

NARENDRA BOSUKONDA

Persis E. Rockwood School of Marketing – Florida State University
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EMPLOYMENT

Persis E. Rockwood School of Marketing, Florida State University

Assistant Professor in Marketing (June 2024-now)

Woody L. Hunt College of Business, The University of Texas at El Paso

Assistant Professor in Marketing (July 2023- June 2024)

EDUCATION

2023	Ph.D. in Business Administration- Marketing Texas A&M University- Mays Business School
2010	M.B.A in Entrepreneurship and Marketing Rochester Institute of Technology- Saunders College of Business
2006	B.Tech with Distinction in Mechanical Engineering National Institute of Technology-Warangal, India

RESEARCH INTERESTS

Subjective: Business-to-Business Marketing, Platform Marketing and Customer Well-being.

Methodological: Machine Learning, Natural Language Processing, Inferential Econometrics

PUBLICATIONS

Lee, Ju-Yeon, Shrihari Sridhar, Narendra Bosukonda and Shuai Yan (2025), “Platform Customer Misconduct: A Conceptual Framework for Research and Practice,” *Journal of Academy of Marketing Science*, forthcoming

Mittal, Vikas, Kyuhong Han, Carly Frennea, Markus Blut, Muzeeb Shaik, Narendra Bosukonda and Shrihari Sridhar (2023), “Customer Satisfaction, Loyalty Behaviors, and Firm-Financial Performance: What 40 Years of Research Tells Us,” *Marketing Letters*, 34(2), 171-187.

Shaik, Muzeeb, Narendra Bosukonda, Vikas Mittal, and Shrihari Sridhar (2022), “Price Sensitivity and Customer Perceived Switching Costs in Business-to-Business Markets: Joint Effect on Customer Repurchase Intentions,” *Journal of Service Management Research*, 6(1), 64-79.

MANUSCRIPTS UNDER REVIEW

Bosukonda, Narendra and Yoonsun Jeong, “Political Actor Response Strategies After Unforeseen Political Violence.” Under review at *Management Science*

WORKING PAPERS

Bosukonda, Narendra, Daniel Zyung and Srikanth Parachuri, “Signaling Governance Trust through Executive Compensation.” Preparing for submission to *Strategic Management Journal*.

Bosukonda, Narendra, Sonam Singh, Shrihari Sridhar, Vikas Mittal, Ashwin Malshe and Alessandro Piazza, “The Strategic Imperative of Customer-Driven Alignment: Empirical Insights and Theoretical Implications” preparing for submission to *Journal of Marketing*

Bosukonda, Narendra, Michael Christofi, Ruby Lee and Ioann Stylianou “When does CMO Matter to Firm Performance? An Investigation into CEO-CFO Stability and Environmental Stability.” preparing for submission to *Journal of Marketing*.

Bosukonda, Narendra and Yoonsun Jeong, “Impact of Unforeseen Political Violence on Ad Engagement.” Preparing for submission to *Marketing Science*.

Bosukonda, Narendra and Tatiana Fajardo “The Algorithmic Arbiter: User Responses to AI vs Human Content Moderation and Implications” preparing for submission to *Journal of Consumer Research*.

Boney, Leff, Narendra Bosukonda, Md. Hafez and Jonathan Riviere “A Configuration Perspective on Sales Pursuit Tactics in Frontline Salespeople: A Taxonomy.” Preparing for submission to *Journal of Marketing*.

Singh, Sonam, Ashwin Malshe, Narendra Bosukonda, Vikas Mittal and Shrihari Sridhar “Strategy Scope for B-to-B Firms: Dynamics, Antecedents and Consequences” preparing for submission to *Journal of Marketing*.

Bosukonda, Narendra and Tatiana Fajardo, Muhummad Mollah and Delfina Glen, “Impact of Early Social Media Adoption on Child Development and Household Consumption.” preparing for submission to *Journal of Consumer Research*.

CONFERENCE PRESENTATIONS

Improving Customer Outcomes Through Building Confidence in AI Content Moderation

- *Organizational Frontlines Research, Winter AMA Conference 2025, Phoenix, Arizona*
- Impact of Early Social Media Adoption on Child Development and Household Consumption.

