

VITA
MOHANBIR S. SAWHNEY

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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: McCormick Foundation Professor of Technology,
Director, Center for Research in Technology and Innovation
Clinical Professor of Marketing
Kellogg School of Management, Northwestern University

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

RESEARCH AWARDS AND HONORS

- ISBM Fellow, Institute for Research in Business Markets, Smeal College of Business, Penn State University, 2016.
- Best Business Book 2014 (Strategy) for *Fewer Bigger Bolder: From Mindless Expansion to Focused Growth*, Strategy+Business, November 2014.
- 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

- Prominent Alumnus, Pan IIT Alumni Association, 2019
- NASSCOM Thought Leadership Award, National Leadership Forum, February 2016.
- Member, Advisory Board, Chicago Innovation, 2016.
- Fellow of the Institute for Study of Business Markets (ISBM), Penn State University, September 2015.
- 16th on the list India 50 – the 50 most influential thinkers of Indian origin, 2012.
- Light of India Award for Excellence in Academics, 2011
- Distinguished Alumnus Award, Indian Institute of Management, Calcutta, 2011
- Sewa Award 2006 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.

TEACHING

GRADUATE COURSES TAUGHT:

- Product Management for Technology Companies: An Entrepreneurial Perspective (MBA elective)
- Technology Marketing (MBA elective)

EXECUTIVE COURSES TAUGHT:

- Product Management for Technology Companies (EMBA Elective)
- Marketing in a Digital World (EMBA Elective)
- TechVenture India (EMBA Elective)

NON-DEGREE EXECUTIVE COURSES TAUGHT (OPEN ENROLLMENT):

- Advanced Management Program (AMP)
- Executive Development Program (EDP)
- The Innovative Organization
- Business Marketing Strategy
- CEO Perspectives Program
- STC Program
- FDC Program
- ISB GAMP Program
- Latin American CEO Program
- EY Strategic Management Program
- Jeronimo Martins Custom Program
- Leading and Sustaining a Culture of Innovation (Academic Director)
- Delivering Business Growth (Academic Director)
- Driving Organic Growth

- Leading into the Future
- Business for Scientists and Engineers
- New Products and Services
- Nonprofit Management Program
- Kellogg Jewish Leaders Program
- Kellogg on Branding
- The Consumer-Focused Organization

NON-DEGREE EXECUTIVE COURSES TAUGHT (CUSTOM):

- Modern Marketing Workshop (Custom Program for Microsoft)
- Kellogg on Marketing (Custom Program for Microsoft)
- Integrated Marketing Planning and Execution (custom program for Microsoft)
- Strategic Marketing Measurement and Planning (custom program for Microsoft)
- Value Proposition Excellence (custom program for Microsoft)
- Customer Insight Leadership (custom program for Microsoft)
- Strategic Digital Marketing (custom program for Microsoft)
- Marketing Leadership Program (custom program for Sony)
- Global Strategic Marketing Training Program (custom program for Nissan Motor)
- Marketing Bootcamp (custom program for DuPont)

ONLINE EXECUTIVE EDUCATION COURSES TAUGHT:

SPOCs (Small Private Online Courses)

- Digital Marketing Strategies (Launched December 2018, 2,167 enrollments till February 2020)
- Product Strategy (Launched April 2019, 1,269 enrollments till February 2020)
- Artificial Intelligence: Leading Business Transformation (Launched November 2019, 252 enrollments till February 2020)
- Professional Certificate in Digital Marketing (Launched February 2020, 14 enrollments to date)

Corporate MOOCs

- Modern Marketing MOOC for Microsoft (Launched March 2017, 4,000 participants to date)
- Kellogg on Marketing On-Demand Video Series (for Microsoft)
- Virtual Kellogg on Marketing Online Program (for Microsoft)

RESEARCH AND WRITING

RESEARCH INTERESTS

My research centers on modern marketing, innovation and growth strategy. Within these domains, my current research projects focus on evolution of analytics capabilities, growth and scaling of enterprises, engagement marketing and Modern Marketing.

PUBLICATIONS

Chen, Jiyao, Richard M. Walker & Mohanbir Sawhney (2019): "Public Service Innovation: A Typology," *Public Management Review*, August 2019.

Sawhney, Mohanbir (2016), "Putting Products into Services", *Harvard Business Review*, September.

