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Work: Kellogg School of Management
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EDUCATION:

Ph.D., Marketing, the Wharton School, University of Pennsylvania, 1993
Master of Arts, University of Pennsylvania, 1993
Post Graduate Diploma in Management, Indian Institute of Management, Calcutta, India, 1987
Bachelor of Technology (Electrical Engineering), Indian Institute of Technology, New Delhi, India, 1985

ACADEMIC APPOINTMENTS:

1999 - Present: Robert R. McCormick Tribune Foundation Clinical Professor of Technology, Director, Center for Research in Technology and Innovation, Kellogg School of Management, Northwestern University

1993-1999: Assistant Professor of Marketing, Kellogg School of Management, Northwestern University

RESEARCH AWARDS AND HONORS:

- Best Paper Award, Product Development Management Association Award Annual Conference, 2010
- Runner-up, Best Paper Award, *Journal of Interactive Marketing*, 2005.
- Winner, 2001 Accenture Award for best paper published in *California Management Review*, 2001.
- Distinguished Visiting Scholar, Koc University, Turkey, 1999.
- Finalist, 1996 John D. C. Little Award for Best Paper published in TIMS Journals during the year.
- Winner, MSI Research Proposal Competition on "Harmonizing Marketing-Manufacturing Relationships", March 1995.
- Finalist, 1994 John D. C. Little Award for Best Paper published in TIMS Journals during the year.
- McManus Research Professorship 1995
- Kraft Research Professorship, Kellogg School, 1994
- McManus Research Professorship, Kellogg School, 1993

TEACHING AWARDS AND HONORS:

- Nominee, Outstanding Professor of the Year, Kellogg School, 2009
- Nominee, Outstanding Professor of the Year, Kellogg School, 2008.
- Sidney Levy Award for Teaching Excellence, Kellogg School, 2006.
- Sidney Levy Award for Teaching Excellence, Kellogg School, 1999.
- Outstanding Professor of the Year, Kellogg School, 1998.
- Finalist, Outstanding Professor of the Year, Kellogg School, 1997 and 1996.
- Nominee, Pentair-D. Eugene and Bonnie L. Nugent Teaching Professorship, McCormick School of Engineering, 1996.
- Sidney Levy Award for Teaching Excellence, Kellogg School, 1995.
- Teaching Honor Roll, Kellogg School, Fall 1993, Spring 1993, Fall 1994, Winter 1994, Winter 1997, Spring 1997, Winter 1998, Spring 1998, Spring 1999.

OTHER RECOGNITIONS AND AWARDS:

- Nominated for “Light of India Award” 2012 for Excellence in Education & Academics, Times of Money; A Times of India Group Company.
- “World’s Best Known Indian-Origin Gurus”, Times of India, December 2011.
- Distinguished Alumnus Award, Indian Institute of Management, Calcutta, 2011.
- Sewa Award for Academic Leadership, Centennial Foundation, Toronto, April 2006.
- Keynote Speech invitation by Government of India at Pravasi Bharatiya Divas, Hyderabad, January 2006.
- Award for Outstanding and Inspiring Academic Leadership, Consulate General of India, 2003.
- Fellow, World Economic Forum, 2002, 2001, 2000 and 1999.
- Invitee, Fortune Brainstorm 2001, 2002 and 2004 Editors’ Invitational Conference
- “e-Biz 25”, one of 25 most influential people in e-Business, *Business Week*, May 2000.
- Society of Professional Journalists award 2000 for Depth Reporting in Non-Daily Print, for the two articles, "Let's get Vertical" and "How it Works".
- Member, *40 Under 40*, Crain’s Chicago Business, November 1999.
- Dean's Fellowship for Distinguished Merit, Wharton School, 1989.
- Roy Gold Medal and Chairman's gold medal, Indian Institute of Management, Calcutta, 1987.
- HMM award for excellence in Marketing, Indian Institute of Management, Calcutta, 1987.
- Glaxo gold medal for best Marketing student, Indian Institute of Management, Calcutta, 1987.
- R. Nath Memorial Trust Award, Indian Institute of Management, Calcutta, 1986.
- Eleventh merit position, All India Senior School Certificate Examination, 1980.
- National Talent Search Scholarship, NCERT, India, 1978.

RESEARCH INTERESTS:

My research centers on customer engagement in a digitally connected world, process-centric marketing, business innovation and organic growth strategies. Within these domains, my current research projects focus on network-centric innovation, digital and social media strategies, diagnostic tools for business innovation, process architecture for marketing, collaborative marketing with customers and marketing performance measurement.

GRADUATE COURSES TAUGHT:

- Technology Marketing (new elective designed by me)
- Product Management for Technology Companies: An Entrepreneurial Perspective (new elective designed by me)
- Kellogg TechVenture (new elective designed by me).
- Managing New Products and Services
- Marketing Management

EXECUTIVE COURSES TAUGHT:

- Executive Masters' Program (EMP)
- Advanced Executive Program (AEP)
- Executive Development Program (EDP)

NON-DEGREE COURSES TAUGHT:

Open Enrollment Executive Education Programs
- Managing Customer Relationships for Profit
- Driving Business Results Through IT Portfolio Management
- Business Marketing Strategy
- Mission Driven Marketing
- Managing New Products and Services for Competitive Advantage
- Creating a Culture of Innovation
- Driving Topline Organic Growth
- CEO Perspectives Program
- STC Program
- Latin American CEO Program
- ISB Global Advanced Management Program
- National Institute of Bank Management Program
- Universidade Catolica Portuguesa Program

Custom Executive Education Programs
- Digital Marketing with a Purpose (Microsoft)
- Value Proposition Development and Storytelling (Microsoft)
- Integrated Marketing Communication (Microsoft)
- Customer Insight Leadership (Microsoft)
- Kellogg on Marketing (Microsoft)
- Virtual Kellogg on Marketing (Microsoft)

- Brand Mastery Program (McDonald's)
- Littler Innovation Program (Littler Mendelson)
- O'Melveny & Myers Innovation Program
- IC Innovation Program
- FBI Senior Leadership Program (FBI)
- Hyatt Leadership Program (Hyatt)
- Capital Group Leadership Program (Capital Group)
- Marketing Leadership Program (custom program for Sony)
- Global Strategic Marketing Training Program (custom program for Nissan Motor)
- Marketing Bootcamp (custom program for DuPont)

REFEREED PUBLICATIONS:

Khosla, Sanjay and Mohanbir Sawhney (2012), "Blank Checks: Unleashing the Potential of People and Businesses", *Strategy+Business,* Forthcoming.

