

Dr. Anurag Dugar

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Goal

To empower individuals and organizations with cutting-edge marketing and business knowledge, actionable skills, and growth mindset, enabling them to excel in dynamic corporate environment.

Summary

- **Experience:** 26+ years of enriching experience in Marketing – industry, academics, and training.
- **Current profile** - Working as Visiting Faculty, Trainer and Consultant.
- **Associations:** 11 IIMs, 2 IITs, SIBM Pune, Masters Union, Scaler School of Business, GIM and more [IIM Bnglr, IIM Shllng, IIM Vskhptnm, IIM Ngpr, IIM Trchy, IIM Bdhgy, IIM Rpr, IIM Amrtsr, IIM Smbldr, IIM Rhtk, IIM Udpr, IIT Knpr, IIT Jdhpr, ICICI Bank Business Leadership Programme, UK's Leeds Metropolitan University's India Campus etc.]
- **Expertise:** *Building, Managing and Killing Brands, Curating Service Excellence for Designing Amazing UX, Pricing Strategies for Marketers, Marketing to Enterprises, and Marketing Metrics*
- **Publications:** 2 Books, 2 'A' Category, 2 'B' Category, 4 'C' category papers amongst many others. Presented papers at international conferences (Academy of Management, US, IIM B, IIM I and IIM K).
- **Industry Connect** – Rich track record of sessions in MDPs, EDPs. Empaneled mentor for startups at National Institute of Agricultural Marketing, Atal Incubation Centre at Goa Institute of Management.
- **Education:** Ph.D. (Marketing), PGDBM (Marketing), M.Com (Business Administration), & MBA (Mktg)

Areas of Exposure

Teaching

- More than 23 years of enriching teaching experience with consistently good feedback of around 4/5 including for courses delivered at top b-schools (mentioned above).
- Experience of teaching at UG, PG and Executive (mid to senior) level

Organization Building in Recent Associations

Altero Advisory – Director - Executive Education

- Lead the creation of next-gen global standard executive education company for India, UAE & Africa

Goa Institute of Management – Associate Professor (Marketing) (5 years)

- Programme Chair PGDM (Hybrid) – Conceived, Planned, Launched and Managed the Hybrid EPGDM programme
- Chairman – Curriculum Review Committee for Executive Education
- Member – Committee on Online Programmes for Executives

IIM Shillong – Assistant Professor (Marketing) (6 Years)

- Chairman – Admissions
- Chairman – Student Affairs, Placement and PR (PGPEX – Managing Business in India & China)
- Chairman – Library

Academic Credentials

Doctorate; MBA; M.Com; PGDBM

- PhD on “Marketing Strategies of Petroleum Companies (A Case Study of Indian Oil Corporation)” - from Department of Business Administration, University of Rajasthan, Jaipur (2006–10). (Registration 29/04/2006 / Submission 25/04/2009 / Awarded 04/06/2010)
- 2-year full time PGDBM (specialization: marketing) with A Grade (5.8 / 7 CGPA) from Faculty of Management Studies – Indian Institute of Rural Management, Jaipur (1996 - 98) (Programme approved by AICTE, Ministry of HRD).
- *Masters in Commerce (specialization: Business Administration) with 56%, from University of Rajasthan, Jaipur (1996-99).
- *Master of Business Administration (specialization: Marketing) with A Grade (75%), from Rajasthan Vidyapeeth, Udaipur (2003-05).
- Bachelor’s in Commerce with 59%, from University of Rajasthan, Jaipur (1993-96).
- Xth and XIIth with first division from Rajasthan Board of Secondary Education (1991 and 1993)

* - as non-collegiate student / distance education mode

Industry Oriented Research, Publications and Conference Presentations

I believe in industry-oriented research that solve industry’s problems or help it make better strategies. I am a regular contributor to journals, conferences (national and international) and business magazines.

