

SRIDHAR BALASUBRAMANIAN

Academic Resume

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Department of Marketing
The Kenan-Flagler Business School
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EDUCATION

- 1997 **YALE UNIVERSITY**
Ph.D. in Management (Marketing)
- 1997 **YALE UNIVERSITY**
Master of Philosophy in Management.
- 1994 **YALE UNIVERSITY**
Master of Arts in Management
- 1991 **INDIAN INSTITUTE OF MANAGEMENT (IIM): Bangalore**
Masters in Business Administration (Top 3% of graduating class).
- 1989 **INDIAN INSTITUTE OF TECHNOLOGY (IIT): Kharagpur**
Bachelor of Technology (Honors)

POSITIONS HELD

- 2007 - *Roy & Alice H. Richards Bicentennial Scholar*, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
- 2004 - *Associate Professor* (with tenure), Department of Marketing, Kenan-Flagler Business School, University of North Carolina at Chapel Hill. Also serve as PhD Coordinator.
- 2002 -2004 *Assistant Professor*, Department of Marketing, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
- 2001 -2002 *Assistant Professor* (Visiting), Department of Marketing, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
- 1997-2001 *Assistant Professor*, Department of Marketing, McCombs School of Business, University of Texas at Austin. Also *Track Chair for Customer Relationship Management*, Center for Customer Insight (CCI), McCombs School of Business (1999-2001)
- 1996-1997 *Instructor*, Department of Marketing, McCombs School of Business, University of Texas at Austin.

1991-1992 *Area Sales Manager*, Britannia Industries Ltd., Chennai, India.

HONORS, AWARDS, AND GRANTS

- 2009 Winner of the **Award for Teaching Excellence** from the Kenan-Flagler **OneMBA (Global Executive MBA) Class of 2009** [One professor receives the award each year].
- 2009 The **Kenan-Flagler Executive Development “Above and Beyond” Award**. This award recognizes “faculty who go above and beyond the call of duty in their efforts related to Executive Development, with a particular focus on helping build the business and extending its impact on the business community.”
- 2009 The Kenan-Flagler **Weatherspoon Award for Excellence in PhD Teaching**. This awards recognizes “outstanding dedication and service” to the PhD program [One professor receives the award each year].
- 2009 Award of **\$60,000** from **Procter & Gamble** for a field study of consumer adoption of clean water technology in a developing economy. The study covers over 1000 households in Malawi in Southern Africa, distributed across different pricing and retail conditions. Co-principal investigators include Lisa Jones Christensen (UNC Chapel Hill) and Enno Siemsen (University of Minnesota).
- 2008 Winner of the **Award for Teaching Excellence** from the Kenan-Flagler **Evening Executive MBA Class of 2008** [One professor receives the award each year].
- 2008 One of two professors recognized by the Kenan-Flagler Net Impact Chapter for Leadership and Support in integrating **Sustainability Concepts** into the MBA Core class.
- 2006 Winner of the **Award for Teaching Excellence** from the Kenan-Flagler **OneMBA (Global Executive MBA) Class of 2006** [One professor receives the award each year].
- 2006 **Runner-up** for **2005 Best Paper Award** in the *Journal of Interactive Marketing*. Awarded to Balasubramanian, Sridhar, Raj Raghunathan and Vijay Mahajan (2005), “Consumers in a Multiple Channel Environment: Product Utility, Process Utility, and Channel Choice,” *Journal of Interactive Marketing*, vol. 19, no. 2 (Spring), p. 12-30.
- 2005 Recognized for **overall teaching excellence** by the Kenan-Flagler Business School.
- 2005 Recognized for **Excellence in the MBA Core** by the Class of 2006.
- 2005 Marketing Science Institute **Young Scholar**. The Young Scholar’s program is intended to bring together the most promising young scholars who are identified as the potential leaders of the next generation of marketing academics.
- 2003 Recognized as a “**Teaching All Star**” at Kenan-Flagler Business School in:
- The **Undergraduate** Program

- The **MBA** Program
 - The **Executive Education** program
- 2003 Recognized as a “**MBA Master Teacher**” at Kenan-Flagler, the UNC Business School.
- 2003 Recognized as a “**Most Productive Reviewer**” by *Marketing Science* for 2002-2003.
- 2003 - Listed in Marquis **Who’sWho in America**
- 2002 **National Science Foundation** (NSF) award of \$500,000 over three years for research on "Virtual Investing-Related Communities (VICs) and Online Investing: A Study of Adoption, Usage, and Performance and Policy Implications" (Co-principal investigators include Prabhudev Konana at the University of Texas at Austin and Balaji Rajagoplan at Oakland University).
- 2002 Nominated for the school-wide **Assistant Professor Research Excellence Award**, McCombs School of Business, University of Texas at Austin.
- 2001 **Guest Editor**: Special Centennial Issue of the *Journal of Retailing* on Retailing in the 21st Century (with R. A. Peterson).
- 1999 **1998 John D.C. Little Award** from INFORMS for the **Best Marketing Paper in *Marketing Science and Management Science*** (“Mail versus Mall: A Strategic Analysis of Competition between Direct Marketers and Conventional Retailers”, *Marketing Science*, vol. 17, no. 3).
- 1999 University of Texas at Austin **Summer Research Assignment**.
- 1999 \$25,000 competitive **LARIAT** Award for research from **Dell Computer Corporation**.
- 1998 Nominated for **Teaching Excellence Award** in MBA Core, McCombs School of Business, University of Texas at Austin.
- 1998 Honorable Mention: **Academy of Marketing Science 1996-1997 Dissertation Competition** for the best dissertation thesis.
- 1997 Finalist for the **Best MBA Elective Award** in the Graduate School of Business (Strategic Marketing) for Fall 1996.
- 1996 AMA-Sheth **Doctoral Marketing Consortium** Fellow.
- 1994-95 Scholarships to attend the Direct Marketing Association Conferences in New York and Dallas.
- 1993 Travel to S.Korea and award of \$5000 from Sunkyong Inc., as U.S. winner of the **First Essay Contest on Globalization**: “Globalization: A Quest for Worldwide Access without Worldwide Uniformity”.