- *AMS Conference 2024, Coral Gables, Florida.*

Digital Customer Misconduct: An Emergent Theory-Driven Framework

- *Winter AMA Conference 2023, Nashville, Tennessee.*

Return on Strategy-Customer Alignment

- *ISMS Marketing Science Conference 2022*
- *Marketing Strategy meets Wall Street Conference 2022 (Pre-conference for summer AMA 2022).*

The Association between Patient Satisfaction and Quality of Care

- *Neeley Analytics Conference -Texas Christian University 2022 (presented by co-author).*

Understanding Customer Focus Expressed Through 10-K Filings

- *Marketing Dynamics Conference – Georgia State University 2022 (presented by co-author). Awarded Best Paper Award*

TEACHING EXPERIENCE

Teaching Interests: Strategic Marketing, Marketing Research, Business-to-Business Marketing, and Marketing Analytics

Courses

Florida State University

Fall 2024, Instructor of Record

Marketing Research (MAR4613-0001) Teaching Evaluation: 4.53/5.00

Marketing Research (MAR4613-0002) Teaching Evaluation: 4.26/5.00

Marketing Research (MAR4613-0003) Teaching Evaluation: 4.08/5.00

The University of Texas at El Paso

Spring 2024, Instructor of Record

Marketing Research (MKT 4301) Teaching Evaluation: 4.80/5.00

Strategic Marketing Management (MKT 4395) Teaching Evaluation: 4.48/5.00

Fall 2023, Instructor of Record

Marketing Research (MKT 4301) Teaching Evaluation: 4.76/5.00

Strategic Marketing Management (MKT 4395) Teaching Evaluation: 4.67/5.00

Summer 2023, Instructor of Record

Marketing Research (MKT 4301) Teaching Evaluation: 4.61/5.00

Strategic Marketing Management (MKT 4395) Teaching Evaluation: 4.58/5.00

Texas A&M University

Fall 2020, Instructor of Record

Marketing Research (MKTG 323)

Teaching Evaluation: 4.00/5.00

Selected Student Comments:

- “Dr. Bosukonda is a phenomenal professor. Always willing to answer questions and is passionate about the subject he teaches. He is also very kind and considerate to his students.”

- “I enjoyed the class. The professor helped a lot in relating the information, such as making us repeat the information and asking us questions. I like that he used examples to help us understand new vocabulary. He made the class challenging, but he also helped us through the process. Although I hate summer classes, this one was my favorite, and I stayed engaged to the lecture the entire time.”
- “Really knowledgeable professor with a passion for teaching and understanding his students.”

INDUSTRY EXPERIENCE

01/2012-07/2017 Business Development Manager, RAKI INDUSTRIES, Kakinada, India.
 06/2011-01/2012 Business Analyst, Sutherland Global Services, Rochester, NY.
 11/2010-06/2011 Market Research Analyst, Venture Creations-RIT, Rochester, NY.
 03/2010-10/2010 Marketing Intern, Applied Coatings Group, Rochester, NY.
 08/2008-03/2010 Graduate Student Worker-RIT, Rochester, NY.
 06/2006-08/2008 Deputy Manager-Product Development, Ashok Leyland, Chennai, India.

HONORS AND AWARDS

2025 Dean’s Summer Research Grant, Florida State University
 2025 First Year Assistant Professor Grant, Florida State University
 2025 Undergraduate Research Opportunity Program -FSU research grant
 2022 ISMS Marketing Science Doctoral Consortium Fellow.
 2022 Academy of Marketing Science Doctoral Consortium Fellow.
 2022 Participant, University of Houston – Annual Doctoral Symposium.
 2019 Quantitative Marketing and Structural Economics Workshop Fellow, Northwestern University.
 2018-Present PhD Enhancement Scholarship, Texas A&M University.
 2018-Present Department of Marketing Fellowship, Texas A&M University.
 2016 Fellowship of Australian Academy of Business Leadership.
 2014 Member of Indian Delegation at Asian Forging Conference, Taiwan.
 2010 2nd place at RIT Business Plan Competition, Rochester, NY.
 2010 2nd place at Whitman Business School Competition, Syracuse, NY
 2010 Membership of Honors Societies, Phi Kappa Phi and Beta Gamma Sigma.
 2009 Turnaround Management Award, Rochester, NY.
 2009 Donald Christine Truesdale Scholarship at RIT, Rochester, NY.

