

# ARVIND RANGASWAMY

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## I. EDUCATIONAL BACKGROUND

Doctor of Philosophy in Marketing  
Northwestern University, Evanston, Illinois, 1985

Master of Business Administration  
Indian Institute of Management, Calcutta, India, 1979

Bachelor of Technology  
Indian Institute of Technology, Madras, India, 1976

## II. TEACHING ACCOMPLISHMENTS

### A. Positions held

Jonas H. Anchel Professor of Marketing, The Smeal College of Business, Penn State University, July 1999 - present.

Visiting Faculty Scholar, Indian School of Business, February – March 2015, February – March 2016, and February-March 2017.

Visiting Faculty Scholar, New York University, August – December 2013.

Senior Associate Dean for Research and Faculty, The Smeal College of Business, Penn State University, July 2009 – December 2012.

In this role, I chaired the Smeal College's Executive Committee, and was also responsible for all faculty affairs. In addition, I had oversight of the PhD program, the research centers, research programs, and the international and online strategies for the College.

Visiting Professor, Kellogg Graduate School of Management, Northwestern University, Oct – Dec 1999; Jun-Jul 2000.

Professor of Marketing, The Smeal College of Business, Penn State University, 1998-99.

Associate Professor of Marketing, The Smeal College of Business, Penn State University, 1993 – 1998.

Visiting Associate Professor of Marketing, J.L. Kellogg Graduate School of Management, Northwestern University, 1992 – 1993.

Visiting Lecturer, Pennsylvania State University, August 1992.

Assistant Professor, The Wharton School, University of Pennsylvania, Philadelphia, Pennsylvania, 1984 – 1992.

Lecturer, J. L. Kellogg Graduate School of Management, Northwestern University, Evanston, Illinois, 1983-1984

## **B. Courses taught**

### 1. Undergraduate courses

Marketing Management (University of Pennsylvania)  
Marketing Research (University of Pennsylvania)  
New Product Management (University of Pennsylvania)  
Marketing Engineering (Honors course, Penn State University)

### 2. Graduate courses

Marketing Analytics (online course for Master's Certificate Program)  
Marketing Engineering/Scientific Marketing Analysis (MBA)  
e-Marketing (MBA)  
e-Project (MBA)  
New product Management (MBA)  
Marketing Research (MBA)  
Advanced Math Refresher course (PhD)  
Marketing Models (PhD)  
Marketing Management (MBA)  
Seminar on International Negotiations (MBA)

### 3. Executive education courses

e-Business Strategies (for sponsors of the Institute for the Study of Business Markets (ISBM) at Penn State including Ciba Specialty Chemicals and PPG; Kellogg's EMP program and 4Q Program; for Syngenta through Purdue University)

Marketing Engineering and Marketing Analytics (for several companies including DuPont, Kodak, , McCormick & Company, and Xerox)

Several sessions at Wharton Executive Education programs in Marketing Research, Industrial Marketing, Sales Force Management, New Product Management, Analysis of Scanner Data, and International Negotiations

### C. Current teaching interests

Digital Marketing/e-Marketing  
Marketing Engineering/Marketing Analytics

## III. PUBLICATIONS AND RESEARCH

### A. Publications

#### 1. Articles published or accepted in refereed journals

Ebbes, Peter, Zan Huang, and Arvind Rangaswamy (2016), "Sampling Designs for Recovering Local and Global Characteristics of Social Networks," International Journal of Research in Marketing, Vol. 33, No. 3 (September), p. 578–599.

Germann, Frank, Gary L. Lilien, and Arvind Rangaswamy (2013), "Performance Implications of Deploying Marketing Analytics" International Journal of Research in Marketing, Vol. 30, No. 2 (June), p. 114-128. Won the best-paper award in IJRM for 2013.

Srinivasan, Raji, Gary L. Lilien, Arvind Rangaswamy, Gina A. Pingitore, and Daniel Seldin (2012), "The Total Product Design Concept and an Application to the Auto Market," Journal of Product Innovation Management, Vol. 29(S1), p. 3–20 (Lead article).

Clement, Michel, Arvind Rangaswamy, and Srikant Vadali (2012), "Consumer Responses to Legal Music Download Services that Compete with Illegal Alternatives," Service Science, Vol. 4, No. 1, p. 4-23 (Lead article).

Sorescu, Alina, Ruud T. Frambach, Jagdip Singh, Arvind Rangaswamy, and Cheryl Bridges (2011), "Innovations in Retail Business Models," Journal of Retailing, 87S (1) S3-S16.

Hennig-Thurau, Thorsten, Edward C. Malthouse, Christian Friege, Sonja Gensler, Lara Lobschat, Arvind Rangaswamy, and Bernd Skiera (2010), "The Impact of New Media on Customer Relationships," Journal of Service Research, Vol. 13, No. 3 (August), p. 311-330. Finalist for the "Best Article" in Journal of Service Research in 2010.

Puligadda, Sanjay, Rajdeep Grewal, Arvind Rangaswamy, and Frank R. Kardes (2010), "The role of idiosyncratic attribute evaluation in mass customization," Journal of Consumer Psychology, Vol. 29, No. 3, (July), p. 369-380.

Kayande, Ujwal, Arnaud De Bruyn, Gary L. Lilien, Arvind Rangaswamy, and Gerrit Van Bruggen (2009), "How Incorporating Feedback Mechanisms in a DSS Affects DSS Evaluations," Information Systems Research, Vol. 20, No. 4 (December), p. 527-546.