- 1993 Travel Scholarship to the **International Management Symposium** at the University of St. Gallen, Switzerland.
- 1992 - 95 **Yale University Fellowship**.
- 1989 - 91 **Institute Merit Scholarship**, Indian Institute of Management.
- 1989 **Best Departmental Research Project Award**, Indian Institute of Technology: "Projection of Ultimate Open Pit Mine Limits - A Dynamic Programming Approach".
- 1989 **J.C. Ghosh Scholarship**, Indian Institute of Technology.

CITATIONS OF PUBLISHED RESEARCH

Social Science Citation Index count for published research as of November 2009: **585+**

Google Scholar Total Citation count for published research as of November 2009: **1775+**

PUBLICATIONS IN RESEARCH JOURNALS (Reverse chronological order)

1. Kang, Wooseong, Barry Bayus, and Sridhar Balasubramanian (2009), "The Strategic Effects of Multimarket Contact: Mutual Forbearance and Competitive Response in the Personal Computer Industry" (Forthcoming: *Journal of Marketing Research*).
2. Narayanan, Sriram, Sridhar Balasubramanian, and Jayashankar Swaminathan (2009), "A Matter of Balance: Specialization, Task Variety and Individual Learning in a Software Maintenance Environment" (Forthcoming: *Management Science*).
3. Sainam, Preethika, Sridhar Balasubramanian, and Barry Bayus (2009), "Consumer Options: Theory and an Empirical Application to a Sports Market" (Forthcoming: *Journal of Marketing Research*).
4. Siemsen, Enno, Aleda Roth, Sridhar Balasubramanian, and Gopesh Anand (2009), "The Influence of Psychological Safety and Confidence in Knowledge on Employee Knowledge Sharing," *Manufacturing & Service Operations Management*, vol. 11, no. 3, p. 429-447.
5. Shankar, Venkatesh and Sridhar Balasubramanian (2009), "Mobile Marketing: A Synthesis and Prognosis," *Journal of Interactive Marketing*, vol. 23, no. 2, p. 118-129.
6. Lenartowicz, Tomasz and Sridhar Balasubramanian (2009), "Practices and Performance of Small Retail Stores in Developing Economies," *Journal of International Marketing*, vol. 17, no. 1, p. 58-90.
7. Siemsen, Enno, Aleda Roth, and Sridhar Balasubramanian (2008), "How Motivation, Opportunity, and Ability Drive Knowledge Sharing: The Constraining Factor Model," *Journal of Operations Management*, vol. 26, p. 426-445.

- This paper was reviewed in the *Academy of Management Perspectives*, August 2008.
8. Siemsen, Enno, Sridhar Balasubramanian, and Aleda Roth (2007), "Incentives that Induce Task-Related Effort, Helping, and Knowledge Sharing in Workgroups," *Management Science*, vol. 53, no. 10, p. 1533-1550.
 9. Villanueva, Julian, Pradeep Bhardwaj, Sridhar Balasubramanian and Yuxin Chen (2007), "Customer Relationship Management in Competitive Environments: The Positive Implications of a Short-term Focus," *Quantitative Marketing and Economics*, vol. 5, no. 2, p. 99-129.
 10. Bhardwaj, Pradeep and Sridhar Balasubramanian (2005), "Managing Channel Profits: The Role of Managerial Incentives," *Quantitative Marketing and Economics*, vol. 3, no. 3, p. 247-279.
 11. Balasubramanian, Sridhar, Raj Raghunathan, and Vijay Mahajan (2005), "Consumers in a MultiChannel Environment: Product Utility, Process Utility, and Channel Choice," *Journal of Interactive Marketing*, vol. 19, no. 2 (Spring), p. 12-30 (**Runner-up for the 2005 Best Paper Award** in the *Journal of Interactive Marketing*).
 12. Konana, Prabhudev and Sridhar Balasubramanian (2005), "The Social-Economic-Psychological (SEP) Model of Technology Adoption and Usage: An Application to Online Investing," *Decision Support Systems*, vol. 19, no. 3 (May), p. 505-524.
 13. Wu, Yuhong, Sridhar Balasubramanian, and Vijay Mahajan (2004), "When is a Preannounced New Product Likely to be Delayed?," *Journal of Marketing*, vol. 68, no. 2, p. 101-113.
 14. Balasubramanian, Sridhar and Pradeep Bhardwaj (2004), "When Not All Conflict is Bad: Manufacturing-Marketing Conflict and Strategic Incentive Design," *Management Science*, vol. 50, no. 4, p. 489-502.
 15. Sawhney, Mohan, Sridhar Balasubramanian, and Vish Krishnan (2004), "Creating Growth with Services," *Sloan Management Review*, vol. 45, no. 2, p. 34-43.
- Reprinted in *Marketing* (27th Edition), Dubuque, IA: McGraw-Hill/Dushkin
16. Balasubramanian, Sridhar, Prabhudev Konana, and Nirup Menon (2003), "Customer Satisfaction in Virtual Environments: A Study of Online Investing," *Management Science*, vol. 49, no. 7, p. 871-889.
 17. Wu, Fang, Vijay Mahajan, and Sridhar Balasubramanian (2003), "An Analysis of e-Business Adoption and its Impact on Business Performance," *Journal of the Academy of Marketing Science*, vol. 31, no. 4, p. 425-447.
 18. Peterson, Robert A. and Sridhar Balasubramanian (2002), "Retailing in the 21st Century: Reflections and Prologue to Research," *Journal of Retailing*, vol. 78, no. 1, p. 9-16.
 19. Balasubramanian, Sridhar, Robert A. Peterson, and Sirkka Jarvenpaa (2002), "Exploring the Implications of M-Commerce for Markets and Marketing," *Journal of the Academy of Marketing Science*, vol. 30, no. 4, p. 348-361.