Nambisan, Satish and Mohanbir Sawhney (2011), "Orchestration Processes in Network-Centric Innovation: Evidence from the Field", *Academy of Management Perspectives,* Volume 25, Number 3, August.

Chen, J. and Mohanbir Sawhney (2010). "Defining and Measuring Business Innovation: The Innovation Radar," Proceedings of the American Marketing Association Conference 2010, Boston MA.

Chen, J. and Mohanbir Sawhney (2010). "Beyond Product innovation: The Innovation Radar", Proceedings of Product Development Management Association Research Forum, Oct 16-17, Orlando, Florida.

Khosla, Sanjay and Mohanbir Sawhney (2010), "Growth through Focus: A Blueprint for Profitable Expansion", *Strategy+Business,* August 2010.

Sawhney, Mohanbir; Tyagi, Rajesh (2010), "High-Performance Product Management: The Impact of Structure, Process, Competencies and Role Definition", *Journal of Product Innovation Management.* Journal of Product Innovation Management, 27, 1, 83-96.

Nambisan, Satish and Mohanbir Sawhney (2007). "A Buyer's Guide to the Innovation Bazaar". Harvard Business Review. June.

Nambisan, Satish and Mohanbir Sawhney (2007, "Meet the Innovation Capitalist". Harvard Business Review. March.

Sawhney, Mohanbir, Robert Wolcott and Inigo Arroniz (2006). "The 12 Different Ways for Companies to Innovate", MIT Sloan Management Review, Spring.

Verona, Gianmario, Emanuela Prandelli and Mohanbir Sawhney (2006), "Innovation and Virtual Environments: Towards Virtual Knowledge Brokers", Organization Studies, March.

Sawhney, Mohanbir, Verona, Gianmario and Prandelli, Emanuela (2005), "Collaborating to Create: The Internet as a Platform for Customer Engagement in Product Innovation", Journal of Interactive Marketing, October. **Runner-up, Best Paper Award, 2005.**

Sawhney, Mohanbir, Sridhar Balasubramanian and Vish Krishnan (2004), "Creating Growth With Services", MIT Sloan Management Review, 45(2), Winter.

Sawhney, Mohanbir, Emanuela Prandelli and Gianmario Verona (2003), "The Power of Innomediation", MIT Sloan Management Review. 44(2), Winter.

Sawhney, Mohanbir and Jeff Zabin (2002), "Managing and Measuring Relational Capital in the Network Economy", Journal of the Academy of Marketing Science, 30(4), Fall.

Sawhney, Mohanbir (2002), "Don't just Relate – Collaborate", MIT Sloan Management Review, April.

Sawhney, Mohanbir (2001), "Don't Homogenize", Synchronize", Harvard Business Review, July-August, 100-108.

Ramdas, Kamalini and Mohanbir S. Sawhney (2001), "A Crossfunctional Approach to Evaluation of Multiple Line Extensions", Management Science, January.

Sawhney, Mohanbir and Deval Parikh (2001), "Where Value Lives in a Networked World", Harvard Business Review, January 2001, 79-86.

Mittal, Vikas and Mohanbir S. Sawhney (2001), "Learning and Using Electronic Information Products: A Field Study", Journal of Interactive Marketing, Vol. 15, No.1, Winter, 2-12.

Sawhney, Mohanbir and Emanuela Prandelli (2000), "Communities of Creation: Managing Distributed Innovation in Turbulent Markets", California Management Review, Summer 2000, 24-54. **Winner, 2001 Accenture Award for best paper published in *California Management Review*.**

Kaplan, Steven and Mohanbir S. Sawhney (2000), "eHubs: The New Business-to-Business Marketplaces", Harvard Business Review, May-June 2000, 97-103.

Eliashberg, Jehoshua, Jedid-Jah Jonker, Mohanbir Sawhney and Berend Weirenga (2000), "MOVIEMOD: An Implementable Decision Support System for Pre-Release Market Evaluation of Motion Pictures", Marketing Science, Vol. 19, No. 3, Summer, 226-243.

Gupta, Sachin, Dipak Jain and Mohanbir S. Sawhney (1999), "Modeling the Evolution of Markets with Indirect Network Externalities: An Application to Digital Television", Marketing Science, Vol. 18. No. 3, 396-416.

Sawhney, Mohanbir S. (1998), "Leveraged High-Variety Strategies: From Portfolio Thinking to Platform Thinking", Journal of the Academy of Marketing Science, Vol. 26, No. 1, 54-61.

Sawhney, Mohanbir S., and Jehoshua Eliashberg (1996), "A Parsimonious Model for Forecasting Box-Office Revenues of Motion Pictures", Marketing Science, 15, 2, 113-131. **Finalist, 1996 John D.C. Little Best Paper Award.**

Eliashberg, Jehoshua, and Mohanbir S. Sawhney (1994), "Modeling Goes to Hollywood: Predicting Individual Differences in Movie Enjoyment", Management Science, September, 1151-1173. **Finalist, 1994 John D. C. Little Best Paper Award**.