- Rangaswamy, Arvind, C. Lee Giles and Silvija Seres (2009), "A Strategic Perspective on Search Engines: Thought Candies for Practitioners and Researchers." Journal of Interactive Marketing, Vol. 23, No. 1 (February), p. 49-60.(10<sup>th</sup> Anniversary Special Issue).
- Srinivasan, Raji, Gary L. Lilien and Arvind Rangaswamy (2008), "Survival of high tech firms: The effects of diversity of product-market portfolios, patents, and trademarks." International Journal of Research in Marketing, Vol. 25. No.2 (June), p. 119-128. Finalist for best paper award, 2008.
- Srinivasan, Raji, Gary L. Lilien and Arvind Rangaswamy (2006), "The Emergence of Dominant Designs," Journal of Marketing, Vol. 70, No. 2, p. 1-17 (Lead article).
- Grissom, M.D., A.D. Belegundu, A. Rangaswamy, and G.H. Koopmann (2006), "Conjoint-analysis-based multiattribute optimization: application in acoustical design," Structural and Multidisciplinary Optimization, Vol. 31, No. 1 (January), p. 8-16.
- Steckel, Joel, Russ Winer, Randolph E. Bucklin, Benedict Dellaert, Xavier Drèze, Gerald Häubl, Sandy Jap, John D.C. Little, Tom Meyvis, Alan Montgomery, and Arvind Rangaswamy (2005), "Choice in Interactive Environments," Marketing Letters, Vol.16, No. 3-4 (December), p. 310-320.
- Srinivasan, Raji, Arvind Rangaswamy, and Gary Lilien (2005), "Turning Adversity into Advantage: Does Proactive Marketing During a Recession Pay Off?, International Journal of Research in Marketing, Vol. 22, No. 2, p. 109-125. Won the best-paper award in IJRM for 2005.
- Rangaswamy, Arvind and Gerrit Van Bruggen (2005), "Opportunities and Challenges in MultiChannel Marketing: An Introduction to the Special Issue," Journal of Interactive Marketing, Vol. 19, No. 2 (Spring), p. 5-11.
- Rangaswamy, Arvind and Gerrit Van Bruggen (2005), "Special Issue: Multichannel Marketing," (Editors), Journal of Interactive Marketing, Vol. 19, No. 2 (Spring).
- Lilien, Gary L., Arvind Rangaswamy, Gerrit H. van Bruggen, and Katrin Starke (2004), "DSS Effectiveness in Marketing Resource Allocation Decisions: Reality Versus Perception," Information Systems Research, Vol. 15, No. 3 (September), p. 216-235.
- Srinivasan, Raji, Gary L. Lilien, and Arvind Rangaswamy (2004), "First in, First out? The Effects of Network Externalities on Pioneer Survival," Journal of Marketing, 68 (January), p. 41-58.

- Jianan Wu and Arvind Rangaswamy (2003), "A Fuzzy Set Model of Consideration Set Formation Calibrated on Data from an Online Supermarket," Marketing Science, Vol. 22, No. 3, p. 411-434.
- Shankar, Venkatesh, Amy Smith, and Arvind Rangaswamy (2003), "The Relationship Between Customer Satisfaction and Loyalty in Online and Offline Environments," International Journal of Research in Marketing, Vol. 20, No. 2 (June), p. 153-175. Finalist for best-paper award of IJRM for 2003 (with honorable mention). Winner of Jan-Benedict E.M. Steenkamp Award for Long-Term Impact (2014).
- Srinivasan, Raji, Gary L. Lilien, and Arvind Rangaswamy (2002), "The Role of Technological Opportunism in Radical Technology Adoption: An Application to e-Business," Journal of Marketing, Vol. 66, No. 3 (July), p. 47-60.
- Lilien, Gary L., Arvind Rangaswamy, Gerrit H. van Bruggen, and Berend Wierenga (2002), "Bridging the Marketing Theory-Practice Gap with Marketing Engineering" Journal of Business, Vol. 55, No. 2, p. 111-121.
- Lilien, Gary L. and Arvind Rangaswamy (2001), "The marketing engineering imperative: Introduction to the special issue," Interfaces, Vol. 31, No. 3, Part 2 of 2 (May-June), p. S1-S7.
- Lilien, Gary L. and Arvind Rangaswamy (2001), "Special Issue: Marketing Engineering" (Editors), Interfaces, Vol. 31, No. 3, Part 2 of 2 (May-June).
- Wind, Jerry and Arvind Rangaswamy (2001), "Customerization: The Next Revolution in Mass Customization," Journal of Interactive Marketing, Vol. 15, No. 1, p. 13-32.
- Gary L. Lilien and Arvind Rangaswamy (2000), "Modeled to Bits: Decision Models for the Digital, Networked Economy." Commentary on "Building Models for Marketing Decisions: Past, Present and Future" by Peter S.H. Leeflang and Dick R. Wittink. International Journal of Research on Marketing. Vol. 17, Nos. 2-3, p. 227-235.
- Degeratu, Alexandru, Arvind Rangaswamy, and Jianan Wu (2000), "Consumer Choice Behavior in Online and Traditional Supermarkets: The Effects of Brand Name, Price, and Other Search Attributes," International Journal of Research in Marketing, Vol. 17, No. 1, p. 55-78. Finalist for the best-paper award competition of IJRM for 2001 (with honorable mention). Winner of Jan-Benedict E.M. Steenkamp Award for Long-Term Impact (2011).
- Kim, Chulwan, Arvind Rangaswamy, and Wayne S. DeSarbo (1999), "A New Approach to Multidimensional Unfolding for Reducing the Occurrence of Degenerate Solutions," Multivariate Behavioral Research, Vol. 34, No. 2, p. 143-180.
- DeSarbo, Wayne S., Martin R. Young, and Arvind Rangaswamy (1997), "A Parametric Multidimensional Unfolding Procedure for Incomplete Nonmetric

Preference/Choice Set Data in Marketing Research,” Journal of Marketing Research, Vol. 34, (November), p. 499-516.