- Chen, Jiyao, Richard M. Walker and Mohanbir Sawhney (2015), "Public Sector Innovation: Typology and Validation, *Academy of Management Proceedings*.
- Walker, Richard M, Jiyao Chen and Mohanbir Sawhney (2015), "Uncovering Relationships between Management Innovation and Service Innovation and Public Service Organization", *Conference of the Public Management Research Association*.
- Sawhney, Mohanbir and Sanjay Khosla (2014), "Where to Look for Insight", *Harvard Business Review*, November 2014.
- Khosla, Sanjay and Mohanbir Sawhney (2012), "Blank Checks: Unleashing the Potential of People and Businesses", *Strategy+Business*, August 2012.
- Nambisan, Satish and Mohanbir Sawhney (2011), "Orchestration Processes in Network-Centric Innovation: Evidence from the Field", *Academy of Management Perspectives*, Vol. 25, 3, p. 40-57
- Chen, J. and Mohanbir Sawhney (2010). "Defining and Measuring Business Innovation: The Innovation Radar," *Proceedings of the American Marketing Association Conference*, 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*, 27, 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 Cross-functional 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

- Mohanbir Sawhney and Martin Prause (2020), “The Future of Online Learning in a Software and Services World”
- Mohanbir Sawhney (2019), “Design for Disruption: 10 Innovation Principles and an Application to Digital Services”.
- Mohanbir Sawhney (2017), “Reimagining Marketing”.
- Mohanbir Sawhney (2017), “The Paradox of Scaling “.
- Mohanbir Sawhney (2016), “Marketing is Everything: Everything is Marketing”.

Current Research projects

- A Capability Maturity Model for Artificial Intelligence
- The AI Radar: A Portfolio Model for AI Strategy
- The AI Canvas: Framing the Business Case for AI Initiatives
- Modern Marketing Processes and Capabilities
- Sharing Economy Marketplaces
- Brand Motivations and Online Anthropology
- Collaborative Marketing with Customers

Software Simulations

DigiStrat: The Digital Services Strategy Game (February 2020)

DigiStrat is a multi-player game that places players in the role of the Chief Strategy Officer for a digital services provider. Providers compete in the market for digital services. They market wireless data, wired data, connected home services and streaming video content to consumers. They also market wireless data, wired data, cloud services and IoT services to businesses. Players aim to maximize subscriber market share, average revenue per customer, customer satisfaction (NPS), service quality and cash flow. They make decisions on pricing decisions, network infrastructure investment, service development, backend infrastructure, customer care and marketing/sales. Players also participate in a live auction for 5G wireless spectrum that allows them to launch the next generation of 5G wireless services. The DigiStrat game is designed to be a highly realistic simulation of the complex and contemporary digital services market and it teaches players how to compete and win in subscription-based technology markets.

Cloudstrat: Managing Migration to the Cloud (April 2019)

CloudStrat is a single-player game in which players design and execute strategy for LegaSoft, a large multinational enterprise software vendor. LegaSoft is a market leader in the Enterprise Resource Planning (ERP) market. It offers legacy enterprise software, along the lines of SAP and Oracle. LegaSoft is at a crossroads. Growth in its traditional enterprise segment is slowing while the small business and emerging market segments are growing faster. LegaSoft is also facing a disruptive competitor called NetWare that offers similar products but uses a different model called Software as a Service (SaaS) to deliver its software. NetWare has been in the market for a few years and has been growing rapidly. To compete with NetWare, LegaSoft has created its own SaaS offerings. It is also working on a SaaS version of a new HCM module. LegaSoft has made some headway in the SaaS market, but NetWare is still the market leader. The overall market is expected to shift further towards the SaaS model, but the timing of

the transition is uncertain and will differ across markets and customer segments. Players must navigate the migration of LegaSoft's business to the cloud by balancing the need to aggressively gain share in the SaaS market while protecting legacy software revenues. Players make decisions on product development, platform development, marketing, sales and pricing. They also decide on "make versus buy" for the HCM module by either investing in internal development or by acquiring a SaaS-based HCM startup company. CloudStrat models the business model migration challenge that most enterprise software companies are facing today as they shift from an on-premise software business to a cloud-based software business.

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

Photo Wars is a multi-dimensional computer simulation program that immerses students as marketing strategists in the rich and complex consumer imagining arena (including video and still imaging)-an area that is undergoing a transition to digital technology, with many new players from the computer industry vying for a piece of the action. Students work through the simulation to develop winning strategies that take into account the complex interactions among the players' technology strategies, marketing strategies, and partnering strategies. The insights gained from Photo Wars, while particular to managers charged with crafting strategy in a rapidly changing technology market, are equally relevant to many other complex and rapidly evolving markets.

Books

The Sentient Enterprise: The Evolution of Business Decision Making, Oliver Ratzesberger and Mohanbir Sawhney, John Wiley (2017) **Wall Street Journal Bestseller.**

Fewer, Bigger, Bolder: From Mindless Expansion to Focused Growth, Sanjay Khosla and Mohanbir Sawhney, Penguin (2014).