Research Papers

1. Achieving Competitiveness through Logistics – An Indian Perspective published in ICFAI Journal of Supply Chain Management, Vol. III (3) (Sept’06) (ISSN: 0972-9267)
2. Marketing of Petrol in India: Transformation of an Undifferentiated Low Involvement Commodity into High Involvement Brands, published in International Journal of Innovative Marketing, (2007, Vol 3, Issue 4, pp: 52-59) (ISSN: 1814 –2427). [SCOPUS]
3. Service Modification through extending Mass Customization in the Professional Education Service Industry - Scope, Challenges and Management, published in FEDUNI Journal of Higher Education, (3), 63 – 81, (Aug’10) (Coauthor) (ISSN: 0973-3744)
4. Correlation between Brand Loyalty and Perceived Service Satisfaction for a Retail Store: An Empirical Study of Reliance Fresh’s Customers, published in Journal of GNA Institute of Management and Technology (Oct’08, Vol. III, No 1) (ISSN: 0974-5726).
5. Teaching Concepts of Probability: A Case Study Methodology for B-Schools – published in Icfaian Journal of Management Research (July’09, Vol. III, No. 7, pp: 34 – 44) (Coauthor) (ISSN: 0972–5342).
6. Juice Brands’ Assertion of Purity and Quality: Do Indian Consumers Deem? published in Amity Business Review, 13(1), 1 – 9, (Jan – June 2012) (ISSN: 0972 – 2343)
7. Consumers’ Perception about Lighting Products: A Study of Havells Retail Lighting Products in the National Capital Region published in Samvad (Vol. V, 8 – 17, Sept’12) (ISSN:2249-1880)

8. Measuring Consumers' Preferences and Attitudes Towards Branded Petrol: An Initial Investigation of the Branded Petrol Market published in Global Business Review, 14 (1) (Jan – Mar 2013), 137 - 154 (DOI:[10.1177/0972150912466466](https://doi.org/10.1177/0972150912466466)) (C Category in ABDC; Sage Publications) (ISSN – 0972-1509).
9. Cognitive dissonance as an effect of indulging on credit published in Paradigm, 18 (2) (Dec 2014), 155-166. Sage Publications. (Co-author)
10. Functional benefits versus experiential benefits from bank brands published in NMIMS Management Review, XXV, (Oct- Nov, 2014), 117-127. (Co-author) [WEB OF SCIENCE ESCI]
11. Globalizing Higher Education in India: Brain Drain in Reverse – A Review, published in Prabandhan: Indian Journal of Management, (October, 2016), 9 (10), 23 – 33. (DOI: [10.17010/pijom/2016/v9i10/103071](https://doi.org/10.17010/pijom/2016/v9i10/103071)) (Co-author) [SCOPUS]
12. Measuring International Students' Satisfaction with Higher Education in India: Development and Validation of INHEDPERF Model, published in International Journal of Applied Business and Economic Research, (Feb, 2017), 15(1), 251-265. (Co-author) [SCOPUS]
13. Impact of Service Quality on Customer Satisfaction and Loyalty in the Sector of Telecom Service Provider in Delhi-NCR, published in International Journal of Innovative Technology and Exploring Engineering (IJITEE), (Jun 2019), 8(8). (Co-author) [SCOPUS]
14. An Analysis of Perception and Expectation Scores of Service Quality between Private Mobile Operators in India, published in Journal of Advanced Research in Dynamical & Control Systems, (Dec. 2019), Vol. 11 (12), Special Issue, pp. 1259 – 1265 (1943-023X) DOI: 10.5373/JARDCS/V11SP12/20193334. (Co-author) [SCOPUS]
15. Determining the challenges to infrastructure sharing among mobile service providers in Delhi NCR, published in International Journal of Scientific Technology and Research, (Jan. 2020), Vol. 9 (1), pp. 3132 - 3137 (ISSN 2277-8616) [SCOPUS]
16. Retailers with the traits of consumer: Exploring the existence and antecedents of brand loyalty in small unorganized retailers, published in Journal of Retailing and Consumer Services, Vol. 62, Article 102635, (<https://doi.org/10.1016/j.jretconser.2021.102635>). (A Category in ABDC) (May 2021)
17. Decoding the sustainable consumer: what yoga psychology tells us about self-control and impulsive buying?, published in South Asian Journal of Business Studies (<https://doi.org/10.1108/SAJBS-03-2020-0083>), (C Category in ABDC), (2022).
18. Decoding Customer Opinion for Products or Brands Using Social Media Analytics: A Case Study on Indian Brand Patanjali, published in International Journal of Intelligent Information Technologies, Vol. 18(2), (<https://doi.org/10.4018/IJIT.296271>), (C Category in ABDC), (2022).
19. Deliberately Causing Brand Confusion: State of the (Unfair) Art, published in Business Perspectives and Research, (<https://doi.org/10.1177/22785337211070380>), (C Category in ABDC), (2022). (Co-author: Prof. Y L R Moorthi, IIM Bangalore)
20. The influence of remote work communication satisfaction and CSR association on employee alienation and job satisfaction: a moderated-mediation study, published in Information Technology and People, (<https://doi.org/10.1108/ITP-01-2021-0030>), (A Category in ABDC), (2022). (Co-author)
21. Drivers of customers' loyalty in unorganized retail: insights from India, published in Academy of Marketing Studies Journal, Vol. 24 (S2), (B Category in ABDC), (2023), (Co-author) <https://www.abacademies.org/articles/drivers-of-customers-loyalty-in-unorganized-retail-insights-from-india.pdf>