20. Balasubramanian, Sridhar and Vijay Mahajan (2001), "The Economic Leverage of the Virtual Community," *International Journal of Electronic Commerce*, vol. 5, no. 3, p. 103-138.
21. Konana, Prabhudev, Nirup Menon, and Sridhar Balasubramanian (2000), "The Implications of Online Investing," *Communications of the ACM*, vol. 43, no. 1, p. 34-41.
 - A short article based on this paper, titled "The Hidden Costs of Online Investing," was published in the Texas Business School Magazine, Spring/Summer 2000 issue.
22. Balasubramanian, Sridhar (1998), "Mail vs. Mall: A Strategic Analysis of Competition between Direct Marketers and Conventional Retailers," *Marketing Science*, vol 17, no. 3, p. 181-195 (Lead Article and WINNER: **1998 John D.C. Little Award** from INFORMS for the Best Marketing Paper in *Marketing Science* and *Management Science*).
23. Balasubramanian, Sridhar, Sunil Gupta, Wagner Kamakura, and Michel Wedel (1998), "Large Data Sets in Marketing," *Statistica Neerlandica*, vol. 52, no. 3, p. 303-323.
24. Putsis, William P. Jr., Sridhar Balasubramanian, Edward H. Kaplan, and Subrata K. Sen (1997), "Mixing Behavior in Cross Country Diffusion," *Marketing Science*, vol. 16, no. 4, p. 354-69.
25. Peterson, Robert A., Sridhar Balasubramanian, and Bart Bronnenberg (1997), "Exploring the Implications of the Internet for Consumer Marketing," *Journal of the Academy of Marketing Science*, vol. 25, no. 4, p. 329-46.
 - Reprinted in *Internet Marketing*, 2000, eds. J. N. Sheth, A. Eshghi, and B. C. Krishnan, Fort Worth, TX: Harcourt Publishers, p. 120-148.
 - Reprinted in *Defying the Limits: Reaching New Heights in Customer Relationship Management*, 2000, San Francisco, CA: Montgomery Research, Inc., p. 84-94.

BOOK CHAPTERS AND OTHER PUBLICATIONS (Reverse chronological order)

26. Balasubramanian, Sridhar and Prabhudev Konana (2008), "Entering India's product and service markets? 10 caveats that can help you tame the Asian elephant" (forthcoming in *Indian economic superpower: Fact or fiction*, edited by Jayashankar Swaminathan, published by World Scientific, Singapore).
27. Balasubramanian, Sridhar and Pradeep Bhardwaj (2008), "Notice me: Cutting through the Marketing Clutter," *Wall Street Journal*, October 20, page R8.
28. Konana, Prabhudev, John Doggett, and Sridhar Balasubramanian (2005), "Advantage China," an economic policy commentary (cover story) in *Frontline*, a leading Indian newsmagazine, vol. 22, no. 6, March 12-25 (www.flonnet.com/fl2206/stories/20050325003600400.htm).
29. Balasubramanian, Sridhar (2004), "Bridge Gap between Customers, Shareholders," *Marketing News*, American Marketing Association, April 15, p. 19-20.

30. Konana, Prabhudev and Sridhar Balasubramanian (2002), "India as a Knowledge Economy: Aspirations versus Reality," an economic policy commentary in *Frontline*, a leading Indian newsmagazine, vol. 19, no. 2, Jan 19-Feb 2, p. 65-69.
31. Balasubramanian, Sridhar, Vish Krishnan and Mohanbir Sawhney (2001), "New Offering Realization in the Networked Digital Environment", in *Digital Marketing*, eds. Vijay Mahajan and Jerry Wind, New York: John Wiley, 2001, p. 310-338.

PAPERS UNDER REVIEW

1. Balasubramanian, Sridhar, Shantanu Bhattacharya, and Vish Krishnan (2008), "Pricing Information Goods: A Strategic Analysis of the Selling and On-demand Pricing Mechanisms."
2. Narayanan, Sriram, Jayashankar M. Swaminathan, and Sridhar Balasubramanian (2009), "Managing Resource Allocation in Software Maintenance Projects."
3. Narayanan, Sriram, Sridhar Balasubramanian, and Jayashankar Swaminathan (2009), "Managing Outsourced Offshore Software Projects: Antecedents of Project Performance and Customer Satisfaction."
4. Chen, Yuxin, Pradeep Bhardwaj, and Sridhar Balasubramanian (2009), "Of Baits, Locks, and Switches: How Switching Costs Affect Customer Relationship Management."
5. Balasubramanian, Sridhar and Pradeep Bhardwaj (2009), "Breakthrough Marketing: Getting to Customers in a World of Clutter."

WORK-IN-PROCESS

1. Kang, Wooseong, Sridhar Balasubramanian, and Barry Bayus (2007), "Strategic Integration in Product Systems Markets: The Effects of Software Variety Importance and Decision Timing."
2. Kang, Wooseong, Sridhar Balasubramanian and Barry Bayus (2009), "Multimarket Multifacet Competition."
3. Siemsen, Enno, Sridhar Balasubramanian, and Aleda Roth (2008), "The Difference of Being Similar: Competence Similarity and Knowledge Sharing in Workgroups."
4. Balasubramanian, Sridhar, Kerem Tomak, and Ranjan Dutta (2008), "Mental Accounting and Strategic Pricing."
5. Balasubramanian, Sridhar and Robert A. Peterson (2008), "Channel Portfolio Management: Antecedents, Implications and Implementation."
6. Sainam, Preethika, Sridhar Balasubramanian and Barry Bayus (2009), "Exploring Fan Behavior in a Market for Sports Forwards."

ONGOING FIELD RESEARCH PROJECTS

1. Adoption of Clean-Water Technologies in a Developing Economy (with Lisa Christensen and Enno Siemsen: Data collection ongoing in Malawi, Africa).

CONFERENCE SUMMARIES AND PROCEEDINGS

1. "Incentives in Teams" (with Enno Siemsen and Aleda V. Roth). In: eds. van Wassenhove, L., de Meyer, A., Yücesan, E., Günes, E.D. and L. Muyldermans, "Operations Management as a Change Agent." Conference Proceedings EUROMA 2004, Vol. 2, pp. 607-616.
2. "Practices and Performance of Retail Stores in a Developing Economy: Contrasting Two Worlds" (with Tomasz Lenartowicz), 2002 Academy of International Business Conference, San Juan, Puerto Rico.
3. "Exploring the Implications of M-Commerce for Markets and Marketing," (with Robert A. Peterson and Sirkka Jarvenpaa) at the **Marketing Science Institute Conference on Marketing to and Serving Customers Through the Internet** in Boca Raton, Florida. December 2001. Summary of presentation published in Marketing to and Serving Customers Through the Internet, MSI Working Paper Series Report no. 01-122 (2002).
4. "The Drivers of the Intensity of E-Business Adoption and Its Impact on Firm Performance," (with Fang Wu and Vijay Mahajan) at the **Marketing Science Institute Conference on B2B E-Commerce** at Austin, Texas, March 2001. Summary of presentation published in B2B E-Commerce, MSI Working Paper Series Report no. 01-104.
5. "Understanding Trustworthiness Beliefs in Electronic Brokerage Usage" (with Nirup Menon, Prabhudev Konana, and Glenn Browne). In the *Proceedings of 20th International Conference on Information Systems (ICIS)*, Charlotte, North Carolina, December 12-15, 1999.