DOCTORAL COURSEWORK (GPA: 3.84/4.00)

Marketing

Seminar in Econometrics and Multivariate Data Analysis	Dr. Alina Sorescu
Seminar in Consumer Behavior and Decision Making	Dr. Suresh Ramanathan
Seminar in Marketing Models	Dr. Venkatesh Shankar
Seminar in Marketing Strategy Research	Dr. Shrihari Sridhar
Seminar in Theory Construction and Knowledge Development	Dr. Manjit Yadav

Economics

Microeconomic Theory I	Dr. Rodrigo Velez
Microeconomic Theory II	Dr. Silvana Krasteva

Econometrics I: Econometric Theory
Econometrics II: Quasi- Experimental Methods
Industrial Organization I

Dr. Yonghong An
Dr. Jason Lindo
Dr. Steve Puller, Dr. Fernando
Luco, and Dr. Ben Klopac

Statistics

Statistical Aspects of Machine Learning I
Statistics in Research III

Dr. Raymond Wong
Dr. Derya Akleman

Management

Seminar in Organizational Theory

Dr. Laszlo Tihanyi

Computer Science

Machine Learning

Dr. Yoonsuck Choe

PROFESSIONAL SERVICES

Serving as reviewer for *Journal of Academy of Marketing Science*

Serving as reviewer for

Serving as reviewer for *Marketing Strategy Journal*

Serving as reviewer for *Journal of Business Research*

Served as reviewer for *SMA 2024*

Served as reviewer for *AMS 2024, 2025, 2026*

Served as reviewer for *Winter AMA 2022*

Judge, *Humana Healthcare Analytics Case Competition*, 2018, 2019 and 2021.

Served as reviewer for *Journal of Service Research*

Served as reviewer for *2022 National Conference in Sales Management*.

Served as panelist for student presentations of *Sling Health TAMU*.

Served as a research paper discussant at the *Texas A&M Bitcoin Conference 2022*

PROFESSIONAL AFFILIATIONS

American Marketing Association (AMA)

INFORMS Society for Marketing Science (ISMS)

Academy of Marketing Science (AMS)

The Institution of Engineers (India)-Lifetime member

REFERENCES

Dr. Shrihari Sridhar (Co-Chair)

Joe Foster' 56 Chair in Business Leadership and Professor of Marketing,

Mays Business School- Texas A & M University.

Email: ssridhar@mays.tamu.edu

Dr. Vikas Mittal (Co-Chair)

J. Hugh Liedtke Professor of Management,

Jones Graduate School of Business- Rice University,

Email: Vikas.Mittal@rice.edu

Dr. Ashwin Malshe

Associate Professor of Marketing and Chair of Ph.D. Program Committee

ALVAREZ College of Business- The University of Texas at San Antonio

Email: ashwin.malshe@utsa.edu

Abstracts of Selected Research Papers

The Strategic Imperative of Customer-Driven Alignment: Empirical Insights and Theoretical Implications

While strategic alignment is established as critical for firm performance, the essential role of customers remains understated. We introduce Strategy Mix-Customer Value (SMCV) alignment, quantifying the fit between firms' strategic initiatives and customer value drivers. Analysis of 18,840 customer surveys and Form 10-K filings from 104 public firms reveals four alignment types: commission alignment, omission alignment, commission misalignment, and omission misalignment. Results show that a 12.5% higher commission alignment is associated with 9.2% higher revenue, 5.2% higher gross margin, 8.8% free cashflow, 1.7% lower systematic risk, and 11.1% higher firm value measured as Tobin's q compared to commission misaligned firms. A complementary study of seven private firms shows the decrease in financial performance from SMCV misalignment is mediated by coordination costs. Results show that aligning strategic focus with customer priorities significantly impacts both financial performance and organizational efficiency.

Keywords: strategy mix, marketing strategy effectiveness, customer value drivers, customer satisfaction, natural language processing, financial performance.

The Algorithmic Arbiter: User Responses to AI vs Human Content Moderation and Implications

Platform firms are facing increasing user misconducts such as misinformation, fake news and are building AI content moderation systems to deal with these issues at scale in real time. However, they are worried that users might react negatively to AI (vs human) content moderation, and this can reduce overall user engagement. We build a conceptual model examining how the relationship between AI (vs human) content moderation and user outcomes is mediated by the perceived effectiveness of content moderation. We also hypothesize how these effects are different by user type (perpetrator vs bystander). We conducted a lab experiment with 2 Moderation types (AI vs Human) X 2 User types (perpetrator vs bystander) and collected responses from 505 participants. We find that when firms use AI (vs Human) moderation, perpetrators are less annoyed, more likely to complain, less likely to take corrective action, and more likely to engage in future misconduct. For both perpetrators and bystanders, there is no difference between future engagement when AI or Humans are used for moderating content. Based on our findings we advise platform firms to 1) adopt AI content moderation and 2) not display flagged content on bystander's feed.

Keywords: content moderation, AI agents, AI vs Human decisions, user misconduct.

