Smarter Marketing Playbook to Drive Meaningful Growth”
OnCon Top Marketer Conference
Orlando, Florida (virtual), January 2021

“Smarter Marketing and Recruitment Playbook: Performance Dashboard Drives Precise Personalization, Surge in Inquiries and Submitted Applications”
Education Communicators Conference
Philadelphia, Pennsylvania (virtual), June 2020

“In God We Trust, All Else Must Bring Data”
AACSB B-Schools Communications and Development Symposium
Georgetown University, Washington D.C., March 2020

"Dashboard Data Drives Precise Personalization, Surge in Inquiries"
American Marketing Association Higher Education Symposium
Las Vegas, Nevada, October 2019

"Developing and Activating a Purposeful Brand Narrative"
University of Notre Dame Nonprofit Breakfast Series
University of Notre Dame, Notre Dame, Indiana, March 2019

"Leveraging Digital Media to Enhance Higher Education Performance: A Field Study"
Journal of Market Research Special Issue Preconference
Austin, Texas, February 2019

"CMO Track Session: Lessons from the Corporate World Applied to Higher Education"
Converge Consulting Conference
Atlanta, Georgia, February 2019

"Driving Growth with Speed - Applying Fortune 500 Strategies to Higher Education"
American Marketing Association Higher Education Symposium
Orlando, Florida, November 2018

"Data-Driven Marketing Strategies for Engaging Customers for Profitable Growth"
Chief Marketing Officer Forum
Carlsbad, California, September 2018

"Data-Driven Marketing: Demand Creation and Engaging Clients in a Digital World"
Marketing Science Institute Conference on Orchestrating Marketing in a B2B Environment
Emory University, Atlanta, Georgia, December 2014

"Engaged Management Scholarship Driving Knowledge Creation and Firm Growth"
International Conference on Engaged Management Scholarship
Georgia State University, Atlanta, Georgia, October 2013

"Breaking Down Research Barriers: Innovating Using Second Life"
ESOMAR Latin American Congress
Mexico City, Mexico, May 2008

"Leveraging Market Intelligence to Drive Marketplace Impact"
Center for Customer Insights Seminar
Yale School of Management, New Haven, Connecticut, May 2007

"Managing Customers for Profit, Applying Science to the Art of Business"
INFORMS Practitioners Conference
Vancouver, B.C., Canada, May 2007

"The Power of CLV: Managing Customer Value at IBM" – Practice Prize Competition Finalist
Informs Society of Marketing Research Conference
University of Pittsburgh, Pittsburgh, Pennsylvania, June 2006

"Leveraging Market Intelligence as Fuel for Profitable Revenue Growth"
Marketing Seminar
Massachusetts Institute of Technology, Cambridge, Massachusetts, November 2006

"Implementing CRM Strategies to Obtain Better Performance Metrics"
American Marketing Association mPlanet Conference
Orlando, Florida, November 2006

"Going Global: Is this a Panacea? Experiences and Recommendations for Global Companies"
ESOMAR Annual Conference
New York, New York, May 2005

"Managing Customers for Value"
Marketing Science Institute Thought Leadership Conference
University of Connecticut, Storrs, Connecticut, September 2005

"Tracking Performance of Customer Management Strategies"
Marketing Science Institute Seminar
Duke University, Durham, North Carolina, March 2004

"A Comparison of Marketing Metrics for Customer Management: ROI Implications"
Marketing Science Institute Academic Conference on Collaborative Research
Yale School of Management, New Haven, Connecticut, December 2004

"Where Your Customers Meet Your Products, an Intersection Between Purchase Propensity Modeling and Market Basket Analysis"
American Marketing Association Direct Marketing Conference
Chicago, Illinois, October 2003

"Managing Customer Value"
American Marketing Association National Center for Database Marketing
Philadelphia, Pennsylvania, July 2002

"Leveraging Database Analytics as Fuel for Revenue Growth"
Direct Marketing: Managing an Interactive Future Seminar
Harvard Business School, Cambridge, Massachusetts, June 2001

Academic Service Engagements

Academic Integrity Hearing Board, Cornell SC Johnson College of Business, 2026 – Present

Promotion Committee, Cornell SC Johnson College of Business, 2026 – Present

Board of Advisors, American Marketing Association, 2025 – Present

Building Bridges Mentor, University of Notre Dame, 2020 – 2024

Digital Marketing Track for Marketing Majors Leader, University of Notre Dame, 2019 – 2024

Digital Marketing Minor for Non-Business Students Leader, University of Notre Dame, 2019 – 2024

Student Career Mentor, University of Notre Dame, 2019 – 2024

CMO Summit Committee, University of Notre Dame, 2019 – 2020

MBA Marketing Curriculum Committee, University of Notre Dame, 2020 - 2022

Co-Chair, Digital Marketing, Big Data, AI, and AR Track, Academy of Marketing Science 2022 Annual Conference, Monterey, California, 2021 – 2022