OTHER PAPERS AND REPORTS

1. Balasubramanian, Sridhar, Vish Krishnan and Mohanbir Sawhney (2005), "The Implications of Digitization for Markets and Marketing."
2. Srinivasan, Raji, Sridhar Balasubramanian and Raj Srivastava (2004), "Wealth Effects of Marketing Strategy Announcements: An Event Study Analysis."
3. Balasubramanian, Sridhar and Prabhudev Konana (2000), "Understanding Online Investors: An Analysis of Their Investing Behavior and Attitudes."
4. Balasubramanian, Sridhar (1998), "Mail vs. Mall: An Empirical Analysis of Market Structure."
5. Balasubramanian, Sridhar and David Schmittlein (1997), "Customer Equity and Relationship Management for a Catalog Marketing Firm."
6. Balasubramanian, Sridhar, Anil Kaul, Lisa Klein, Subrata Sen, Alvin Silk and Dick Wittink (1997), "Advertising- Price Interactions", Working Paper.

7. Putsis, William P. Jr., Sridhar Balasubramanian, Edward H. Kaplan and Subrata K. Sen (1994), "Does Mixing Matter?," Yale School of Management Working Paper Series #G18.

PRESS MENTIONS

1. Interviewed by CNNfn on online trading (see cmnfn.com/1999/11/01/investing/q_whytrade/)
2. Interviewed by David Zielenziger, Bloomberg News on Jan 3, 2000 regarding article "Exploring the Implications of Online Investing," *Communications of the ACM*, vol. 43, no. 1, p. 34-41 (with Prabhudev Konana and Nirup Menon).
3. Research on online investing discussed in *Ticker Magazine* (May 2000) and on KCSN Radio 88.5, Northridge CA (www.ticker.com/html/2000/1039.htm).
4. Research on online investing (with P. Konana of UT Austin) was highlighted in the UT Austin Business School magazine of Summer 2000 (see www.bus.utexas.edu/news/magazine/00s/konana.asp).
5. Cited in article "First-Mover Advantage: Myth or Reality?," UT Austin Business School magazine of Spring/Summer 2001 (see www.bus.utexas.edu/news/magazine/01s/firstmover.asp#)
6. Interviewed on *KVR-TV* Austin, TX on April 9, 2001 regarding pricing strategies in the movie industry.
7. Interviewed by the *Daily Texan* on November 3, 2001 regarding the demise of online bookseller Bigwords.com.
8. Economic policy commentary in *Frontline* magazine (with P. Konana of UT Austin) was highlighted by the McComb's School of Business at UT Austin (see www.bus.utexas.edu/news/pressreleases/frontline.asp). The original article is available at www.flonnet.com/fl1902/19020650.htm.
9. Interviewed by the *Wall Street Journal* on direct marketing of organic produce (October 23 2002): "One Veggie Venture That Might Just Fly" (see www.startupjournal.com/columnists/ideafile/20021023-pink.html.)
10. Interviewed by the *Herald Sun* on the role of mascots in promoting high-tech companies (December 25 2002): "Mascots promoting high tech software companies use images to draw and keep customers" (see www.heraldsun.com/archives/URNDetail.cfm?URN=0409486727&QSearchInfo=mascot.)
11. Cited in "Metamorphosis: Transforming Your Company with Innovation," Kenan-Flagler Business School Alumni magazine, Spring '03 (see www.kenan-flagler.unc.edu/assets/documents/alumMag2003spring.pdf).
12. Cited in "Close The Loop," an article on the managing of outsourcing in *Entrepreneur* magazine, October 2003, p. 82-83 (see www.entrepreneur.com/mag/article/0,1539,311034,00.html).
13. Cited in "Inbox Interactive," an article on e-mail marketing in *Latin Trade* magazine, March 2004 (see www.latintrade.com/currentissue/connection1.html).
14. Cited in "Inside the Golden Arches: The Revitalization of the World's Largest Restaurant Company," cover story in *QSR* Magazine, May 2004, p. 30-42 (see www.qsrmagazine.com/issue/63/mcdonalds/index.phtml).

15. Cited in "Give It Away Now," an article on measuring financial returns to marketing promotions in *CFO Magazine*, October 2004 (see www.cfo.com/article.cfm/3219553/4/c_3241285).
16. Cited by the *Herald Sun* on the why high-tech companies may change their names (October 27 2004): "What's in a name? A lot, local firms feel" (page B1)
17. Cited by the New Jersey *Star-Ledger* on entrepreneurial marketing of one-of-a-kind products (December 5, 2004): "Rockaway woman sees a future in one-of-a-kind purses."
18. Cited by *Inc. Magazine* in "The Problem: Dwain Gullion Hits a Chord with his Magnetic Yellow Ribbons. But can he turn a patriotic fad into a real business?" (February 2005, pages 36-37)
19. Interviewed on *Voice of America* regarding the trade relations between China and India, April 2005 (<http://www.voanews.com/english/NewsAnalysis/2005-04-19-voa30.cfm>).
20. Cited by the *New York Times* on the growth of low-end brands (June 24, 2005): "Name Brands Embrace Some Less-Well-Off Kinfolk" (Section C, page 7). Article was also carried by the *International Herald Tribune* of June 24, 2005 under the title: "Despite U.S. recovery, zeal for low-cost products."
21. Interviewed on *WUNC Radio* Chapel Hill NC on June 27, 2005 regarding the growth of online auctioneer eBay and supporting firms like ChannelAdvisor.
22. Cited by *Fast Company* on the co-branding implications of the alliance between Netjets and Marquis Jet (October 2005 issue, p. 68): "High Fliers" (<http://www.fastcompany.com/magazine/99/marquis.html>).
23. Cited by the *Herald Sun* on innovative ways new products can get to market (October 23 2005): "Making something new is only half the battle – next you have to sell it" (page F1).
24. Cited by the *Winston Salem Journal* on how automated, web-based self-help technologies can help investors (December 10, 2005): "SimpliFi targets an underserved group."
25. Cited by the *News&Observer* on the Federal Communication Commission's plans for a-la-carte pricing for cable channels (December 2, 2005): "Don't expect too much."
26. Cited by the *News&Observer* on the use of Podcasting lectures in higher education (February 6, 2006): "Students download complete lectures" (<http://www.newsobserver.com/674/story/397006.html>).
27. Cited by the *News&Observer* on the effectiveness of SuperBowl advertising (February 4 2006): "Behold the super spectacle" (<http://www.newsobserver.com/104/story/396351.html>).
28. Cited by the *Charlotte Observer* on the expansion and growth strategies of firms (April 5, 2006): "Origin in PR, future all over" (<http://www.charlotte.com/mld/charlotte/business/14266018.htm>).
29. Cited by the *News&Observer* on how characters from one company's advertisements are by parodied by competitors in their own ads (June 13 2006): "Know these guys? Ads depend on it" (<http://www.newsobserver.com/104/story/450001.html>).
30. Cited by the *News&Observer* on why companies pay substantial fees for celebrity speakers (July 23 2006): "Look who's talking" (<http://www.newsobserver.com/business/story/463423.html>).
31. Cited by the *News&Observer* on how video and computer games build on themes from movies (September 22 2006): "Flyboys may lift local game maker" (<http://www.newsobserver.com/104/story/489312.html>).