Winer, Russell S., John Deighton, Sunil Gupta, Eric J. Johnson, Barbara Mellers, Vicki G. Morwitz, Thomas O’Guinn, Arvind Rangaswamy, and Alan G. Sawyer (1997), “Choice in New Media Environments,” Marketing Letters, Vol. 8., No.3, (July), p. 287-296.

Rangaswamy, Arvind and G. Richard Shell (1997) “Using Computers to Realize Joint Gains in Negotiations: Toward An ‘Electronic Bargaining Table,’” Management Science, Vol. 43, No. 8 (August), p. 1147-1163.

Rangaswamy, Arvind and Gary L. Lilien (1997), “Software Tools for New Product Development,” Journal of Marketing Research, Special Issue on Innovations in New Product Development, Vol. 34, No. 1 (February), p. 177-184.

Reprinted in Marketing Engineering, Fred van Eenennaam, Céline M. Krielaart, and Robert A. van der Zwart (eds). Samson. Deventer. The Netherlands 1999, p. 141-146.

Rangaswamy, Arvind and Lakshman Krishnamurthi (1995) “The Equity Estimator for Marketing Research: A Rejoinder” Journal of Marketing Research, Vol. 32, No. 4, (November), p. 480-485.

Krishnamurthi, Lakshman and Arvind Rangaswamy (1994) “The Equity Estimator for Marketing Research: A Reply” Journal of Business and Economic Statistics, Vol. 12, No. 2, (April), p. 149-153.

Rangaswamy, Arvind, Raymond R. Burke, and Terence Oliva (1993) “Brand Equity and the Extendibility of Brand Names,” International Journal of Research in Marketing, Special Issue on Brand Equity, Vol. 10, p. 61-75.

Jehoshua Eliashberg, Stéphane Gauvin, Gary L. Lilien, and Arvind Rangaswamy (1992), “An Experimental Study of Alternative Preparation Aids for International Negotiations” Journal of Group Decision and Negotiation, Vol. 1, p. 243-267.

Rangaswamy, Arvind, Bari Harlam, Leonard M. Lodish (1991) “INFER: An Expert System for Automatic Analysis of Scanner Data,” International Journal of Research in Marketing, Special Issue on Expert Systems, 8, (April), p. 29-40.

Rangaswamy, Arvind and Lakshman Krishnamurthi (1991), “Response Function Estimation using the Equity Estimator,” Journal of Marketing Research, Vol. 28, No. 1, (February), p. 72-83.

Rangaswamy, Arvind, Prabhakant Sinha and Andris Zoltners (1990), “An Integrated Model-Based Approach to Aid in Sales Force Structure Decisions,” Marketing Science, Vol. 9, No. 4 (Fall), p. 279-298.

Raymond Burke, Arvind Rangaswamy, Jerry Wind, and Jehoshua Eliashberg (1990), "ADCAD: A Knowledge-Based System for Advertising Design," Marketing Science, Vol. 9, No. 3, (Summer), p. 212-229.

Translated and reprinted in Expertensysteme für die werbung, Franz-Rudolf Esch and Werner Kroeber-Riel (Editors), Verlag Franz Vahlen, München.

DeSarbo, Wayne S., Richard L. Oliver and Arvind Rangaswamy (1989), "A Simulated Annealing Methodology for Clusterwise Linear Regression," Psychometrika, Vol. 54, No. 4, (December), p. 707-736.

Rangaswamy, Arvind, Jehoshua Eliashberg, Raymond Burke and Jerry Wind (1989), "Developing Marketing Expert Systems: An Application to International Negotiations," Journal of Marketing, Vol. 53, No. 4, (October), p. 24-49.

Krishnamurthi, Lakshman and Arvind Rangaswamy (1987), "The Equity Estimator for Marketing Research," Marketing Science, Vol 6, No. 4, (Fall), p. 336-357.

Eliashberg, Jehoshua, Stephen A. LaTour, Arvind Rangaswamy, and Louis W. Stern (1986), "Assessing the Predictive Accuracy of Group Utility Functions in a Marketing Channel Negotiation Context," Journal of Marketing Research, Vol. 23, No. 1, (May), p. 101-110.

## 2. Books

Lilien, Gary L., Arvind Rangaswamy, and Arnaud De Bruyn (2017) Principles of Marketing Engineering and Analytics, Third Edition, published by DecisionPro, Inc. (For more information, visit [www.decisionpro.biz](http://www.decisionpro.biz), [www.ingenius.biz](http://www.ingenius.biz)).

Lilien, Gary L., Arvind Rangaswamy, and Arnaud De Bruyn (2012) Principles of Marketing Engineering, Second Edition, published by DecisionPro, Inc. (For more information, visit [www.decisionpro.biz](http://www.decisionpro.biz)).