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 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.

Book Chapters:

Sawhney, Mohanbir (2019), "Brand Storytelling in a Digital World", in *Kellogg on Branding*, John-Wiley.

- Peretti, Paola and Mohanbir Sawhney (2016), "The relative importance of the different relationship platforms (physical and virtual) in the consumer experience of luxury brands", in *Global Marketing Strategies for the Promotion of Luxury Goods*.
- 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.
- 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, in *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 Rete 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 (2020), "7 Habits of Customer-Obsessed Companies", *LinkedIn Pulse*, February 13, 2020.
- Sawhney, Mohanbir (2020), "5 Reasons Why AI May Dazzle Only to Disappoint", *Forbes*, February 4, 2020.
- Sawhney, Mohanbir (2020), "Why Microsoft and Apple are Moving AI to the Edge", *Forbes*, January 27, 2020.

Sawhney, Mohanbir (2019), "Let Corporate Governance take its Course at Infosys", *Forbes*, November 25.

Sawhney, Mohanbir (2019), "The Importance of Value Abstraction In Artificial Intelligence For Business Leaders", *Forbes*, September 16.

Sawhney, Mohanbir (2019), "Autonomous Mobility and The Mythical Mass Market", *Forbes*, August 21.

Sawhney, Mohanbir (2019), "The Myth of Substitution and The Mirage of Driverless Cars", *Forbes*, August 7.

Sawhney, Mohanbir (2019), "The Real Reasons Microsoft Invested in OpenAI", *Forbes*, July 24.

Sawhney, Mohanbir (2019), "Show Me the Money, Not Just the Customer", *Forbes*, May 21.

Sawhney, Mohanbir (2019), "Learning as A Service: Lifelong Learning in A Software And Services World", *Forbes*, March 4.

Sawhney, Mohanbir (2019), "It's the Brand, Stupid! Why Samsung Doesn't Care how many Foldable Phones it Sells", *Forbes*, February 22.

Sawhney, Mohanbir (2019), "Sentient Marketing: Customer Engagement at the Speed of Data", *Forbes*, January 14.

Sawhney, Mohanbir (2018), "5 Lessons Apple can Learn from Microsoft's Comeback", *Forbes*, November 30.

Sawhney, Mohanbir (2018), "Why Apple Jumped on the Megaphone Bandwagon", *Forbes*, September 18.

Sawhney, Mohanbir (2018), "3 Ways That Amazon Can Win in Home Services", *Forbes*, July 6.

Sawhney, Mohanbir (2018), "3 Keys for Making Products and Marketing For All", *Forbes*, June 19.

Sawhney, Mohanbir (2018), "7 Ways that Amazon is Winning by Acting Glocally in India", *Forbes*, April 30.

Sawhney, Mohanbir (2018), "Why Uber Needs to Retreat to Move Forward", *Forbes*, March 28.

Sawhney, Mohanbir (2018), "Siri, What Do You Do Best?' - Why Voice-Search Assistants Need To Specialize", *Forbes*, March 21.

Sawhney, Mohanbir (2018). "As Robots Threaten More Jobs, Human Skills Will Save Us", *Forbes*, March 10.

Sawhney, Mohanbir (2017), "This Design Change Could Transform the iPhone as We Know It", *Fortune*, December 5.

Sawhney, Mohanbir (2017), "The iPhone X Is the Beginning of the End for Apple", *Fortune*, November 2.

Sawhney, Mohanbir (2017), "Why Most of Us Will Buy the iPhone 8 Plus Over the iPhone X", *Fortune*, September 14.

Sawhney, Mohanbir (2017), "Why Alexa Is Amazon's Secret Weapon", *Fortune*, July 11.

Sawhney, Mohanbir (2017), "Why Tesla Could Become the Next Apple", *Fortune*, May 13.

Sawhney, Mohanbir (2017), "Why Investors Should Think Twice Before Buying into Tesla", April 11.

Sawhney, Mohanbir (2016), "Wal-Mart and Jet.com: The Marriage Won't Be Easy", *Forbes*, August 22.

Sawhney, Mohanbir (2015), "4 Ways to Harness Digital Disruption", *Forbes*, August 19.

Sawhney, Mohanbir (2015), "Rules of Engagement: How to Tango with Startups", *Forbes*, August 14

Sawhney, Mohanbir (2014), "Alibaba versus Amazon: Who will Win the Global E-Commerce War", *Forbes*, September 22.