32. Cited by the *News&Observer* on how companies are encouraging consumers to product ads about their products (January 11, 2007): “Moving buyers to sell: Doritos, other companies inviting consumers to participate in advertising” (<http://www.newsobserver.com/104/story/531075.html>).
33. Featured interview in the *News&Observer* on when and why consumers spend on luxury goods (February 4 2007): “Luxuries are things you wouldn’t buy if no one saw you use them” (<http://www.newsobserver.com/164/story/539390.html>).
34. Cited by the *News&Observer* on how press mentions of companies can lead to increased customer interest and sales (March 20 2007): “Saf-T-Net of Raleigh gets ‘stamp of credibility’ ” (<http://www.newsobserver.com/104/story/555490.html>).
35. Cited by the *News&Observer* on how companies compensate existing customers if they promote the company to their friends (November 24 2007): “What’s a friend worth? 25 bucks” (<http://www.newsobserver.com/print/saturday/business/story/789858.html>).
36. Interviewed by *Business Line* on how marketing principles can be put to work in the employee recruiting process (June 23 2008), “Putting marketing to work in recruitment” (<http://www.thehindubusinessline.com/manager/2008/06/23/stories/2008062351201100.htm>).
37. Research on pricing sports tickets using consumer options with Preethika Sainam and Barry Bayus featured in (2009):
 - a. Heraldsun.com [<http://heraldsun.southernheadlines.com/business/21-1135351.cfm>]
 - b. FinanceProfessor.com [<http://financeprofessorblog.blogspot.com/2009/04/selling-forwards-for-sporting-events.html>]
 - c. Conde Nast Portfolio.com [<http://www.portfolio.com/views/blogs/market-movers/2009/04/03/selling-forwards-for-sporting-events>]
 - d. Carolinamarch.com [<http://www.carolinamarch.com/2009/4/3/821946/is-there-a-better-way-to-sell-ncaa>]
 - e. Marketdesigner.blogspot.com [<http://marketdesigner.blogspot.com/2009/04/forward-contracts-on-sporting-events.html>]
 - f. Courant.com [http://blogs.courant.com/uconn_womens_basketball/2009/04/]
 - g. Gulzar05.blogspot.com [<http://gulzar05.blogspot.com/2009/04/forwards-and-options-in-sports-tickets.html>]

SERVICE ON Ph.D. STUDENT COMMITTEES

1. Committee member for Ashutosh Prasad (UT Austin – Marketing Department). Completed Summer 1998. Initial placement: School of Management, University of Texas at Dallas.
2. Committee member for Fang Wu (UT Austin – Marketing Department). Completed Summer 2001. Initial placement: Eli Broad School of Management, Michigan State University.
3. Committee member for Yuhong Wu (UT Austin – Marketing Department). Completed Summer 2001. Initial placement: Christos M. Cotsakos College of Business, William Paterson University of New Jersey during Fall 2003.

4. Committee member for Abhay Mishra (UT Austin – MSIS Department). Completed Summer 2003. Initial placement: Robert H. Smith School of Business, University of Maryland.
5. Committee member for Ravi Chitturi (UT Austin – Marketing Department). Completed Summer 2003. Initial placement: College of Business and Economics, Lehigh University.
6. Committee member for Pedro Oliveira (UNC Chapel Hill – Department of Operations, Technology, and Innovation Management). Completed Spring 2004. Initial placement: School of Business and Economics of the Catholic University of Portugal (Lisbon).
7. Committee member for Eric Akunda (UNC Chapel Hill – Marketing Department).
8. Summer paper reader for Wooseong Kang (UNC Chapel Hill – Marketing Department).
9. Committee member for Wooseong Kang (UNC Chapel Hill – Marketing Department). Completed Summer 2005. Initial placement: North Carolina State University Business School.
10. Summer paper reader for Enno Siemsen (UNC Chapel Hill – Operations Department).
11. Co-Chair: Committee for Enno Siemsen (UNC Chapel Hill – Operations Department). Completed Summer 2006. Initial placement: College of Business at the University of Illinois at Urbana-Champaign.
12. Summer paper supervisor for Preethika Seshasainam (UNC Chapel Hill – Marketing Department).
13. Co-Chair: Committee for Sriram Narayanan (UNC Chapel Hill – Operations Department). Completed Summer 2007. Initial placement: Eli Broad School of Management, Michigan State University.
14. Co-Chair: Committee for Preethika Seshasainam (UNC Chapel Hill – Marketing Department). Completed Summer 2008. Initial placement: Kelley School of Business, Indiana University.
15. Summer paper supervisor for Kyung-Jin Lim (UNC Chapel Hill – Marketing Department).

REVIEWING ACTIVITY

Editorial Boards:

1. Marketing Science (2004-2008)
2. Journal of Interactive Marketing

Guest Co-Editor: Centennial Issue of the Journal of Retailing.