Working Papers:

Sawhney, Mohanbir; Goswami, Sanghamitra (2012) "Talk Pays: Innovation Buzz and Stock Market Valuation"

"Firing Up the Growth Engine with Market Driven Growth" (2012), Robert Cooper, Mohan Sawhney, Rita McGrath and Ian MacMillan.

Chen, Jiyao and Mohanbir Sawhney (2011), "An Empirically Validated Framework for Measuring Business Innovation".

Sawhney, Mohanbir; Chen, Jiyao (2009) "Measuring and Managing Business Innovation: The Innovation Radar"

Sawhney, Mohanbir; Chen, Jiyao (2009), "The Three Routes to Value Creation through Innovation"

Current Research projects:

- A Process Architecture for Marketing
- Risks and Challenges in Providing Customer Solutions
- Brands and Social Media Marketing
- The Three Horizons of Marketing.
- Collaborative Marketing with Customers
- Intellectual Property and Incentives in Distributed Innovation.

Books, Software and Applications:

Design your Value Proposition, Projectware created with iCanPilot, 2010.

SoftStrat: The Software Business Platform Migration Game (2010).

Collaborating with Customers to Innovate: Conceiving and Marketing Products in the Network Age (2008), Emanuela Prandelli, Gianmario Verona and Mohanbir Sawhney, Edgar Publishing.

The Global Brain: Your Roadmap for Innovating Faster and Smarter in the Networked World (2007), Satish Nambisan and Mohanbir Sawhney, Wharton School Publishing.

Kellogg on Technology & Innovation (2002), Ranjay Gulati, Mohanbir Sawhney, and Tony Paoni (editors), John Wiley & Sons.

The Seven Steps to Nirvana: Strategic Insights into e-Business Transformation (2001), Mohanbir Sawhney and and Jeff Zabin, McGraw Hill.

TechVenture: New Rules on Value and Profit from Silicon Valley (2001), Mohanbir Sawhney, Tony Paoni, and Ranjay Gulati (Editors), John Wiley & Sons.

PhotoWars: A Digital Strategy Simulation Game (1997), Mohanbir Sawney, Raj Malhotra and Kevin Agatstein, Prentice-Hall.

Books in Progress:

- *Stop Feeding the Beast: A Blueprint for Profitable Growth through Focus*

Book Chapters:

Sawhney, Mohanbir and Ranjay Gulati (2009), "Creating Superior Customer Value in a Connected World", in *Business Network Transformation: Strategies to Reconfigure Your Business Relationships for Competitive Advantage,* Josey-Bass.

Nambisan, Satish and Mohanbir Sawhney (2009), "Network-Centric Innovation: A Roadmap for Tapping the Global Brain", in *The Network Challenge: Strategy, Profit, and Risk in an Interlinked World,* edited by Paul R. Kleindorfer, Yoram (Jerry) R. Wind, Robert E. Gunther, Pearson Prentice Hall.

Sawhney, Mohanbir (2006) "Going Beyond the Product: Defining, Designing and Delivering Customer Solutions", in *Toward a Service-Dominant Logic of Marketing: Dialog, Debate, and Directions* (Robert F. Lusch and Stephen L. Vargo).

Sawhney, Mohanbir (2005), "Branding in Technology Markets", in *Kellogg on Branding* (Tim Caulkins and Alice Tybout), John Wiley.

Prandelli, Emanuela, Mohanbir Sawhney and Gianmario Verona (2005), "Knowledge Management and the Emerging Organizational Models of Distributed Innovation: Towards a Taxonomy", December, iIn *Future of Knowledge Management.* Palmgrave.

Sawhney, Mohanbir (2003), Foreword: Rebuilding the Corporate Genome, in *Rebuilding the Corporate Genome,* Johan C. Aurik, Gillis J. Jonk and Robert E. Willen, John Wiley.

Sawhney, Mohanbir (2002), "Postfazione: Il Prossimo Passo del Marketing in ReteL L'attivazione del *Collaborative Marketing"*, in *Marketing in Rete,* Emanuela Prandelli and Gianmario Verona, McGraw Hill.

Balasubramanian, Sridhar, Vish Krishnan and Mohanbir Sawhney (2001), "New Offering Realization in the Networked Digital Environment", in *Digital Marketing,* Vijay Mahajan and Jerry Wind (Editors), John Wiley & Sons.

Sawhney, Mohanbir and Philip Kotler (2001), "Marketing in the Age of Information Democracy", in *Kellogg on Marketing,* John Wiley & Sons.

Sawhney, Mohanbir and Deval Parikh (2001), "Venturing Beyond Boundaries", in *TechVenture: New Rules on Value and Profit from Silicon Valley,* John Wiley & Sons.

Sawhney, Mohanbir and Emanuela Prandelli (2000), "Beyond Customer Knowledge Management: Customers as Co-Creators", in *Knowledge Management,* Yogesh Malhotra (editor).

Trade Press Articles:

Sawhney, Mohanbir (2005), "Technology as the Secret of an Agile Advantage", *Financial Times,* 2005
Sawhney, Mohanbir (2005), "The Networked Lifestyle in 2020", *Business Today,* January 16
Sawhney, Mohanbir (2005), "Blog-Trolling in the Bitstream", *Harvard Business Review*, February.
Sawhney, Mohanbir (2004), "A Manifesto for Marketing" *CMO Magazine* Summer.
Sawhney, Mohanbir (2004), "Beyond Market Research", *CMO Magazine*. November .
Sawhney, Mohanbir (2004), "Insights into Customer Insights", *CRM Project, Volume 5*, October.
Sawhney, Mohanbir and Wolcott, Robert (2004), "The Seven Myths of Innovation", *Financial Times,* September.
Mohanbir (2003), "Use the Net's Power to Divide and Rule", *Financial Times,* August 2003.
Sawhney, Mohanbir (2003), "Fundamentals of Value", *CIO Magazine*, July 1.
Sawhney, Mohanbir (2003), "Forward Thinking about Reverse Auctions". *CIO Magazin,* June 1.
Sawhney, Mohanbir (2003), "How to Keep Your Customers Satisfied", *CIO Magazine*, May 1.
Sawhney, Mohanbir (2003), "Decouple and Conquer" *CIO Magazine*, April 1.
Sawhney, Mohanbir (2003), "Real-Time Reality Check", *CIO Magazine*. March 1.
Sawhney, Mohanbir. (2003), "The Problem with Solutions", *CIO Magazine*, February 15.
Sawhney, Mohanbir (2003), "New Value, Same Customers", *CIO Magazine*, January 15.
Sawhney, Mohanbir, (2002), "Create Value from Values", *CIO Magazine*. November 15.
Sawhney, Mohanbir (2002), "Fields of Online Dreams", *CIO Magazine*, October 15.
Sawhney, Mohanbir (2002), "Getting Real about Getting Paid", *CIO Magazine*, September 15.
Sawhney, Mohanbir (2002), "Profit from Transparency", *CIO Magazine,* August 15.
Sawhney, Mohanbir (2002), "Damn the ROI, Full Speed Ahead", *CIO Magazine*, July 15.
Sawhney, Mohanbir (2002), "Putting the Horse First", *CIO Magazine*, May 15.
Sawhney, Mohanbir (2002), "Seeing the Whole Elephant", *CIO Magazine*, April 15.
Sawhney, Mohanbir (2001), "Patterns of Progress", *CIO Magazine*, December1.
Sawhney, Mohanbir (2002), "Getting in Sync with your Customers", *Teradata Magazine,* July.
Sawhney, Mohanbir (2001), "Beyond the Extremes", *Context,* July/August.
Sawhney, Mohanbir (2000), "Dangerous Liaisons", *Business 2.0,* October.
Sawhney, Mohanbir (2000), "Powered by India", *Business World India,* October.
Sawhney, Mohanbir (2000), "Break Your Boundaries", *Business 2.0,* July.
Sawhney, Mohanbir (2000), "Hand in Hand", *Context Magazine,* April/May.
Sawhney, Mohanbir (2000), "How it Works: The E-Commerce Engine", February.
Sawhney, Mohanbir (1999), "The Longest Mile", *Business 2.0,* November.
Sawhney, Mohanbir (1999), "Delivering on the Promise", *Context Magazine,* September/October.
Sawhney, Mohanbir (1999), "Let's Get Vertical!", *Business 2.0,* September.
Sawhney, Mohanbir (1999), "Making New Markets", *Business 2.0,* May.
Sawhney, Mohanbir (1998), "The New Middlemen in the Networked Economy", *Financial Times,* November.

CASE STUDIES AND TEACHING MATERIALS CREATED:

1. **Amazon Kindle Fire: The Big Gamble** (case study on Targeting, Positioning and Business Model Design), April 2012

2. **Xbox Fable III: Leveraging Digital Marketing to Drive Demand** (case study on digital and social media marketing), March 2012

3. **Nokia and the Smartphone Platform War** (case study on platform strategy), April 2011

4. **Dow Corning and the Solar Market** (case study on Market Opportunity analysis), March 2011

5. **NAVTEQ LCS & PlaceID: Navigating the Location-Based Services Ecosystem** (case study on Partnerships and Ecosystem Management), February 2011

6. **Motorola's Droid 2**, March 2011 (case study on managing product development programs)

7. **Pagewell 2.0: Writing the Market Requirements Document**, January 2011 (case study on product management)

8. **Modu: From Concept to Execution,** September 2010 (case study on product line design)

9. **Microsoft Office: Gaining Insight into the Life of a College Student,** January 2010 (case study on customer insights)

10. **Lowe's Companies: Optimizing the Marketing Communications Mix,** September 2009 (Case study on integrated marketing communications)

11. **Cisco Systems: Launching the ASR 1000 Series Router using Social Media Marketing,** March 2009 (case study on social media marketing)

12. **Amazon's Kindle e-Reader: Crossing the Chasm**, December 2008 (case study on market opportunity analysis)

13. **YourBillBuddy.com: Optimizing Revenues and Profits for a Technology Startup,** July 2008 (case study on business model design and optimization)

14. **Salesforce.com – Evaluating an Advertising-Based Revenue Model,** February 2008 (case study on business model innovation).

15. **Microsoft Office 2007 Launch Campaign: Designing, Implementing, and Measuring Digital Experiences** , January 2008 (Case study on digital marketing)

16. **Siemens Medical Solutions: Creating a Customer-Focused Organization for Solutions Marketing,** February 2006 (case study on solutions marketing and organization design)

17. **The Intel Pentium Flap,** October 2005. An interactive web-based "Scenario" case developed in collaboration with Wisdom Tools.

18. **Thomson Financial: Creating a Customer-Centric Firm,** February 2005 (case study on customer-focused organization design)

19. **Trilogy: Customer Value-Based Pricing**, February 2004 (case study on value-based pricing approaches)

20. **Intel Corporation: The Pentium Flap (A), (B), (C) and (D),** July 2003 (case study on managing a crisis in customer perceptions).

21. **Microsoft Corporation: Positioning and Branding .NET,** October 2002 (case study on branding and positioning strategy for technology products)

22. **Rockwell Automation: The Channel Challenge in the MRO Market,** June 2001, (case study on channel strategy and e-business).

23. **Wingcast: Creating and Capturing Value in Telematics** June 2001, (case study on value capture in emerging technology markets)

24. **Rand McNally: Compass for the Wireless Future**, January 2001 (case study on business redesign)

25. **TiVo,** January 2001 (case study on partnering and disruptive technology)

26. **Sun's Jini – The Battle for Mind Share** (January 2001) (case study on vision-based marketing and branding in technology markets).