Khosla, Sanjay and Mohanbir Sawhney (2014), "The Wisdom of Less: How Procter & Gamble can Grow by Shrinking", *Fortune*, August 7.

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 Magazine*, 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*, December 1.

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

EnerWind: Applying Artificial Intelligence and Machine Learning in Wind Turbine Operation (Mohanbir Sawhney, Varun Poddar and Pallavi Goodman, 2020).

Sony Computer Science Laboratories: Sustaining a Culture and Organization for Fundamental Research (Masahiro Toriyama, Mohanbir Sawhney and Katharine Kruse, 2020)

Uber: Applying Machine Learning to Improve the Customer Pickup Experience (Mohanbir Sawhney, Birju Shah, Ryan Yu, Evgeny Rubstov and Pallavi Goodman, 2019).

Jio Money: Customer Acquisition, Development and Monetization in a Multi-Sided Market (Mohanbir Sawhney and Vijayalakshmi Natarajan, 2018)

Starbucks: Driving Growth through New Dining Occasions (Mohanbir Sawhney, 2018).

Saama Technologies: Growth through a Focused Vertical Market Strategy (Mohanbir Sawhney and Pallavi Goodman), 2018.

VMock: Pivoting to Succeed and Scale in a Technology Startup Company (Mohanbir Sawhney and Pallavi Goodman), 2017.

Kheyti: Product and Business Development at an AgTech Social Enterprise (Mohanbir Sawhney and Saumya), 2017.

Best Buy: Creating a Winning Retail Customer Experience (Mohanbir Sawhney, Pallavi Goodman and Ganesan Keerthivasan, Kellogg School of Management, 2017)

WMS Gaming: Revenue Model Innovation for Gaming Solutions (Mohanbir Sawhney, Pallavi Goodman and Ori Broit, Kellogg School of Management, 2016).

OnePlus Technologies: Crossing the Chasm in the Smartphone Market (Mohanbir Sawhney and Pallavi Goodman, Kellogg School of Management, 2016)

The Hunger Games: Catching Fire: Using Digital and Social Media for Brand Storytelling (Mohanbir Sawhney and Pallavi Goodman, Kellogg School of Management, 2015).

TabletTeach: Opportunity Analysis for a New Technology Product, January 2015 (Case study on Product Development), John Miniati and Mohanbir Sawhney

Mastercard's Digital Wallet, March 2012 (Case study on ecosystem design and product marketing)

Motorola's Droid 2, April 2011 (case study on managing product development programs)

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

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

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

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

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

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

Ontela PicDeck: Segmentation, Targeting and Positioning, February 2009 (case study on response-based customer segmentation)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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.

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

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

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

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

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

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.

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

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

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

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

CONFERENCE KEYNOTES AND INVITED TALKS

“Reimagining the Customer Experience”, Adobe Systems, Mexico City, February 2020.

“Artificial Intelligence in the Retail Industry: The CEO Agenda”, National Retail Federation, New York City, January 2020.

“Artificial Intelligence Applications in Marketing”, World Marketing and Sales Forum, Milan, June 2019.

“Artificial Intelligence Applications in Marketing”, World Marketing and Sales Forum, Barcelona, June 2019.

“Artificial Intelligence Applications in Marketing”, World Marketing and Sales Forum, Mexico City, April 2019.

“Transforming Marketing, Transforming Yourself”, Tata Sons CMO Meeting, Mumbai, March 2019.

“Design for Disruption”, Keynote at Innovation Roundtable, Copenhagen, November 2018.

“Measuring Business Innovation”, National Science Foundation, SRI International, Washington, D.C., October 2018.

“Digital Transformation of the Utilities Industry”, Keynote, INTER Rao, Moscow, Russia, January 2018.

“How to Dance with Startups”, SPJIMR Business-Academia Conclave, Mumbai, India, January 2018.

“Customer Engagement for Competitive Advantage in the Digital World”, Business Leadership Summit, Universidad de Monterrey, Monterrey, Mexico, October 2017.

“Personalized Experiences at Scale: The Future of Marketing in a Digital World”, Caribe Business Forum, Barranquilla, Colombia, August 2017.

“Dealing with Digital Disruption”, Keynote at NASSCOM National Leadership Forum, Mumbai, February 2016.

“Always-On Marketing in a Digital World”, Keynote at World Marketing Summit, Melbourne, Australia, November 2015.

“Reinventing Innovation in a Hyperconnected World”, Keynote at World Business Forum, Madrid, Spain, October 2015.

“New Customers, New Marketing and the New Marketer”, Keynote at Institute of Business Markets (ISBM), Penn State University, September 2015.