Guest Area Editor: Marketing Science

Ad-hoc reviewer (Journals):

1. California Management Review
2. Decision Support Systems
3. Information Systems Research (ISR)
4. IEEE Transactions on Engineering Management
5. International Journal of Research in Marketing
6. Journal of Marketing
7. Journal of Marketing Research

8. Journal of the Academy of Marketing Science (JAMS)
9. Journal of Business
10. Journal of Information and Technology Management
11. Journal of Interactive Marketing
12. Journal of Retailing
13. Journal of Services Research
14. Management Science
15. Manufacturing Science and Operations Management (MS&OM)
16. Marketing Science
17. Marketing Theory
18. MIS Quarterly (MISQ)
19. Production and Operations Management
20. Sloan Management Review

Ad-hoc reviewer (Books):

Harvard Business School Press
 Houghton-Mifflin Press
 McGraw-Hill/Irwin.

Ad-hoc reviewer (Other):

Marketing Science Institute (MSI)
 MSI Alden G. Clayton Dissertation Proposal Competition
 American Marketing Association (AMA)

RESEARCH AND OTHER PRESENTATIONS

Lenartowicz, Tomasz and Sridhar Balasubramanian, “Practices and Performance of Retail Stores in a Developing Economy: Contrasting Two Worlds”

- **Academy of International Business Conference** 2002, San Juan, Puerto Rico.
Presented by Tomasz Lenartowicz.

Putsis, William P. Jr., Sridhar Balasubramanian, Edward H. Kaplan and Subrata K. Sen, “Does Mixing Matter?”, at:

- **NYU/Columbia/Yale Conference, Yale University**, May 1994. Presented by William Putsis.
- **Marketing Science Conference**, University of Arizona, Tucson, March 1994.
Presented by William Putsis.

Balasubramanian, Sridhar, Anil Kaul, Lisa Klein, Subrata Sen, Alvin Silk and Dick Wittink, “Advertising- Price Interactions”, at:

- **Value of Marketing Conference, Stanford University**, August 1994.
- **NorthEast Marketing Consortium, Yale University**, September 1995.

Balasubramanian, Sridhar, "Direct Marketer vs. Retailer: A Strategic Analysis of Competition and Market Structure", at:

- **Johnson Grad. School of Management, Cornell University**, April 1996.
- **Simon Grad. School of Management, University of Rochester**, November 1995.
- **School of Management, University of Toronto**, November 1995.
- **Krannert School of Management, Purdue University**, November 1995.
- **Graduate School of Business, University of Texas at Austin**, October 1995.
- **Kellogg Grad. School of Management, Northwestern University**, October 1995.
- **Smeal College of Business Administration, Penn State Univ.**, October 1995.
- **Texas Marketing Colloquium** at the Cox School of Business, Southern Methodist University, October 1997.
- **Yale Research Camp on Marketing**, Yale University, December 1997.

Balasubramanian, Sridhar and Robert A. Peterson, "Catalog Marketing, Internet Marketing and Conventional Retailing: Similarities, Differences and Emerging Opportunities", at:

- **Conference on *Research Frontiers in Interactive Marketing, Marketing Science Institute***, Cambridge, MA, September 1997.
- **Direct Marketing Association Educators' Conference**, Chicago, IL, October 1997.

Balasubramanian, Sridhar and David Schmittlein, "Customer Equity and Relationship Management for a Catalog Marketing Firm," at:

- **Conference on *Statistical Analysis of Large Data Sets in Business Economics***, Erasmus University, Rotterdam, The Netherlands, December 1997.
- **INFORMS Marketing Science Conference**, INSEAD, Fontainbleau, France, July 1998.

Balasubramanian, Sridhar, Shantanu Bhattacharya and Vish Krishnan, "A Theory of Pricing for Information-Intensive Offerings," at:

- **The University of Chicago Graduate School of Business**, April 1999.
- **INFORMS Marketing Science Conference**, Syracuse NY, May 1999.
- **The Anderson School at UCLA**, June 2000.

Balasubramanian, Sridhar, "The Use of Spatial Models in Marketing," at:

- **Kellogg Grad. School of Management, Northwestern University, Ph.D.** Seminar series, April 2000.

Balasubramanian, Sridhar and Pradeep Bhardwaj, “Strategic Incentive Design in Channels,” at:

- **Kenan-Flagler Business School**, University of North Carolina at Chapel Hill, October 2000.
- **Washington University at St. Louis**, February 2001.
- **University of Florida**, Gainesville, March 2001.

Balasubramanian, Sridhar, Prabhudev Konana and Nirup Menon, “Efficiency, Agency, and Customer Satisfaction in Virtual Environments: A Study of Online Investing,” at:

- **INFORMS Annual Conference**, San Antonio, November 2000.

Balasubramanian, Sridhar, “Products and Services in the Digital Economy,” at:

- **American Marketing Association: Marketing Strategy Special Interest Group**, San Francisco CA, August 1999.
- **Marts and Lundy Technology Summit**, Austin TX, October 2000.
- **Product Development Management Association: Seminar on New Product Development Best Practices**, Houston TX, December 2000.

Balasubramanian, Sridhar, “Customers as Investments: Customer Equity Modeling to Drive CRM,” at:

- **CRM FOCUS: The Cream of CRM Conference**, Boston MA, March 2001.

Balasubramanian, Sridhar, “Towards a Cross-Functional Approach to Teaching e-Business Topics,” at:

- The **American Marketing Association Faculty Consortium** on e-Commerce at Texas A&M University, College Station TX, July 2001.

Wu, Fang, Vijay Mahajan, and Sridhar Balasubramanian, “The Drivers of the Intensity of E-Business Adoption and Its Impact on Firm Performance,” at:

- **The Marketing Science Institute Conference on B2B E-Commerce** in Austin, TX, March 2001.