22. The Dark Side of Brand Loyalty in Retail: Sense of Entitlement and Likelihood of Misbehavior in Loyal Customers, published in *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, Vol. 37(2), 146-165, (B Category in ABDC), (Co-author). (<https://jcsdcb.com/index.php/JCSDCB/article/view/1005>)
23. *Driving sustainability through Marketing Sustainable Products to Business Buyers*, accepted for publication in *International Journal of Enterprise Network Management* (B Category in ABDC). Expecting publication in next 6 months.

Book

1. "Marketing Metrics: Beyond Clickbaits", published by Sage Publications (ISBN:978-93-5479-513-8). Second edition published by KBD Publishers (2022)
2. "Monitoring Business Performance: 30 KPIs & Metrics You Can't Miss", published by KBD Publishers (ISBN: 978-81-988-6890-9) (2025).

Cases

1. *Rebranding. Yes. No.* - published in *Journal of Brand Strategy* (United Kingdom), 1(2), Aug'12, 149 - 163 (ISSN 2045-855X) [SCOPUS]
2. *Cementing the Survival* - presented at International Case Conclave Elixir 2014 organized by GD Goenka University, Gurgaon, 5 December 2014.
3. *Fuelling the Future: Marketing Strategy in the Volatile Fuel Dealership Industry* - accepted for publication in *Sage Cases* (2025) (Co-Author)
4. *Magsons: Strategizing in the Hyper-Competitive Supermarket Industry* - accepted for publication in *IVEY* (2025) (Co-Author)

Magazine Articles

1. Implications and Applications of Increasing Parties in Logistics, published in souvenir for 6th National Convention of Asian Council of Logistics Management, Kolkata (Jan '07).
2. Convergence – The Next Paradigm Shift in Business, published in *MBA Review* (Sep'07) (ISSN: 0972-6764).
3. Commoditization of Brands and Branding of Commodities: Emerging Paradoxes in Indian Market - published in *Global CEO* (Aug'08) (ISSN: 0972-5318).
4. Service Marketing in India: Service it published in *Effective Executive* (Mar'09, Vol. XII, No 3) (ISSN: 0972-5172).
5. What's Inside? A Case for Component / Ingredient Branding – published in *Effective Executive* (Coauthor) (Vol. XII, Issue 11, Nov'09) (ISSN: 0972-5172)
6. Deliberate Logo Modification – Some Unanswered Queries published in *Marketing Mastermind* in (Vol XI, Issue 1, Jan'11) (ISSN: 0972-5156).

7. The Coke Contrast in India: Coke Versus Coca-Cola published in Advertising Express (Volume XI, No. 7, July'11) (ISSN: 0972-5326).

MDP / Training Conducted

1. Sessions on “Soul of Marketing” and Decoding Consumer Behavior” in Industrial Management and Entrepreneurship organized by IIT Ropar and NITTR Chandigarh for the Indian Armed Forces in June 2025
2. Conducted a session on “Brands Beyond Borders” for Harishankar Singhanian School of Business (HSB) in June 2025
3. Conducted a Workshop for the participants of Masters’ Union on “Service Design: Designing Exceptional Service Experiences” in May 2025
4. Conducted a Masterclass for the participants of Masters’ Union on Brand Association Maps in April 2025
5. Conducted an MDP for the members of CII (West) on “Know the Power of Your Brand” in April 2025
6. Sessions on “Customer Leadership” in MDP for middle level executives of Indian Oil Corporation Ltd. organized by IIM Trichy at IOCL’s Institute of Petroleum Studies, Gurgaon in November 2023.
7. MDP titled Cultivating the Brand Mindset conducted for Sales Engineers and Leadership team Grundfos India a Denmark Head-quartered MNC in August 2022
8. Multiple MDPs for Indian Oil Corporation Channel Partners in North East at IIM Shillong
9. Sessions conducted in MDP for LIC Managers at IIM Shillong
10. Training Programme on Service Excellence in Hotel and Tourism Industry, conducted for Hoteliers of North East, at IIM Shillong