Specialized Masters in Digital Marketing Committee, University of Notre Dame, 2021 – 2022

EMBA Curriculum Committee, University of Notre Dame, 2020 – 2022

Ph.D. Dissertation Committee, Divya Ramachandran Ph.D. Candidate, Georgia State University, 2020 – 2022

Project Sequoia Initiative, University of Notre Dame Athletics, 2020 – 2021

Guest Speaker at AMA Higher Education Marketing Symposium, 2019 – 2021

Guest Speaker at Notre Dame Exploring Frontiers of Marketing Thought Class, 2019 – 2020

Guest Speaker at Notre Dame Nonprofit Speaker Series, 2019

Georgia State University Commencement Speaker for Executive Doctor of Business Administration Commencement Ceremony, 2018

Georgia State University Executive Doctor of Business Administration Guest Lecturer, 2014 – 2018

Marketing Science Institute Trustee, 2002 – 2017

University of Connecticut Experiential Learning Collaborative Center Guest Lecturer, 2017

Marketing Science Institute Executive Committee Board Member, 2009 – 2011

Marketing Science Institute Practice Prize Committee, 2009

Yale Center for Customer Insights Annual Conference on Collaboration and Interdisciplinary Research Track Leader, 2007

ESOMAR (The European Society for Opinion and Market Research) World Congress Program Committee, 2006

University of Connecticut Thought Leadership Conference Committee, 2005

American Marketing Association Best Practice Awards Judge, 2004

Professor & Executive Positions

Professor of Practice, SC Johnson College of Business, Cornell University (2025 – Present), Ithaca, NY & New York City, NY

- Teach Marketing Management, Data Driven Marketing, Marketing Research, Product and Brand Strategies, and Strategy and Tactics of Pricing within Undergraduate, MBA, EMBA, EMBA/MS in Healthcare Leadership, and eCornell programs

Teaching Professor, Mendoza College of Business, University of Notre Dame (2019 – 2024) Notre Dame, IN
Chief Marketing and Graduate Enrollment Officer, Mendoza College of Business, University of Notre Dame (2019 - 2022) Notre Dame, IN

- Taught Digital Marketing, Applied Digital Marketing, and Strategic Marketing within Undergraduate, MBA, Specialized Masters, EMBA, and Master of Science in Engineering, Science, and Technology Entrepreneurship (ESTEEM) programs

- Teaching Excellence awards, including Outstanding Teaching Professor from the University of Notre Dame, James Dincolo Outstanding Professor from the University of Notre Dame, and Favorite Business Professor from Poets and Quants
- Teaching Innovation Grants, including two Procter & Gamble Higher Education Grants, and the Impact Capital Funds, Inc. Higher Education Grant
- Led the College's marketing and graduate enrollment functions
- Introduced and employed proprietary Smarter Marketing and Recruitment Playbook, achieving the enrollment journey "quint-fecta" or five-for-five across key performance metrics
    - Over two recruitment cycles, the following performance was accomplished across all programs: 40% increase in applications, 30% increase in enrollment, 35% increase in female students, 50% increase in underrepresented minority students, while also increasing the academic quality (average GMAT/GRE scores, undergraduate GPA, and average work experience) of enrolled students
    - Over two recruitment cycles, the following performance was accomplished for the Notre Dame Two-Year MBA program: 60% increase in applications, 29% increase in enrollment, 89% increase in female students, and 67% increase in underrepresented minority students, while also increasing the academic quality (average GMAT/GRE scores, undergraduate GPA, and average work experience) of enrolled students
- Developed and launched new brand strategy, introducing the new brand imperative to *Grow the Good in Business*, brand pillars and brand promises, with engaging activation across digital and physical ecosystems, and established a measurement system to gauge effectiveness of brand promises and brand performance
- Transformed organizational structure from formerly siloed Marketing and Admissions teams into a first-of-a-kind for Mendoza College of Business integrated Marketing and Graduate Enrollment organization, elevating brand equity of the College and programs, and team member satisfaction
- Recognized Top 10 Marketing Leader across all industries by OnCon in 2020, the only Higher Education Marketing Leader recognized among the Top 10
- Recognized Higher Education Industry Marketing Leader of the Year finalist by AMA in 2020 and recipient of the Higher Education Marketer of the Year Award in 2021
- Recognized successful marketing transformation journey by Poets in Quants. https://poetsandquants.com/2020/07/15/this-midwestern-b-schools-popularity-is-through-the-roof/?pq-category=business-school-news

Professor of Practice, Chief Marketing and Communications Officer, Robinson College of Business, Georgia State University
(2017 – 2019) Atlanta, GA

- Taught Marketing Research within the Master of Science in Marketing program
- Led the College's marketing and communications function