Balasubramanian, Sridhar and Pradeep Bhardwaj, “When Not All Conflict is Bad: Manufacturing-Marketing Conflict and Strategic Incentive Design,” at:

- **Research Seminar Series in the Department of Operations, Technology, and Innovation Management, The Kenan-Flagler Business School, University of North Carolina at Chapel Hill, October 2001.**

Balasubramanian, Sridhar, Robert A. Peterson and Sirkka Jarvenpaa, “Exploring the Implications of M-Commerce for Markets and Marketing,” at:

- **The Marketing Science Institute Conference on *Marketing to and Serving Customers Through the Internet* at Boca Raton FL, December 2001.**

Srinivasan, Raji, Sridhar Balasubramanian, and Rajendra K. Srivastava, “Wealth Effects of Marketing Initiative Announcements: An Event Study Analysis,” at:

- **The INFORMS Marketing Science Conference at Edmonton, Alberta, June 2002.**
- **The Marketing Science Institute Conference on *Measuring Marketing Productivity: Linking Marketing to Financial Returns* at Dallas TX, October 2002. Presented by Raji Srinivasan.**

Kang, Wooseong, Barry Bayus, and Sridhar Balasubramanian, “Multimarket Competition and Product Line Rivalry in the PC Industry” at:

- **The INFORMS Marketing Science Conference at College Park MD, June 2003. Presented by Wooseong Kang.**

Siemsen, Enno, Aleda Roth and Sridhar Balasubramanian, “Knowledge Sharing on the Shop Floor” at:

- **The Productions and Operations Management Society (POMS) Conference at Savannah GA, April 2003. Presented by Enno Siemsen.**

Siemsen, Enno, Aleda Roth and Sridhar Balasubramanian, “Knowledge Sharing among Employees” at:

- **The Productions and Operations Management Society (POMS) Conference at Cancun Mexico, May 2004. Presented by Enno Siemsen.**

Siemsen, Enno, Aleda Roth and Sridhar Balasubramanian, “Overcoming Barriers to Knowledge Sharing” at:

- **INFORMS Conference at Atlanta GA, October 2004. Presented by Enno Siemsen.**

Villanueva, Julian, Pradeep Bhardwaj, Yuxin Chen and Sridhar Balasubramanian (2004), “Managing Customer Relationships: Should Managers Really Focus on the Long Term?” at:

- **Marketing Science Institute’s Young Scholars Conference** at Park City, Utah, January 2005.
- **Catholic University of Portugal**, Lisbon, April 2005.

Balasubramanian, Sridhar, “Customer-focused Innovation and Growth” at:

- **UNC Innovation Seminar Series** in Miami, May 2006.

Balasubramanian, Sridhar, “Technology-Related Research in Marketing: Future Directions” at:

- Invited presentation to the Technology and Innovation Special Interest Group at **American Marketing Association Summer Conference** in Chicago, August 2006.

Preethika, Seshasainam, Sridhar Balasubramanian, and Barry L. Bayus, “Consumer Options: Theory and an Empirical Application to Sports Markets” at:

- **University of Texas at Austin**, January 2007.
- **The INFORMS Marketing Science** Conference at Singapore Management University, June 2007.
- **George Mason University**, December 2008.

Balasubramanian, Sridhar, Ranjan Dutta and Kerem Tomak, “Mental Accounting and the Strategic Pricing of Information Goods: A Game-Theoretic Model and Experimental Evidence” at:

- **Washington DC Marketing Colloquium (Keynote Presentation)**, February 2007.
- **Yale School of Management**, March 2007.
- **Georgia Institute of Technology**, January 2008.

TEACHING EXPERIENCE

1996 Fall - 1997 Spring	<u>Strategic Marketing</u> , MBA Elective, Graduate School of Business Administration, University of Texas at Austin.
1997 Fall - 1998 Fall	MBA <u>Marketing Core</u> , Graduate School of Business Administration, University of Texas at Austin.
1999 Spring- 2001 Spring	<u>Operations and Marketing Strategy in the Digital Age</u> , MBA Elective, Graduate School of Business Administration, University of Texas at Austin.
1999 Spring - 2001 Spring	<u>Marketing Strategy for Consulting</u> , Undergraduate Elective, College of Business Administration, University of Texas at Austin.
2001 Fall	<u>Marketing Issues</u> , MBA Elective, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.

2002 Spring – 2005 Fall	<u>Marketing Strategy</u> , Undergraduate Elective, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
2002 Spring - 2004 Spring	<u>Marketing Strategy in Information- and Technology-Intensive Environments</u> , MBA Elective, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
2004 Spring - 2005 Spring	<u>Advanced Topics in Marketing</u> , Executive MBA Elective, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
2004 Fall – 2005 Fall	<u>Marketing: Core Concepts and Tools</u> , MBA Core, Kenan-Flagler Business School, University of North Carolina at Chapel Hill [Co-taught with Steve Hoeffler].
2006 Fall –	<u>Marketing: Core Concepts and Tools</u> , MBA Core, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
2005 Summer	<u>Services Marketing</u> , Executive MBA Elective, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
2006 Spring	<u>Marketing Strategy</u> , Executive MBA Elective, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
2006 Fall -	<u>Global Marketing Management</u> , OneMBA Core, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.

EXECUTIVE DEVELOPMENT

Consulted with or conducted executive development programs for numerous companies including BASF, Boeing, Canara Bank, Caterpillar Inc., Dentsply, the Environmental Protection Agency, Glen Raven, John Deere, Life Insurance Corporation of India, Medco, Performance Food Group, SHRM, State Bank of Hyderabad, Telkom (South Africa), Union Bank of India, the U.S. Army, the U.S. Navy, Vincera, and Xerox.

TEACHING RATINGS (At UNC – Fall 2001 onward).

REGULAR COURSE RATINGS (All ratings on a 5-point scale)

Course	Level	Year	Course Score	Instructor Score	Instructor Excellence
Marketing Issues (Industry speaker-led course)	MBA	Mod II 2001	4.00	4.34	4.24
Marketing Strategy in the Digital Age	EMBA	Mod III 2002	4.33	4.62	4.56
Marketing Strategy in the Digital Age	MBA	Mod IV 2002	4.25	4.67	4.68