Conference Presentations and Proceedings

1. Supply Chain Integration: An Ongoing Approach for Sustainability presented at AICTE sponsored national level conference at Integrated Institute of Learning and Management – Jaipur (then JIILM). (Coauthor) (Dec’06)
2. Convergence in Proximity with Globalization, Business and Marketing at the International Conference jointly organized by North American Society for Marketing Education in India (NASMEI) and IIM – Indore (2006).
3. Service Modification through extending Mass Customization in the Professional Education Service Industry - Scope, Challenges and Management, presented at the International Conference at IIM Bangalore, organized by Product Development Management Association (PDMA) and IIM Bangalore (Dec ’07)
4. Challenges and Strategies – Enhancing Competitiveness of Indian Tourism & Hospitality Industry for National Conference on Global Competitiveness organized by IIM – Kozikode in association with IIM – Lucknow in 2007.

5. The Influence of Remote Communication Satisfaction and CSR Association on Employee Work alienation and Job Satisfaction: A Moderated Mediated Study – presented at the Annual Meeting of the Academy of Management, USA

Book Chapters [Conference papers / cases that were published as book chapters]

1. Strategic Supply Chain Management – An Introduction, edited by Sabyasachi C. (May '07) (ISBN: 81-314-0716-0)
2. Logistics Management - Concepts and Cases, edited by Pramod Rao and Kalyani Gohokar (June '07) (ISBN: 81-314-0776-4)
3. ICFAI University Press on Supply Chain Management – Managing the Process, edited by Jaya Krishna S. (Oct'07) (ISBN: 81-314-0372-6)
4. Convergence in Proximity with Globalization, Business and Marketing, published in Marketing in the New Global Order, edited by T K Panda and N Dhontu, by Excel Books (2007) (ISBN 81-7446-510-3).
5. Challenges and Strategies – Enhancing Competitiveness of Indian Tourism & Hospitality Industry, published in "Global Competition and Competitiveness of Indian Corporates: Measurement and Analysis", edited by Krishna Kumar and P R Bhatt, by Macmillan Advanced Research Series (2009) (ISBN: 13-978-0230-63857-0).
6. Cementing the survival published in International Case Conclave Elixir 2014 published by Excel India Publishers, New Delhi. pp.79-87, (ISBN: 978-93-84869-00-7)

Participation in Conference and Workshops (Major Ones)

1. Academy of Management, Annual Meeting 2021 - Paper titled: Influence of Communication Satisfaction and CSR Association on Job Satisfaction & Work Alienation
2. International Conference on Issues and Challenges in Retail Sector and FDI in India and Across the World organized by Symbiosis Centre for Management Studies (Feb'13)
3. FDP conducted by ICICI Bank for its Education Partners (July'11)
4. Measuring Correlation Between Consumers' Perceived Price Sensitivity and Preference for Branded Petrol: An Empirical Analysis, presented at Energy 2010, a national conference at University of Petroleum and Energy Studies, Dehradun (Uttaranchal). (Apr'10) (In absentia)
5. International Conference on Brand Management at IMT Ghaziabad (Dec'08)
6. National workshop on "Research Methods in Marketing" (Mar'05)
7. 6 day FDP on Sales & Distribution Management at INC Staff College, Gurgaon (Feb'08)
8. 40 day Faculty Training Program at INC Staff College, Gurgaon (Dec'07 – Jan'08)

Personal Details

- Date Of Birth 21st May, 1976
- Marital Status Married

References

Dr. YLR Moorthi
Professor
IIM Bangalore

Dr. P Saravanan
Professor and Dean
IIM Trichy

Dr. Shankar Purbey
Professor and Dean
Development Management Institute