27. **Asera – Partnering and Positioning for the Future**, January 2001 (case study on strategic positioning and partnering in technology markets)

28. **Container and Packaging Systems**, January 2001 (case study on business-to-business e-commerce models)

29. **PlasticsNet.com** (Case study on business-to-business metamediaries), July 1999.

30. **Peapod: Moving to the Internet** (Case study on business design adaptation). July 1998.

31. **Venture Capital Online** (Case on study on managing strategic alliances). June 1998.

32. **Career Central Corporation: Building Critical Mass** (Case study on markets with network effects). June 1998.

33. **Cisco Connection Online: Pioneering E-Commerce** (Case study on Internet-based customer care). May 1998.

34. **Amazon.com - Winning the Online Book Wars** (Case study on managing growth and operational challenges in E-Commerce). February 1998.

35. **DataLink, Inc.: Manufacturing Strategy for 900 MHZ Cordless Phones** (Case study on cost, quality and time-to-market trade-offs in technology markets). January 1997.

36. **NOVUS: Electronic Commerce Strategy** (Case study on competitive strategy in evolving opportunity markets), December 1996.

37. **Sprint and the Electronic Yellow Pages** (Case study on entry of a marketplace firm to the marketspace), November 1996.

38. **Pfluegger Interactive: The Digital Concierge** (Case study on new product marketing plan for a startup firm), November 1996.

39. **Illinois Superconductor Corporation: Forecasting Demand for Superconducting Filters** (Case study on forecasting demand in markets with network externalities), October 1996.

40. **MRT Cardioscope** (Case study on business-to-bnusiness market segmentation), June 1996.

41. **Intuit On-Line Banking (A) and (B)** (Case study on managing strategic alliances and controlling the strategic architecture of the personal finance industry), June 1996.

42. **The Educational Technology Corporation** (Case study on diffusion of innovations within and across organizations), June 1996.

43. **Motorola Wireless Data Group: The Envoy** (Case on study on segmentation, targeting and launch strategy for a technology-based product), March 1996.

44. **Alpha Corporation** (Case study on consumer decision making for durable goods), December 1994, revised January 1996.

45. **Blockbuster Video Corporation: Growth Strategies in 1995** (Case study on marketing opportunity analysis), December 1994.

CONFERENCE PRESENTATIONS AND INVITED TALKS:

"Harnessing the Global Brain", Keynote Speech at Kellogg-Recanati 15 year anniversary Celebration, Tel-Aviv, March 2012.

"Engaging in a Digitally Connected World", Keynote Speech at Aprimo Marketing Summit, Las Vegas, February 2012.

"Perspectives on Business Innovation", HSM Innovation Summit, Sao Paulo, June 2011.

"Engaging Customers in a Digital World", Keynote at Canadian Marketing Association Annual Convention, Toronto, May 2011.

"Network-Centric Innovation", Keynote at Institute for Study of Business Markets (ISBM) Consortium on New Offering Realization, Chicago, November 2010.

"Value Proposition Excellence in Product Development and Marketing", Invited Keynote at the 34th Annual Product Development Management Association Conference, Orlando, October 2010.

“Growth through Focus”, Keynote at Marketing Science Institute Trustees Meeting, Chicago, May 2010.

34h“GuruSpeak: Seminar on Marketing and Innovation”, Indian Institute of Management, Kolkatta, India, December 2009.

“Models for Network-Centric Innovation”, Invited Keynote, Wharton School of the University of Pennsylvania, November 2009.

“Perspectives on Business Innovation”, Invited seminar, Weatherhead School of Management, Case Western Reserve University, Cleveland, April 2009.

“Innovation in a Networked World”, Kellogg Centennial Conference, Miami, January 2009.

“Collaborative Analytics”, Teradata Partners’ Conference, Las Vegas, October 2008.

“Models for Network-Centric Innovation”, Invited Keynote at the 40th Annual IEEE/ACM International Symposium on Microarchitecture, Chicago, December 2007.

“Harnessing the Global Brain: Models for Network-Centric Innovation”, invited Keynote, Berkeley Innovation Forum, UC Berkeley, November 2007.

“B-to-B Marketing: Frontiers in Organization, Process and Performance Measurement”, Invited Keynote, ISBM Members Conference. Penn State University, August 2007.

“The Three Horizons of Marketing”, Invited Keynote, MSI Trustees Conference, Boston, April 2007.

“Trends in Business Process Outsourcing”, TiE-Con East Conference, Invited Keynote, Boston October 2006.

“Branding in Digital Media Environments”, Business Week Symposium on Branding, New York City, September 2006.

“Perspectives on Business Innovation”, Motorola S3 Symposium, Invited Keynote, Chicago, September 2006.

“Taking Marketing to the Next Level”, ISBM B2B Academic Research Conference, Invited Keynote, Chicago, August 2006.

“Synchronizing your Business Network”, Keynote at Forrester Research Conference, Scottsdale, Arizona, September 2006.

“Trends in Offshore Outsourcing”, TPSA Executive Forum, Ohio State university, June 2006.

“Values and Leadership”, Invited Keynote, Centennial Foundation, Toronto, April 2006.

“Insights into Customer Insights”, ISBM Conference on Business-to-Business Marketing, Atlanta, February 2006.

“India as a Knowledge Powerhouse”, Invited Keynote, Pravasi Bharatiya Divas, Government of India, Hyderabad, January 2006.

"Marketing and Media in the Connected World", Keynote Speech, Johson & Johnson, Seattle, November 2005.

"Customer Insights and Innovation", Keynote Speech, General Electric Corporation, November 2005.

"Driving Innovation through Customer Insights" Keynote Speech, DuPont Annual Marketing and Sales Summit, Wilmington, October 2005.