Marketing Strategy in the Digital Age	MBA	Mod IV 2002	4.22	4.70	4.62
Marketing Strategy	U/G	Spring 2002	4.84	4.94	4.97
Marketing Strategy in Info. and Tech-Intensive Environments	MBA	Mod III 2003	4.49	4.79	4.80
Marketing Strategy in Info. and Tech-Intensive Environments	MBA	Mod IV 2003	4.55	4.78	4.67
Marketing Strategy	U/G	Spring 2003	4.46	4.67	4.72
Marketing Strategy	U/G	Spring 2003	4.77	4.78	4.85
Marketing Strategy in Info. and Tech-Intensive Environments	MBA	Spring 2004	4.32	4.59	4.54
Advanced Topics in Marketing	EMBA	Spring 2004	4.54	4.70	4.74
Marketing Strategy	U/G	Spring 2004	4.63	4.86	4.85
Marketing Strategy	U/G	Spring 2004	4.64	4.76	4.71
Marketing: Core Concepts and Tools (MBA Core class – Section 1)	MBA	Fall 2004	4.26	4.56	4.57
Marketing: Core Concepts and Tools (MBA Core class – Section 2)	MBA	Fall 2004	4.17	4.41	4.30
Marketing: Core Concepts and Tools (MBA Core class – Section 3)	MBA	Fall 2004	4.41	4.65	4.66
Marketing: Core Concepts and Tools (MBA Core class – Section 4)	MBA	Fall 2004	4.32	4.66	4.63
Marketing Strategy	U/G	Fall 2004	4.63	4.83	4.84
Advanced Topics in Marketing	EMBA	Spring 2005	4.82	4.91	4.93
Services Marketing	EMBA	Summer 2005	4.45	4.86	5.00
Global Marketing Management (Global EMBA Marketing Core class)	EMBA	Fall 2005	4.71	4.86	4.85
Marketing: Core Concepts and Tools (MBA Core class – Section 1)	MBA	Fall 2005	4.37	4.48	4.38
Marketing: Core Concepts and Tools (MBA Core class – Section 2)	MBA	Fall 2005	4.50	4.71	4.69
Marketing: Core Concepts and Tools (MBA Core class – Section 3)	MBA	Fall 2005	4.44	4.66	4.63
Marketing: Core Concepts and Tools (MBA Core class – Section 4)	MBA	Fall 2005	4.47	4.68	4.63
Marketing Strategy	U/G	Fall 2005	4.73	4.93	4.94
Marketing Strategy	EMBA	Spring 2006	4.74	4.84	4.86

Marketing: Core Concepts and Tools (MBA Core class – Section 1)	MBA	Fall 2006	4.26	4.47	4.48
Marketing: Core Concepts and Tools (MBA Core class – Section 2)	MBA	Fall 2006	4.40	4.58	4.67
Marketing: Core Concepts and Tools (MBA Core class – Section 3)	MBA	Fall 2006	4.48	4.60	4.57
Marketing: Core Concepts and Tools (MBA Core class – Section 4)	MBA	Fall 2006	4.51	4.69	4.80
Global Marketing Management (Global EMBA Marketing Core class)	EMBA	Fall 2006	4.48	4.68	4.68
Marketing Strategy	EMBA	Spring 2007	4.67	4.69	4.76
Marketing: Core Concepts and Tools (MBA Core class – Section 1)	MBA	Fall 2007	4.24	4.45	4.47
Marketing: Core Concepts and Tools (MBA Core class – Section 2)	MBA	Fall 2007	4.39	4.55	4.52
Marketing: Core Concepts and Tools (MBA Core class – Section 3)	MBA	Fall 2007	4.38	4.58	4.52
Marketing: Core Concepts and Tools (MBA Core class – Section 4)	MBA	Fall 2007	4.39	4.63	4.63
Global Marketing Management (Global EMBA Marketing Core class)	EMBA	Fall 2007	4.70	4.80	4.93
Marketing Strategy	EMBA	Spring 2008	4.69	4.69	4.88
Marketing: Core Concepts and Tools (MBA Core class – Section 1)	MBA	Fall 2008	4.39	4.54	4.67
Marketing: Core Concepts and Tools (MBA Core class – Section 2)	MBA	Fall 2008	4.38	4.58	4.52
Marketing: Core Concepts and Tools (MBA Core class – Section 3)	MBA	Fall 2008	4.48	4.67	4.74
Marketing: Core Concepts and Tools (MBA Core class – Section 4)	MBA	Fall 2008	4.41	4.60	4.70
Global Marketing Management (Global EMBA Marketing Core class)	EMBA	Fall 2008	4.79	4.84	4.96
Marketing Strategy	EMBA	Spring 2009	4.59	4.75	4.80

SELECTED SERVICE ACTIVITIES

- Organizing team: **Marketing Advisory Board Meeting** (2003-2004).
- Member: **Café McColl Committee** (2005-2007)
- **Marketing PhD Coordinator** (2006 -)
- Member: **Executive Development Marketing Director Search Committee** (2006)
- Member: **Executive Development President Search Committee** (2007-2008)
- **MBA Marketing Club Advisor** (2008-)

- Member: **Dean's Committee for the Globalization of the Kenan-Flagler Business School** (2008-2009)
- Member: **Dean's Committee for the Use of Technology in Research** (2008-2009)
- Member: **UNC Business Essentials Design and Marketing Team** (2008-2009)
- Presenter: **New Faculty Orientation** (2008-2009)
- Presenter: **UNC Business Essentials Webinar** (2009)

INDUSTRY WORK EXPERIENCE

1991-1992 **Area Sales Manager**

Britannia Industries Ltd., India

Responsible for the sales organization in the state of Andhra Pradesh (pop. 60 million). Regular activities included the design and implementation of sales promotion schemes at the distributor and retailer levels, advertising management, new product introduction, variety and pack budgeting and variance analysis, logistics management and the extension of the distribution network. Also responsible for the operation of a dedicated rural marketing program.

RESEARCH INTERESTS

E-Commerce, E-Business, & M-Commerce
 Innovation and Growth Strategy
 Customer Relationship Modeling
 Game Theoretic Models of Competition

Green Markets & Marketing
 Multiple Channel Markets
 Strategic Incentives
 Knowledge Sharing & Management

TEACHING INTERESTS

Marketing Management (Core)
 Marketing Models & Research (Ph.D. level)
 Strategy in High-Tech Environments

Marketing Strategy
 Channels and Pricing

OTHER INTERESTS

Foreign Languages

Five years of French in school and junior college. One semester of German at IIT (Kharagpur).

Professional Affiliations

INFORMS/INFORMS College of Marketing; American Marketing Association; The Indus Entrepreneurs (TiE – Charter Member).

Extra-curricular activities

Actively interested in writing, dramatics and public speaking. Editor of the Official Magazine of the IIT (Kharagpur), winner of the IIM (Bangalore) Blue in Dramatics and Order of Merit in debating.