Lilien, Gary L., Arvind Rangaswamy, and Arnaud De Bruyn (2007) Principles of Marketing Engineering, published by Trafford Publications. (For more information, visit [www.decisionpro.biz](http://www.decisionpro.biz)).

Lilien, Gary L. and Arvind Rangaswamy (2004) Marketing Engineering: Computer-Assisted Marketing Analysis and Planning, Revised Second Edition, Published by Trafford Publications.

Pal, Nirmal and Arvind Rangaswamy (Editors) 2003, The Power of One: Leveraging Value from Personalization Technologies. eBRC Press, Penn State University (September). (For more information, visit [www.decisionpro.biz](http://www.decisionpro.biz)).

Lilien, Gary L. and Arvind Rangaswamy (2002) Marketing Engineering: Computer-Assisted Marketing Analysis and Planning, Second Edition, Prentice Hall, Engelwood Cliffs, NJ.

Lilien, Gary L. and Arvind Rangaswamy (1997) Marketing Engineering: Computer-Assisted Marketing Analysis and Planning, Addison-Wesley-Longman, Reading, MA.

This is an ambitious effort that combines an advanced graduate-level textbook on marketing models with cases, exercises, tutorials, and extensive Windows-based software. The book covers more than 25 important marketing decision models that have appeared in the literature, including perceptual mapping, clustering analysis, conjoint analysis, geodemographic analysis, resource allocation, new product forecasting, marketing strategy, advertising, and pricing and promotion models. The exercises and cases (most developed by us) facilitate hands-on learning of concepts and methods to improve marketing decisions. The book is being used successfully in over 250 leading schools in their MBA and Executive Education programs, and increasingly also in Undergraduate business programs ([www.decisionpro.biz](http://www.decisionpro.biz)).

Lilien, Gary L. and Arvind Rangaswamy (2003) Marketing Management and Strategy: Marketing Engineering Applications, Second Edition, Prentice Hall, Upper Saddle River, NJ.

Lilien, Gary L. and Arvind Rangaswamy (2003) New Product and Brand Management: Marketing Engineering Applications, Second Edition, Prentice Hall, Upper Saddle River, NJ.

Lilien, Gary L. and Arvind Rangaswamy (2003) Marketing Research: Marketing Engineering Applications, Second Edition, Prentice Hall, Upper Saddle River, NJ.

Lilien, Gary L. and Arvind Rangaswamy (1998) Marketing Management and Strategy: Marketing Engineering Applications, Addison-Wesley-Longman, Reading, MA.

Lilien, Gary L. and Arvind Rangaswamy (1998) New Product and Brand Management: Marketing Engineering Applications, Addison-Wesley-Longman, Reading, MA.

Lilien, Gary L. and Arvind Rangaswamy (1998) Marketing Research: Marketing Engineering Applications, Addison-Wesley-Longman, Reading, MA.



### 3. Other Articles

#### a. Articles in books/proceedings

Rangaswamy, Arvind (2013), "Rethinking the Quality of India's Higher Education System," Thinker's Magazine (Inaugural issue), (October-December), p. 94-98.

Lilien, Gary L. and Arvind Rangaswamy (2008), "Marketing Engineering: Connecting Models with Practice, in Handbook of Marketing Decision Models (Berend Wierenge, Editor), Boston MA: Springer Science + Business Media.

Puligadda, Sanjay, Rajdeep Grewal, Arvind Rangaswamy, and Frank Kardes (2007), "Optimizing Variety in Mass Customization: A Theoretical Perspective," Advances in Consumer Research, Vol. 34, Association for Consumer Research.

Lilien, Gary L. and Arvind Rangaswamy (2006), "Marketing Decision Support Models: The Marketing Engineering Approach," in The Handbook of Marketing Research: Uses, Misuses, and Future Advances (Rajiv Grover and Marco Vriens, Editors), p. 230-254, Sage Publications, CA (Thousand Oaks).

Rangaswamy, Arvind and Anant Balakrishnan (2003), "From Many to One: Personalized Product Fulfillment Systems," in The Power of One: Leveraging Value from Personalization Technologies (Nirmal Pal and Arvind Rangaswamy, Editors). eBRC Press, Penn State University.

Rangaswamy, A, Shaikh, N.I., and Balakrishnan, A., (2003), "Small-World Markets and Their Use in Forecasting the Sales of New Products", Management of Research and Development in the New Millenium, Macmillan India Ltd.

C. Lee Giles, Yves Petinot, Pradeep B. Teregowda, Hui Han, Steve Lawrence, Arvind Rangaswamy, Nirmal Pal (2003), "eBizSearch: a niche search engine for e-business," SIGIR 2003: p. 413-414.

Yves Petinot, Pradeep B. Teregowda, Hui Han, C. Lee Giles, Steve Lawrence, Arvind Rangaswamy, Nirmal Pal (2003): eBizSearch: An OAI-Compliant Digital Library for eBusiness, JCDL 2003: p. 199-209.

Lilien, Gary L., Arvind Rangaswamy, and Christophe Van den Bulte (2000), "Diffusion Models: Managerial Applications and Software," in New Product Diffusion Models (International Series in Quantitative Marketing, 9), Kluwer Academic Publishers, Vijay Mahajan, Eitan Muller and Jerry Wind (Editors), p. 295-336.

Rangaswamy, Arvind and Sunil Gupta (2000), "Innovation Adoption and Diffusion in the Digital Environment: Some Research Opportunities," in New Product Diffusion Models (International Series in Quantitative Marketing, 9), Kluwer

Academic Publishers, Vijay Mahajan, Eitan Muller and Jerry Wind (Editors), p. 75-96.