WHEN DOES CMO MATTER TO FIRM PERFORMANCE? AN INVESTIGATION INTO CEO-CFO STABILITY AND ENVIRONMENTAL STABILITY

Extant studies in marketing have examined the effect of CMO presence on firm performance and found mixed empirical evidence. In this study we reconcile the mixed empirical evidence by identifying a key organizational contingency variable, CEO-CFO stability, that moderates the relationship between CMO presence and firm performance and how this effect varies with three environmental conditions, market concentration, industry munificence and industry dynamism. Results based on 9044 firm-years observations from 802 public firms during 2000-2023 indicate that CEO-CFO stability positively

moderates the effect between CMO presence and firm performance. This positive moderating effect of CEO-CFO stability on CMO presence and firm performance is enhanced in industries with high market concentration and attenuated in industries with low munificence. This study advances the literature on CMO presence and top management sub-teams by identifying a key contingent variable, CEO-CFO stability, and reconciles the mixed empirical evidence on CMO presence and financial performance. Our study provides guidance for boards and top management teams regarding the importance of CEO and CFO in supporting CMO and the role of organizational and environmental conditions on CMO presence and firm performance.

Keywords: CMO presence, TMT sub-teams, Firm performance, TMT stability

Political Actor Response Strategies After Unforeseen Political Violence

In recent years there has been an increase in violence targeting political candidates, impacting voter and election outcomes. We examine the response strategies of presidential candidates after the attempted assassinations on presidential candidates in 2024. We anticipate that the candidate facing violence (target), post attack, will focus more on undecided voters (vs party voters) while their opponent (bystander), post attack will focus more on their party voters (vs undecided voters). Using rich datasets from Meta Ad library, we find that post the assassination attempt on Trump in July 2024 both Trump campaign and Biden campaign responded as we predicted. Specifically, Trump campaign focused more on younger, female voters and advertised more in swing states with high percentage of undecided voters while Biden campaign focused more on older, female voters and advertised more in swing states with low percentage of undecided voters. However, we argue that this advertising strategy is not optimal for both the victim and bystander candidate and will reduce the effectiveness of advertising. We demonstrate that after the second assassination attack in September 2024 on Trump, Target's ad spending did not have any impact on his vote share while bystander's ad spending increased the overall undecided voters. Overall, this study offers guidance to political candidates, political actors and voters about the different strategies candidates employ and the negative impact of political violence on electoral processes.

Keywords: Political Violence, Political Response Strategies, Segmentation and Targeting, Advertising Effectiveness

Customer Satisfaction, Loyalty Behaviors, and Firm-Financial Performance: What 40 Years of Research Tells Us

The authors synthesize research on the relationship between customer satisfaction (CS) and customer- and firm-level outcomes in a meta-analytic framework based on 535 correlations from 245 articles representing a combined sample size of 1,160,982. Overall, the results point to positive associations of CS with customer-level outcomes and firm-level outcomes (i.e., product-market, accounting, and financial-market performance). However, the magnitude of the relationship between CS and firm-level outcomes is smaller than that between CS and customer-level outcomes. Moderator analysis shows substantial variability in the effect sizes reported across customer-level studies due to contextual factors and measurement characteristics. The authors conclude with a discussion of the theoretical and managerial implications of these effects and propose future research directions. Specifically, the differential strength of the association with CS across customer behaviors can be understood by simultaneously examining multiple customer outcomes within a study. There is also an opportunity to specify mechanisms that drive the differences in effect sizes across contexts. Finally, the still-emerging literature on the impact of CS on financial performance would benefit from a systematic investigation of moderators and the means through which CS affects firm financial performance.

Keywords: customer satisfaction, retention, word of mouth, financial performance, meta-analysis

Strategy Scope for B-to-B Firms: Dynamics, Antecedents and Consequences

Extant research has established the critical role of marketing strategy on a firm's financial performance. However, due to the risk of losing competitive advantage, strategy is seldom conveyed to external stakeholders such as customers. For external observers, it might be challenging to understand firm strategy ex-ante unless the firm's management conveys it through reports, public announcements, or media. Customer focus and strategy measurement has predominantly relied on self-reported survey-based measures or dictionary-based approaches to measuring generic terms, with several limitations. This study aims to bridge this gap by providing a method to measure a comprehensive framework of customer-focused strategy through text analysis of 10-K filings. We examine 10-K reports of 13,602 firms over 21 years to comprehend eight areas of a comprehensive customer-focused strategy and demonstrate that our approach outperforms the traditional approaches used to study generic constructs in marketing.

Keywords: Customer Focused Strategy, Deep Learning, Natural Language Processing, Textual Analysis, Transformer models