- Employed proprietary Smarter Marketing and Recruitment Playbook and achieved 25% year-to-year growth in graduate program enrollment
- Program Director and Professor of Practice for new *Engaging Customers for Profitable Growth* Executive Education Program
- Program Director and Professor of Practice for new *Digital Marketing* Executive Education Program

Chief Marketing Officer, Stratasys (2016 – 2017) New York, NY and Eden Prairie, MN

- Built high-performance marketing team contributing directly to company success, elevating talent, and deploying analytics-driven operating model
- Deployed high-quality lead generation strategy with enduring customer-centric campaigns, exceeding lead (114% target) & opportunity conversion ratios (111% target), successful New Product Introductions and engaging events plan, deploying integrated multi-channel campaigns
- Exceeded New Product Introduction launch targets for lead creation, opportunity conversion, new business wins, and media coverage
- Transformed the Digital, customer-facing experience, achieved paid media cost per lead target and website bounce rate reduction target, implemented an agile methodology to redesign company website, with regional localization, personalization capabilities, and analytic instrumentation
- Established and activated new brand architecture internally and externally, achieved share of voice targets versus top competitors
- Deployed New Product Introduction experiential sales training for direct sellers and resellers
- Implemented data-driven operating model, with global and regional marketing scorecards to gauge performance for digital, events, and campaign investments

Vice President and Head of Americas Marketing, HCL Technologies (2015 – 2016) New York, NY

- Established high-performance marketing team aligned by Industry for consumer goods, transportation, life sciences, manufacturing, and financial services, and across industries for digital transformation, customer relationship management, analytics, and Internet of Things market segments
- Established first-of-a-kind Analytics capability to predict customer behavior, improving business performance
- Exceeded quarterly lead creation and opportunity conversion ratios
- Achieved significant improvement in IT industry analyst rankings across several portfolio segments
- Created robust account-based marketing plans for twelve key accounts, exceeding new lead and existing opportunity progression targets
- Deployed Oracle Eloqua marketing automation platform globally in less than six months, receiving industry recognition for successful implementation

- Launched geographies marketing board to drive talent development and collaboration across key stakeholder teams

Vice President, Worldwide Marketing Demand System, IBM Global Technology Services (2013 – 2015) Somers, NY

- Built and deployed Intelligence Demand Engine with embedded analytics and dynamic content display to accelerate and improve inbound marketing performance for Cloud offerings
- Enhanced Digital Demand System to be an 'always on' engine driving high quality, high volume of leads for Cloud, Resiliency, Security, Mobility and Data Center Services
- Enhanced Global Technology Services Paid, Owned, Earned Media performance and digital client experience. Inbound marketing performance indicators significantly up YTY, including inbound responders, organic web traffic, and social media referrals
- Achieved strong market awareness and differentiated brand perception, deploying IBM Signature Event Experience achieved through carefully orchestrated IBM and 3rd party events targeting CxO roles, primarily CIO and CFOs, and IT Managers with integrated agenda content, including Cloud, Big Data and Analytics, Security and Resiliency, Mobility and Sourcing. Bridged digital and physical events with a focus on seller integration pre-, post, and during events
- Elevated Global Marketing Demand System team talent and skills, attracted top talent onto the team, actively mentored and coached the next generation of marketing leaders

Vice President, Marketing, IBM Global Technology Services, Growth Markets (2011 – 2013) Singapore, SG

- YTY growth in marketing contribution to pipeline and revenue, exceeding plan
- Achieved 100% business development opportunity pipeline coverage in seven of eight quarters. Created first-of-a-kind analytically driven Next Quarter Pipeline Management System with quantified weekly opportunity pipeline performance tracks and interlocked actions by route to market. This analytically driven Next Quarter Pipeline Management System was extended to all geography units around the world
- Successful launch of new product and service offerings driving leadership for IBM's capabilities across Cloud and traditional IT delivery models through deep understanding of market trends and client needs, establishing differentiated IBM value proposition and executing market awareness tactics, demand generation, client meetings, analyst briefings, seller enablement, and account planning workshops
- Exceeded Digital Demand System signings plan

- Strengthened and elevated talent across the Growth Markets team through enhancement of skills and strong leverage of talent enrichment programs, realizing both IBM and Industry recognition

Vice President, Marketing and Strategy, IBM Global Technology Services, North America (2009 – 2011) Somers, NY