Burke, Raymond R., Arvind Rangaswamy, and Sunil Gupta (1999), "Rethinking Marketing Research in the Digital World" in Digital Marketing: Global Strategies from the World's Leading Experts, Jerry Wind and Vijay Mahajan (Editors), p. 226-255.

Arvind Rangaswamy and Katrin Starke (1999) "Computer-mediated Negotiations: Review and Research Opportunities," Encyclopedia of Microcomputers, Vol. 26, Marcel Inc., NY: New York.

Rangaswamy, Arvind, (1993) "Marketing Decision Models: From Linear Programs to Knowledge-based Systems," Handbook of MS/OR in Marketing, Jehoshua Eliashberg and Gary Lilien (Editors), Elsevier Publishing, p. 733-771.

Rangaswamy, Arvind and Yoram Wind, (1991) "Information Technology in Marketing," Encyclopedia of Microcomputers, Allen Kent and James G. Williams (Editors), Vol 9, p. 67-83, Marcel Dekker, Inc., NY: New York.

Rangaswamy, Arvind and Jane Fedorowicz, (1983) "Domain-Independent Decision Aids for Managerial Decision Making," in Proceedings of the Fourth International Conference on Information Systems, Houston, (December), p. 7-21.

Henschen, Lawrence, J., Michael C. Chen, Jane Fedorowicz, Arvind Rangaswamy and Spiros Pantziris, (1983) "Logic-based Decision Support Systems: Some Remarks on Implementation," in Proceedings of the IEEE Workshop on Languages for Automation, Chicago, (November), p. 277-81.

Fedorowicz, Jane, Spiros Pantziris, Lawrence J. Henschen, Michael C. Chen, and Arvind Rangaswamy, (1983) "The User Dialog System for a Logic-based Decision Support System," in Proceedings of the IEEE Workshop on Languages for Automation, Chicago, (November) p. 282-87.

b. Monographs

Rangaswamy, Arvind, Raymond Burke, Jerry Wind and Jehoshua Eliashberg, "Expert Systems for Marketing," Report No. 87-107. Marketing Science Institute, Cambridge, MA 02138.

c. Book Reviews/Other Publications

"Expert Systems for Scanner Data Environments," by John M. McCann and John P. Gallagher. Reviewed in European Journal of Operational Research, Vol. 54, (1991), p. 371-381.

“Fuzzy Thinking: The New Science of Fuzzy Logic,” by Bart Kosko. Reviewed in Journal of Macromarketing, Fall 1994, p. 83-85.

Contributor, Dictionary of Marketing Terms, Peter D. Bennett (ed), American Marketing Association, 1995.

“Marketing Management Support Systems: Principles, Tools, and Implementation” by Berend Wierenga and Gerrit van Bruggen, Kluwer Academic Publishers, Boston/Dordrecht/London, 2000. Reviewed in the International Journal of Research in Marketing, Vol. 17, No. 4, p. 363-365.

#### 4. Working papers

Xu, Dong, Arvind Rangaswamy, and Nazrul I. Shaikh (2017), “New methods for generating synthetic equivalents of real social networks,” (Under review).

Kalyanam, Kirthi, Peter Lenk, and Arvind Rangaswamy (2017), “Understanding the Structure and Evolution of Perceived Service Quality from Online User Ratings and Sentiments,” (Under review).

Barrot, Christian, Arvind Rangaswamy, Sonke Albers, and Nazrul I. Shaikh (2017), “The Influence of Near and Distant Competitors on the Adoption of New Information Technologies,” (Under revision).

Hada, Mahima, Ujwal Kayande, Arvind Rangaswamy, and Gina M. Pingitore (2015), “Giving the Information They Want: The Systematic Components of Product Attributes in Word-of-Mouth Communicators,” (Under revision).

Srinivasan, Raji, Gary L. Lilien, and Arvind Rangaswamy (2014), “Design Contests Unlock the Returns to Product Design,” (Under revision).

Shaikh, Nazrul I., Arvind Rangaswamy, and Anant Balakrishnan (2010), “Modeling the Diffusion of Innovations Through Small-World Networks.” (Under revision).

Vadali, Srikant, John Liechty, and Arvind Rangaswamy (2007), “GENPACE: Generalized Hierarchical Bayes Estimation for Polyhedral Conjoint Analysis.” (under revision).

Coupland, Jennifer Chang, Jayesh R. Tekchandaney, Arvind Rangaswamy, and Timothy W. Simpson (2003), “Websites as Personalities and Playgrounds: Their Effects on Brand Image.” Available at [www.smeal.psu.edu/cdt](http://www.smeal.psu.edu/cdt).

Shankar, Venkatesh, Arvind Rangaswamy, and Michael Pusateri (1999), “The Impact of Internet Marketing on Price Sensitivity.” Available at [www.smeal.psu.edu/cdt](http://www.smeal.psu.edu/cdt)

Rangaswamy, Arvind and Jayashree Mahajan, “Who Are you Going to Call? The Technical Specialist: Modeling the After-Sales Technical Support Process.”

Rangaswamy, Arvind and Jerry Wind (1994), "Don't walk in, Just log in! Electronic commerce on the information highway."

Rangaswamy, Arvind, Bari Harlam, and Leonard M. Lodish (1992), "A Note on the Predictive Validation of Linear Marketing Models."