"The Future of the Internet in 2020", Keynote Speech, T. Rowe Price, Baltimore, September 2005.

"Synchronizing your Value Network", Teradata, a Division of NCR, Partners Annual Conference, Orlando, August 2005.

"Creating and Capturing Rents in Distributed Innovation", Academy of Management Conference, Hawaii, August 2005.

"Communities of Creation", Academy of Management Conference, Hawaii, August 2005.

"Going Beyond the Product: Defining, Designing and Delivering Customer Solutions, American Marketing Association Summer Educators' Conference, San Francisco, July 2005.

"Competing on Agility", Invited Keynote, Globalization and the Information Economy: The Technology Perspective", UCLA, July 2005.

"Driving Top Line Growth Through Upside Down Thinking", Cisco Systems, Global Sales and Marketing Meeting, San Francisco, February 2005.

"Defining, Designing and Delivering Customer Solutions", Siemens Medical Solutions, Chicago, March 2005.

"Competitive Advantage in the Networked World", Seminar on Offshore BPO, EXLService, Inc., New York City, June 2005.

"Customer-Centric Marketing", Sony Corporation, Global Sales and Marketing Summit, Tokyo, June 2005.

"Importing Customer Insights into Innovation", Kellogg Innovation Network Meeting, April 2005.

"Journey to Marketing Excellence", DuPont Officers Meeting, Wilmington, January 2005.

"Global Resource Arbitrage and Competitive Advantage", Shirley Ryan Lecture Series, October 2004.

"Operational Innovation", Singapore Institute of Management, Annual Management Lecture, Singapore, October 2004.

"Changing Strategic Contexts in Innovation", Kellogg Innovation Network Summit, October 2004.

"Leading Change in a Converging World", Keynote speech, Ericsson, Stockholm, October 2004.

"Collaborative Marketing", Invited Presentation at the Conference, "Does Marketing Need Reform", Bentley College, Boston, July 2004.

“Offshoring and Outsourcing: How U.S. Cities can Respond”, World Business Chicago, July 2004.

“Issues and Advances in e-Commerce”, AMA Doctoral Faculty Consortium, Texas A&M University, June 2004.

“The Innovation Radar”, invited presentation to the Tribune Company, Chicago, April 2004.

“Competing in the Information Society”, Presentation to Bahrain National e-Government Committee, Bahrain, March 2004.

“Becoming a Customer-Centric Firm”, Presentation to Blue Cross/Blue Shield of Florida, Jacksonville, December 2003.

“Managing Relational Capital”, Presentation at Business Week CEO Summit, Hong Kong, October 2003.

“Becoming a Market-Focused Organization”, Presentation at Business Week CEO Summit, Chicago, October 2003.

“Research that Produces Customer Insights” Presentation to Microsoft Corporate Marketing Research Group, Seattle, September 2003.

“Information Technology in the Defense Sector: Opportunities and Challenges”, Invited Presentation to Ministry of Defense, Oman, June 2003.

“The State of Interactive Media”, Invited presentation to Tribune Company, Chicago, April 2003.

“The Journey to Becoming a Customer-Centric Organization”, Presentation to Boeing Corporation, Seattle, March 2003.

“Outsourcing, Outlocation and the Future of the Firm”, Keynote at TiE Toronto Chapter, Toronto, Canada, February 2003.

“Marketing in the Connected World”, ISBM Conference on Business Marketing, Orlando, Florida, February 2003.

“Customer-Centricity”, Presentation at Microsoft Corporation’s Annual Marketing Symposium, Seattle, January 2003.

“E-Government Strategy”, Presentation to Ministerial Committee of the Sultanate of Oman, November 2003.

“The Technology of Leapfrogging: How Companies may Cede Battles, Yet Win Wars”, *Business Week* CEO Forum Beijing, China, October 2002.

“Rethinking the Global Corporation”, Walqa e-Business Conference, Aragon Government, Zaragoza, Spain, September 2002.

“Marketing in the Network Economy” Seminarium Management Conference, Caracas, Venezuela, September 2002.

"Services-Driven Growth in Difficult Economic Times", ISBM Conference on Business Marketing, Penn State University, College Station, PA, August 2002.

"Synchronizing Your Value Network", Keynote speech, DiamondCluster Exchange, Beaver Creek, Colorado, August 2002.

"The Post-Industrial Enterprise", Brainstorm 2002, The Fortune Editors' Invitational Conference, Aspen, Colorado, August 2002.

"Market-Driving Strategy", Presentation to the Boeing Company, Chicago, July 2002.

"Technology@Kellogg: Experiences in Managing the Center for Research in Technology & Innovation", Faculty Seminar, SDA Bocconi, Milan, Italy, June 2002.

"Business-to-Business E-Commerce: Opportunities and Challenges for Small and Medium Enterprises", Keynote Speech, e-Business Conference, Consortium for Commercial Promotion of Catalonia, Barcelona, Spain, June 2002.

"Synchronizing: Designing Your Company Around Your Customers", Keynote Speech, NCR Teradata European Conference, Edinburgh, Scotland, April 2002.

"Technology, the New Economy, and Asset Price Bubbles", panelist at *Asset Price Bubbles: Implications for Monetary, Regulatory, and International Policies,* Federal Reserve Bank of Chicago and World Bank Group, Chicago, April 2002.

"Global Opportunities for the Knowledge Workforce", Invited talk, Sultan Qaboos University, Oman, March 2002.

"Telecom Privatization: Best Practices and Issues", presentation to Minister of Telecom and Minister of Manpower, Government of Oman, March 2002.

"The New World of Marketing and Sales", Microsoft-Kellogg Marketing & Sales Summit, Bellevue, WA, March 2002.

"Winning Through Partnerships", Microsoft-Kellogg Marketing & Sales Summit, Bellevue, WA, March 2002.