- YTY growth in marketing contribution to pipeline and revenue, exceeding plan
- Established Global Technology Services North American Strategy and Marketing plan, driving the entire Global Technology Services North America offering portfolio and significantly expanding routes to market contribution
- Strengthened competitive insights and selling capabilities through tightly aligned seller enablement, highlighting IBM's differentiated value proposition aligned to key client needs and pain points, and demand generation driving Cloud, Managed Services, Security, Resiliency, Mobility, and Data Center Services growth areas
- Developed and deployed a first-of-a-kind Digital Marketing Demand System driving marketing sourced high volume small deals revenue
- Established Infrastructure Management CIO Advisory Board, representing top-tier clients of North America Strategic Outsourcing business
- Identified, fostered, and developed next-generation Marketing leadership. Top Talent Marketing Managers were added to the leadership team, and rotated team members across IBM Marketing. Numerous team members were recognized with awards for thought leadership and best practices from IBM and leading Industry associations

Vice President, IBM Americas Market Insights (2007 – 2009) Somers, NY

- Transformed Americas Market Intelligence function to become trusted advisors for the Americas Senior Leadership Team
- Delivered deep market and client analysis aligned to top business priorities, including competitive assessments, brand, and channel business performance assessments
- Established new framework to identify resilient market and client segments in challenging economic environment. Identified pockets of growth by industry, brand, and cross brand. Resources and investments were reallocated to 4 of the 6 identified pockets of growth, driving incremental revenue
- Quantified potential impacts of government financial stimulus to IT market spend. Analyzed IT impact of 5 prior financial crises and also IT opportunities associated with federal government stimulus announced in 2008. This analysis became foundational for US Federal Growth play development and coordinated IBM action for the Government Stimulus Summit
- Delivered key communications content for multiple external audiences, including the investment community, Board of Directors, and industry analysts
- Led Marketing strategy and demand generation shifts, including client segmentation and touch cadence optimization based on analytical foundations

- Delivered first-of-a-kind Database Marketing Health Check System

Director, IBM Global Business Services Market Insights (2005 – 2007) Somers, NY

- Established first-of-a-kind Client-Level Profit Segmentation Analysis that became the common segmentation across the services unit. Collaborated with Worldwide and Geography Partners, Finance, Strategy, Sales Operations, Marketing, Sales and Distribution, Business Transformation, and Market Intelligence teams to drive numerous investment and coverage shifts, including partner alignment, global resource and delivery deployment, seller quota setting and marketing demand generation and thought leadership campaign client targeting
- Conducted research for IBM Institute for Business Value C-Suite Study Series
- Built the first market intelligence team within the Global Business Services unit, including Primary Research, Secondary Research, Market Analysis, Competitive Intelligence, Market Opportunity Analysis, and Customer Analytics
- Drove market and competitive landscape research, including client spending research, key market drivers and trends, acquisition candidate scanning and assessments, and competitive analysis for strategy and go-to-market plans
- Led Client Selectivity Account Focus Growth Initiative
- Developed first-of-a-kind Line of Business audience-level insights tracker and business process transformation services market and competitor assessments
- Created India-based Services Provider Competitor Champion Program

Director, IBM Worldwide Opportunity Analysis (2003 – 2005) Armonk, NY

- Developed first-of-a-kind Common Market Insight Analytics Tool that transformed the IBM earnings announcement process, established a cross-unit consistent Competitor Alerts process, and implemented best-in-class Sarbanes-Oxley compliance market share process across IT Industry companies
- Established a compelling vision for the organization, which refocused the team to deliver the strongest impact to the business, and ended the long history of endless debates over differing market size and segmentation views
- Delivered significant new competitive and market insights that shaped key business decisions
- Transformed IBM Global Market Opportunity Sizing and Market Share estimation system, resulting in significant new deliverables and expense reduction
- Restructured the Worldwide Opportunity Analysis team to include client-facing initiative-focused teams coupled with a core infrastructure team while improving response time on project-based initiatives as well as core ongoing deliverables. Provided multiple top-talent team members with development opportunities, client-facing consultative roles, and Industry leadership assignments

Industry Conference and Seminar Speaking Engagements

"Data-Driven Marketing Strategies for Engaging Customers for Profitable Growth"
CMO Forum
San Diego, California, September 2018

"How to Strategically Deploy Additive Technologies to Maximize the Economic Impact"
Innovation Roundtable Summit
Copenhagen, Denmark, October 2017 and November 2016

"Data-Driven Marketing Driving Growth"
Integrated Technology Services Conference
Bangkok, Thailand, July 2013
Bratislava, Slovakia, July 2013
Noida, India, August 2013

"Marketing for Growth"
Global Technology Leadership Forum
Marina Bay Sands Conference Center, Singapore, SG, February 2013

"The Client Defined Cloud – Cloud Adoption Patterns and their Benefits"
IDC Cloud Computing Forum
Raffles Hotel, Singapore, SG, July 2012

"Rethink IT and Reinvent Business with Cloud"
Samsung Thought Leadership Conference
Seoul, Korea, July 2012

"Managing Customer Profitability and Tracking Performance of Customer Management Strategies"
The Conference Board
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"Market Size and Growth Forecasting Methods"
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