5. Software programs

a. Research:

Equity Estimation Package  
Clusterwise Regression Package  
Predictive Validation for Linear Models  
ADCAD - Software for developing advertising copy  
NEGOTEX - Software for preparing for international negotiations  
INFER - Automatic analysis of scanner data  
NEGOTIATION ASSISTANT - Software for conducting negotiation and mediation over computer networks

b. Teaching:

Marketing Engineering - Comprehensive software for teaching marketing decision models ([www.decisionpro.biz](http://www.decisionpro.biz) and [www.enginius.biz](http://www.enginius.biz)).  
Negotiation Assistant – Teaching module

**B. Invited lectures/presentations at conferences/workshops (Lists only those from 1993, since appointment at Penn State University)**

"Online Marketing: Some Opportunities and Challenges for Theory and Practice,"  
Invited distinguished speaker, 6<sup>th</sup> Annual International Commerce Conference,  
Delhi School of Economics, Delhi, January 12, 2018.

"Identifying a Minimal Set and Sequence of Questions for Recommendation Agents,"  
European Marketing Academy Conference, Groningen, Netherlands, May 25, 2017.

"Digital Marketing & Analytics," Guruspeak, IIMC Alumni Association, Kolkata, March 11,  
2017, and Mumbai, March 16, 2017. Invited distinguished speaker.

"The Zigzag Funnel: The Consideration Process and Its Determinants," September 13, 2016.  
Invited Speaker, University of Frankfurt.

"The Consideration Process: Insights from Modeling Clickstream Data," Marketing  
Dynamics Conference, Hamburg, July 9, 2016 (presenter), Marketing Science  
Conference, Shanghai, June 18, 2016 (presented by co-author), EMAC Conference,  
May 26, 2016 (presenter), and Marketing Science Conference, Baltimore, June 20,  
2015 (presented by co-author).

Participating in the Review Process,” Invited Doctoral Seminar, KULeuven, Belgium, April 27, 2016.

“Modeling Marketing Dynamics: Using User Sentiments to Explain the Evolution of Service Quality,” Invited seminar, KULeuven, Belgium, April 26, 2016.

“Local and Global Effects in Social Networks: An Agent-Based Modeling Approach,” European Marketing Academy Conference, Leuven, Belgium, May 29, 2015.

“Reviewing the Reviews: Inferring Product Quality from User Ratings and Sentiments,” University of Miami Distinguished Speaker Seminar, January 30, 2015.

“Big Data: Leveraging Opportunities and Overcoming Challenges,” Consumer Data Analytics Symposium, Organized by Leeds University, London, January 7-8, 2015.

“The Structure and Evolution of Perceived Service Quality: An Analysis of Online User Reviews for Restaurants,” (Marketing Science Conference, Atlanta, June 12, 2014, Somaiya Institute, Mumbai, India, September 19, 2014), Digital Transformation conference, The Smeal College of Business, Penn State, October 10, 2014, University of California, Davis, October 24, 2014, and Complexity in Business conference, University of Maryland, October 31, 2014 (Keynote speaker), University of Frankfurt, 3rd Symposium on Value Creation in a Changing Customer and Media Environment, July 9, 2015, Indian Institute of Technology, Madras, September 22, 2015.

“Marketing Engineering workshop,” Somaiya Institute, Mumbai, India (September 19, 2014).

“Organizational Adoption and Diffusion of an Online Channel: Effects of Competition and Legitimation,” Marketing Science Conference, Atlanta, June 13, 2014 (presented by co-author); Somaiya Institute, Mumbai, India, September 19, 2014.

“The Effects of Close and Distant Ties on Organizational and Consumer New Product Diffusion,” presented at Stats in Paris Conference, Paris, November 22, 2013.

“Organizational Adoption and Diffusion of an Online Channel: The Effects of Competition and Legitimation,” presented at faculty seminar, Stern School of Business, New York University (November 7, 2013), at the Modeler’s Group meeting in New York (November 14, 2013).

“Rethinking the Quality of India’s Higher Education System,” Presentation following Thinkers50 Marketing Award at the inaugural Thinkers50 India conference, New Delhi, August 30, 2013.

“The Heritability of Preferences for Eco-Friendly Products,” Marketing Science Conference, Istanbul, July 13, 2013.

- “The Evolution of Perceived Service Quality: An Analysis of Online User Reviews for Restaurants,” EMAC (European Marketing Academy) Conference, Lisbon, May 24, 2012.
- “Online User Reviews And The Evolution Of Perceived Quality,” 8<sup>th</sup> Global Marketing Dynamics Conference, Jaipur, India, July 25-27, 2011 (presented by co-author).
- “Social Media and Their Implications for Marketing,” Invited talk, Management Development Institute, New Delhi, June 28, 2010.
- “Referrals by Design: Effect of Product’s Functionality, Aesthetics and Image on Consumers’ Referral intentions,” Marketing Science Conference, Cologne, June 19, 2010 (presented by co-author).
- “A Dynamic Model of the Evolution of Online Ratings,” Marketing Science Conference, Cologne, June 17, 2010.
- “Social Media: Lessons and Insights for B2B Practice,” ISBM Members meeting, Houston, March 2, 2010.
- “Methods for Sampling Social Networks: The Good, the Bad, and the Ugly,” Marketing Camp, University of Cologne, January 4, 2010.
- “Is Good Design Good Business? Rewards to Product Design Award Winners,” Marketing Science conference, Ann Arbor, June 2009 (presented by co-author).
- “Too Close to Call? The Effects of Closeness on the Referral Likelihood of Mobile Phone Users,” Marketing Science conference, Ann Arbor, June 2009 (presented by co-author).
- “Consumer Responses to a Legal Alternative to File Sharing,” Marketing Science conference, Ann Arbor, June 2009.
- “Marketing Analytics for Competitive Advantage,” DecisionPro webinar, September 2008.
- “Adaptive Bayesian Question Design for Partial Profile Conjoint Analysis,” Marketing Science Conference, Vancouver, June 2008. (presented by co-author).
- “Managing Referral Reward Programs based on Social Network Models,” Marketing Science Conference, Vancouver, June 2008. (presented by co-author).”
- “Sampling Social Networks – The Good, The Bad, and The Ugly,” Marketing Science Conference, Vancouver, June 2008. (presented by co-author).”
- “The Role of Spatial Proximity in the Adoption of a Digital Product,” Cambridge University Seminar, December 2007, City University of Hong Kong, March 2008. Invited speaker. Marketing in Israel (MI7) Conference, Tel Aviv, January 2008. Also presented at the Marketing Science Conference, Vancouver June 2008 (presented by co-author).