“Transforming Marketing in a Digital World”, Keynote at Interactive Advertising Bureau conference, Lima, Peru, September 2015.

“Reinventing Innovation in a Hyperconnected World”, Keynote at World Business Forum, Hong Kong, June 2015.

“Brand Storytelling in the Digital World”, Brand50 Conference Keynote, New York City, May 2015

“Innovation and Digital Disruption”, Invited Keynote at University of Naples Federico II, Naples, October 2014.

“Digital Disruption in a Connected World”, Invited Presentation at Bocconi University, Milan, October 2014.

“Digital Disruption in a Hyperconnected World”, Keynote at World Business Forum, Milan, October 2014.

“The Sentient Enterprise”, Teradata Partners Conference, Nashville, October 2014

“Logistics Innovation in a Networked World”, Invited Keynote at Abo Akademi, Turku, Finland, September 2014.

“Collaborative Innovation in a Digital World”, Keynote at the World of Business Innovation conference, Mexico City, September 2013.

“Defining and Measuring Marketing Performance”, Keynote at MarkPlus Asia Marketing Conference, Jakarta, July 2012.

“Social Media Revolution in Asia”, Keynote at SASIN Business Forum, Bangkok, Thailand, July 2012.

“Leveraging the Global Brain”, Keynote at Kellogg-Recanati 15th Anniversary Celebration, Tel-Aviv, March 2012.

“Social Media Marketing: Game Changer in Asia”, Keynote at SASIN Business Forum, Bangkok, July 2012.

“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.

34th “GuruSpeak: Seminar on Marketing and Innovation”, Indian Institute of Management, Calcutta, 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, Johnson & 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:

\$250,000 grant from United States Air Force Research Laboratories (co-investigator), February 2018.

\$60,000 grant from Bosch USA for the Bosch IoT Business Challenge, January 2017.

\$300,000 grant from Allstate Insurance for the Allstate Business Challenge, June 2016.

\$150,000 grant from Allstate Insurance for the Allstate Business Challenge, June 2015.

\$60,000 grant from Allstate Insurance for the Allstate Business Challenge, February 2015.

\$30,000 grant from Best Buy for the Best Buy Business Challenge, February 2014.

\$225,000 grant from the Nordic Council for "Public Sector Innovation: Models and Frameworks", July 2011.

\$5,000 grant from Microsoft Corporation to study "Best Practices in Integrated Marketing", December 2010.

\$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.

OUTSIDE ACTIVITIES

List of Outside Organizations (2017-2020)

Company/Organization	Country	Type of Engagement
Abbott Labs	USA	Speaking/Advising
Adobe Systems	Mexico	Speaking/Advising
ANZ Grindlays	India	Speaking/Advising
Australian Reseller Network	Australia	Speaking/Advising
Bahwan Cybertek	Oman	Speaking/Advising
BigSpeak	USA	Speaking/Advising
CA Technologies	USA	Speaking/Advising
Chicago Innovation	USA	Speaking/Advising
C-Institute Hong Kong	Hong Kong	Speaking/Advising
Entergy Services	USA	Speaking/Advising
Facebook	USA	Speaking/Advising
FIFCO	Costa Rica	Speaking/Advising
FTV Capital	USA	Speaking/Advising
Fundacao Brazil	Brazil	Speaking/Advising
Future Group India	India	Speaking/Advising
Healthscape Advisors	USA	Speaking/Advising
HiCue Speakers	USA	Speaking/Advising
Innovation Roundtable	USA	Speaking/Advising
INTER Rao	Russia	Speaking/Advising
KMPG Lower Gulf	UAE	Speaking/Advising
Johnson & Johnson	Singapore	Speaking/Advising
Leading Authorities	USA	Speaking/Advising
Merck	USA	Speaking/Advising

Monosol	USA	Speaking/Advising
NACS	USA	Speaking/Advising
NAPFA	USA	Speaking/Advising
Reliance Industries Limited	India	Board Member
Roche Hong Kong	Hong Kong	Speaking/Advising
Salesforce	USA	Advising/Coaching
Teradata	USA	Speaking/Advising
Universidad De Monterrey	Mexico	Speaking/Advising
WOBI	Argentina	Speaking/Advising

Advisory Board Relationships

1. Chicago Innovation (Not for Profit)
2. Sikh Research Institute (Not for Profit)
3. Pan IIT USA Alumni Association (Not for Profit)
4. Kognetics
5. vMock
6. QualSights
7. LawGeex
8. PomVom
9. MommyDaddyMe
10. Course5 Intelligence
11. Sprinkl
12. Smartmedia
13. StartupWind

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

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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