"Betting on Technology", Discussion leader with Global Technology Pioneers, World Economic Forum annual Meeting, New York City, February 2002.

"Driving Economic Growth", presentation to Retail Governors' Conference, World Economic Forum Annual Meeting, February 2002.

"Rethinking the Global Corporation", invited talk, University of Illinois at Chicago, January 2002.

"What Lies Ahead: The Future of the Global Corporation", Keynote speech, Digital Frontier Conference, January 2002.

"Creating Value Through Business Synchronization", INFORMS, Chicago Chapter, January 2002.

"Managing Relational Capital", presentation at *Marketing to and Serving Customers Through the Internet*, Marketing Science Institute, Florida, December 2001.

"The Telecom Revolution: Round Two", panel at World Economic Forum Asia Regional Meeting, Hong Kong, October 2001.

"CFOs in the New Economy", Keynote, *Business Week* CFO Forum, Singapore, October 2001.

"Seminars in Marketing and E-Business" seminars for Seminarium in Chile, Colombia, and Mexico, September 2001.

"The Post-Industrial Enterprise", panelist at *Brainstorm 2001*, Editors' Invitation-only conference, *Fortune Magazine*, Aspen, Colorado, August 2001.

"B2B E-Commerce: The Next Generation", invited talk, AMA Faculty Consortium, University of Texas, College Station, Texas, July 2001.

"Business Synchronization", Invited Talk, AMA Doctoral Consortium, University of Miami, Florida, June 2001.

"Seven Steps to Nirvana", invited talk, CEO Back to School Day, Schulich School of Business, York University, June 2001.

"Creating Value Through Technology", FEI Executives Seminar, Kellogg School, May 2001.

"Communities of Creation", invited presentation, University of Denver, Boulder, March 2001.

"B2B E-Commerce: The Next Generation", invited presentation, Marketing Science Institute conference on B2B E-Commerce, Austin, March 2001.

"The Seven Steps to Nirvana: Strategic Insights into E-Business Transformation", presentation to American Management Association (Japan), Tokyo, February 2001.

"Seminars in E-Business", American Marketing Association, Tokyo, Japan, February 2001.

"Breaking your Boundaries", Keynote Speech, Digital Frontier Conference, Kellogg School, January 2001.

"Technologies in Marketing", panel moderator, Kellogg Marketing Conference, January 2001.

"B2B Exchanges: Who Really Wins", World Economic Forum Annual Meeting, Davos, Switzerland, January 2001.

"M-Commerce: The Next Revolution?" World Economic Forum Annual Meeting, Davos, Switzerland, January 2001.

"Harnessing New Niches of Creativity", World Economic Forum Regional Summit, New Delhi, India, November 2000.

"Where Value Lives in a Networked World", Keynote address, *India Internet World,* New Delhi, India, October 2000.

"The Internet and its Impact on Academic Research in Marketing", invited talk, AMA Faculty Consortium, Chicago, August 2000.

"The Concept of Economic Ecosystems", Chicago-Shanghai Sister Cities Trade Mission, Shanghai, China, June 2000.

"Business-to-Business E-Commerce: What's Hot, What's Next", Keynote Speech, U.S.-Swiss Joint Economic Council conference on e-commerce, Zurich, Switzerland, June 2000.

"Seminars in E-Business", presentations to executive audiences in Lima (Peru), Bogota (Colombia), Santiago (Chile), and Mexico City (Mexico), March-April 2000.

"Business on the Net: You Ain't Seen Anything Yet", World Economic Forum Annual Meeting, Davos, Switzerland, January 2000.

"B2B: The Place to Be", World Economic forum Annual Meeting, Davos, Switzerland, January 2000.

"Managing The Rules of the New Economy", World Economic Forum Annual Meeting, Davos, Switzerland, January 2000.

"The Emerging Landscape of Business-to-Business E-Commerce", invited seminar, Nirma Institute of Management, Ahmedabad, India, December 1999.

"Communities of Creation: Managing Distributed Innovation in Turbulent Markets", invited seminar, Koc University, Istanbul, October 1999.

"Seeing Differently: Insights into Business Innovation", World Economic Forum Regional Summit, Washington, D.C., April 1999.

"Rethinking Marketing in the Network Economy", Diamond Exchange, Pebble Beach, CA, June 1999.

"Strategic Alliances: An Entrepreneur's Guide", TiECon 1999, San Jose, CA, May 1999.

"Seeing Differently: Insights into Business Innovation", World Economic Forum Regional Summit, Washington, D.C., April 1999.

"eMetrics: Measuring and Tracking E-Business Performance", e-Commerce Academic Workshop hosted by Penn State University, Atlanta, March 1999.

"Beyond the Waterfall: Managing Brand Families", Intel Corporation, March 1999.

"Where Intelligence Lives, and Why it Matters", Keynote address at Gartner Group ITEP Symposium, March 1999.

"Transportation in the Networked Economy", Transportation Governors' Meeting, World Economic Forum, Davos, Switzerland, February 1999.

"Meta-Markets and Meta-Mediaries", World Economic Forum Annual Meeting, Davos, Switzerland, January 1999.

“Strategic Alliances: The Entrepreneur’s Perspective”, PILOT Annual Conference, Atlanta, November 1998.

“Opportunities and Trends in Global Communications”, Anderson Consulting Leadership Team Meeting, Atlanta, November 1998.

“Leveraging E-Business”, Arthur Andersen E-Business Conference, San Jose, October 1998.

"New Offering Realization in the Networked Digital Environment", Wharton Digital Marketing Conference, Philadelphia, October 1998.

“A Cross-Functional Approach to Evaluating Multiple Line Extensions for Assembled Products", Columbia University, October 1998.

"Technology-Enhanced Collaborative Learning", invited talk, AACSB Global Meeting, Chicago, June 1998.