“Multichannel Marketing,” IADIS International Conference, Algarve, December 2007.

“Search Engines: Friends or Foes of Business?” Keynote address, IADIS International Conference, Algarve, December 2007.

“New Technology Forecasting with the Bass Model,” ISBM Webinar, State College, PA, November 2007.

Modeling the Diffusion of Innovations Through Social Networks,” Invited speaker, Temple University, November 2007.

“The Diffusion of an Online Service: Distance Matters,” ISMS Practice Conference, The Wharton School, October 2007.

“Analytic Tools for Front End of New Offering Process,” ISBM New Offerings Realization Consortium, Pittsburgh, September 2007.

“Product Design and Customer Segmentation with Conjoint Analysis,” ISBM Webinar, State College, PA, July 2007.

Consortium faculty and presenter, INFORMS Society for Marketing Science Doctoral Consortium, Singapore, June 2007.

“Marketing Science and Search Engines,” INFORMS Society for Marketing Science Conference, Singapore, June 2007.

“Product Design and the Customer Experience: Insights from the US Automobile Market,” INFORMS Society for Marketing Science Conference, Singapore, June 2007 (Presented by co-author).

Consortium faculty and presenter, AMA Doctoral Consortium, Tempe, May 2007.

“Important Research Questions in Internet Marketing,” Research Networking Workshop, University of California, Riverside, May 2007 (Invited presenter).

Co-organizer, Branding India and Indian Companies for the Global Market: A Business-Academia Consortium, Stamford, CT, April 2007.

“The Diffusion of Innovations Through Small-World Networks,” Presenter at Penn State University (April 2007), Texas A&M University (October 2006), International Conference on Innovative New Product Development, IIT, Madras, India (December 2005), University of Texas, Austin (September 2005), AMA special session on Innovation Research (July 2005), University of California, Davis (March 2005), Christian-Albrechts-University Kiel, Germany, (December 2004), Invited speaker, International Conference on Managing Enterprises of the New Economy, Fern

Universität, Hagen, Germany (December 14, 2002), University of Missouri Distinguished Speaker Series (December 2003).

“Marketing Engineering Workshop for Instructors,” ISBM B-to-B Academic Conference, Chicago, August 2006.

“Teaching Marketing Using Management Science,” INFORMS conference on Teaching of Management Science, San Francisco, July 2006.

Consortium faculty and presenter, AMA Doctoral Consortium, Storrs, CT, July 2006.

“Determinants of Customer Satisfaction in Mass Customization Experience,” Presented at INFORMS Annual Conference (November 2005). Presented by co-author at the Marketing Science Conference, Pittsburgh (June 2006).

Consortium faculty and presenter, INFORMS Society for Marketing Science Doctoral consortium, Pittsburgh, June 2006.

“The Effects of Feedback and Learning on DSS Evaluations.” Presented by co-author at the Marketing Science Conference, Pittsburgh, June 2006, and the EMAC conference, Athens, May 2006.

“Marketing Engineering: Connecting Models with Practice” (with Gary L. Lilien). Presented at the Workshop on Advances in Marketing Decision Models, Sponsored by Marketing Science Institute, Athens, May 2006.

“Business Impact of Search Engines,” (with C. Lee Giles), eBRC Spring Research Colloquium, Penn State University, May 2006.

Consortium faculty and presenter, INFORMS Society for Marketing Science Doctoral Consortium, Atlanta, June 2005.

Consortium faculty and presenter, EMAC Doctoral Consortium, Milan, May 2005.

“Developing and Using Globally Valid Measures of Customer Satisfaction,” presented at e-Business Directors’ Meeting, Cupertino, CA (March 2005), and at eBRC Webinar, State College (November 2004).

“Multichannel Marketing,” eBRC Webinar, State College, PA, October 2004.

“Recommendation Agents,” eBRC webinar, State College, PA, September 2004.

“Hierarchical Bayesian Estimation for Polyhedral Conjoint Analysis,” Marketing Science Conference, Rotterdam, June 2004.