“A Cross-Functional Approach to Evaluating Product Line Extensions”, invited talk, APICS 1997 National Conference, Washington, D.C., September 1997.

"VisionMaps: Strategic Planning for Market Creation", invited talk, IMD, Lausanne, Switzerland, August 1997.

"Teaching and Learning in the Digital Age", invited talk, June 1997, IMD, Switzerland.

“BackCasting: Moving Forward by Thinking Backwards About Pre-Emergent Technology Markets”, invited talk at Marketing Science Conference - “A Different Game” Really New Products, Evolving Markets, and Responsive Organizations”, Boston, Massachusetts, May 1997.

“A Cross-Functional Approach to Evaluating Line Extensions for Assembled Products”, invited seminar at University of Florida, Gainesville, Winter Research Retreat, March 1997.

“A Cross-Functional Approach to Evaluating Line Extensions for Assembled Products”, invited talk at Marketing Science Conference, Berkeley, California, March 1997.

“A Cross-Functional Approach to Evaluating Line Extensions for Assembled Products”, invited talk at Marketing Science Institute Conference - “Too Much or Too Little: Managing Product Variety”, Scottsdale, Arizona, March 1997.

“The 'Chicken-And-Egg' Problem in Complementary Product-Markets: A Forecasting Approach And Application to the Advanced Television Industry”, University of Chicago Seminar Series, September 1996.

"Reference Effects in Positioning New-to-The-World High-Technology Products", Association for Consumer Research Annual Conference, Minneapolis, MN, October 1995.

"Dynamic Modeling of Hedonic Consumption Experiences", Association for Consumer Research Annual Conference, Minneapolis, MN, October 1995.

"Forecasting and Segmenting Market Involving Interactions Between Consumers and Industry Stakeholders: An Application to the Advanced Television Industry", Kellogg Marketing Camp, October, 1995.

"Modeling Network Externalities and Strategic Interdependence in The Evolution of Technology Markets: An Application to the Advanced Television Industry", International Conference on Dynamic Competitive Models in Marketing, Montreal, Canada, August 1995.

"Modeling Network Externalities and Strategic Interdependence in The Evolution of Technology Markets: An Application to the Advanced Television Industry", Marketing Science International Conference, Sydney, Australia, July 1995.

"Pioneering High-Technology Markets: The Effect of Entry Strategies on Perceptions, Preferences, and Market Share", INFORMS International Meeting, Singapore, June 1995.

RESEARCH GRANTS AND AWARDS:

$225,000 grant from the Nordic Council of Ministers for the project “An Innovation Framework for the Public Sector”, December 2011.

$90,000 grant from Microsoft Corporation to study “Best Practices in Marketing and Innovation for the Bottom of the Pyramid Customers”, June 2008.

$100,000 grant from Mitsubishi Corporation for research project on “Food Supply Networks in India”. Summer 2006.

$200,000 grant from INCS Corporation, Japan for research project on “Process Technology Innovation”, April 2006

$100,000 Research grant from Microsoft Corporation for research project “Best Practices in Product Management”, June 2002.

$9,000 research grant awarded by the Marketing Science Institute for the proposal "Two Blind Men and the Elephant: A Cross-Functional Approach to Designing Product Line Extensions". Co-investigator: Prof. Kamalini Ramdas, University of Texas at Austin. March 1995.

$215,000 research grant from AT&T, Zenith, Philips, and Thomson Consumer Electronics for the project: "A Strategic Planning and Forecasting System for High-Definition Television Incorporating Consumer and Stakeholder Acceptance". Co-investigators: Prof. Sachin Gupta and Prof. Dipak Jain, Northwestern University. December 1994.

$6,000 research grant awarded by the Huntsman Center for Global Competition for the project "A Strategic Planning and Diagnosis System Applied to Motion Pictures". Co-investigator: Prof. Josh Eliashberg. May 1993.

ADVISORY RELATIONSHIPS

- Fellow, World Economic Forum.
- Member, Board of Directors – EXLService, Inc., Bahwan Cybertek
- Member, Strategic Advisory Board – vMock, Pagewell, Firescope, Cross-Tab Group.

CONSULTING AND SPEAKING CLIENTS

Accenture, Adobe Systems, Allstate, Alticor, Bank of America, Boeing, CapGemini, Celanese, Cisco Systems, Dell, DuPont, Ericsson, Fidelity Investments, GE, General Mills, Google, Goldman Sachs, Groupo Televisa, Hallmark, HCL Technologies, Honeywell, IBM Consulting Services, Infosys, Johnson & Johnson, Kellogg Company, Kraft Foods, McDonald's, Microsoft, Motorola, MTV Networks, Nissan Motor, Nomura Research Institute, Raytheon Missile Systems, Rockwell Automation, SAP, Sony, Teradata, TransUnion, Unilever, WMS Gaming, Telemar and Thomson Corporation

PROFESSIONAL EXPERIENCE:

1988-1989: Executive Assistant to Managing Director, Tata-Elxsi (Pte) Limited, Singapore. Developed strategy for entry into Computer Integrated Manufacturing market in the Asia-Pacific region. Assisted in negotiations for joint venture with U.S. collaborator.

1987-1988: Officer, Tata Administrative Service, Bombay, India. In-house management consultant. Completed projects in Telecom, Textile, Software, Steel and Quartz watch industries.

1986: Summer Trainee, Pond's (I) Limited, Madras, India. Developed marketing plan for entry of Cheeseborough Pond's Indian subsidiary into the Laundry Detergent market.

PROFESSIONAL SERVICE:

Member, Editorial Board, *European Management Journal*, Ad-hoc reviewer, *Journal of Consumer Research, Journal of Marketing Research, Management Science, Marketing Letters, Marketing Science, Association of Consumer Research Proceedings, Journal of International Consumer Marketing, Sloan Management Review*..

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