- “Consumer Attitudes and Behavior When the Alternative is an (Illegal) Free Good Experiences from the Penn State – Napster Service ,” Marketing Science Conference, Rotterdam, June 2004.
- “The Evolution of Dominant Designs,” Marketing Science Conference, Rotterdam, June 2004.
- “Researching e-Marketing: Insights from My Experiences.” Invited faculty speaker in the session on “Technology & Innovation, e-Commerce” at the 2004 Doctoral Consortium of the Informs Society of Marketing Science, Rotterdam, June 2004.
- “Interactive Preference Measurement for Consumer Decision Support.” Invited participant and presenter for the workshop on “Choice in Interactive Environments” at the Sixth CU-Boulder Invitational Choice Symposium, Estes Park, June 2004.
- Consprium faculty and presenter, “How To Do Research With Impact?” EMAC Doctoral Consortium, Murcia, Spain, May 2004.
- “Achieving Market Research Results in Real-Time,” at the Market Research Event. Featured presentation, Institute for International Research, San Francisco, October 2003.
- “Designing Optimal Sequence of Questions for Online Recommendation Systems,” presented at the INFORMS Annual Conference, Atlanta, October 2003.
- “Achieving Market Research Results in Real-Time,” at the Market Research Event. Featured presentation, Institute for International Research, San Francisco, October 2003.
- “Designing Optimal Sets of Questions for Product Design and Recommendation,” Marketing Science Conference, College Park, June 2003, (presented by co-author).
- “Researching e-Marketing: Insights from My Experiences,” Invited faculty speaker, and Chair of e-Commerce Research session, INFORMS Doctoral Consortium, Marketing Science Conference, College Park, June 2003.
- “Small-World Markets and Their Use in Forecasting the Sales of New Products.” Invited Speaker, International Conference on Management of Research and Development in the New Millenium, Indian Institute of Technology, New Delhi, January 12, 2003.
- “Small-World Markets and their Use in Predicting the Diffusion of Innovations.” Invited speaker, International Conference on Managing Enterprises of the New Economy, Fern Universität, Hagen, Germany, December 14, 2002.
- “Online Marketing Models,” in special session on Global Market Analysis and Planning in the Internet World, Marketing Science conference, Edmonton, June 2002 (presenter and co-chair of session).

- “Small-World Markets and Their Implications for the Diffusion of Innovations,” Marketing Science conference, Edmonton, June 2002.
- “Online Choice Techniques.” Invited speaker and panelist, Council of American Survey Research Organizations (CASRO), 7<sup>th</sup> Annual Technology Conference, New York, June 2002.
- “Developing Testable Hypotheses.” Invited faculty speaker, AMA Doctoral Consortium, Emory University, June 2002.
- “The Online Medium and its Effects on Customer Behavior: Some Insights from Academic Research,” Keynote speaker, Koç University Seminar on “The Effects of Electronic Marketing on Marketing Thought and Practice, Istanbul, May 28, 2002.
- “Small-World Markets and Their Implications for the Diffusion of Innovations.” Invited speaker, Tulane University seminar, May 2002.
- “Realizing Value from CRM Systems Through Marketing Analytics.” Invited presenter, SAP Innovation Congress, Tampa, February 2002.
- “The Tools, Tips and Traps of Doing e-Commerce Research.” Invited Speaker and Session Chair, AMA Faculty Consortium on Electronic Commerce. Texas A&M University, College Station, July 2001.
- “Rethinking Marketing Research for the Digital Environment.” Invited talk, Inaugural e-Business Workshop, ESSEC Business School, France. June 2001
- “How Information Technology is Transforming Marketing.” Invited talk, Erasmus University, Rotterdam, March 2001.
- “e-Business Performance Measurement.” Marketing Science Institute Board of Trustees Meeting, San Diego, November 2000.
- “Teaching and Learning in the Digital Environment: Opportunities and Challenges for Universities.” Keynote speech, Sixth Annual Asynchronous Learning Networks conference, College Park, Maryland, November 2000.
- “A Fuzzy Set Model of Consideration Set Formation Calibrated on Data From an Online Supermarket.” Presented at Boston University (February 2000), University of Colorado (March 2000), University of Texas Research Camp (April 2000), INSEAD Summer Research Camp (June 2000), University of Erasmus research workshop (November 2000), University of Wisconsin (December 2000).
- “Role of Technology in Teaching Marketing Models.” Invited faculty speaker, AMA Doctoral Consortium, University of Southern California, August 1999.

- “Customer Satisfaction and Loyalty on the Internet: An Empirical Analysis of the Online and Offline Customers.” Marketing Science Conference, Syracuse, May 1999 (presented by co-author).
- “Organizational Implementation of Radical Technological Process Innovations: e-Business in Business-to-Business Markets.” Marketing Science Conference, Syracuse, May 1999 (presented by co-author).
- “A Fuzzy Set Model of Consideration Set Formation Calibrated on Data From an Online Supermarket.” Marketing Science Conference, Syracuse, May 1999 (presented by co-author).
- “Online Markets: Rethinking the Basics of Business Marketing.” National meeting of the National Accounts Management Association, Chicago, September 1998. (invited speaker).
- “Consumer Choice Behavior in Online and Regular Stores: The Effects of Brand Name, Price, and Other Search Attributes.” Marketing Science Conference, Fontainebleau, France, July 1998.
- “An Experimental Study of the Effects of Decision Models on Marketing Resource Allocation Decisions.” Marketing Science Conference, Fontainebleau, France, July 1998.
- “Consumer Choice Behavior in Online and Regular Stores: The Effects of Brand Name, Price, and Other Search Attributes.” MIT Internet Marketing Conference, Boston, March 1998 (presented by co-author).
- “The Impact of Internet Marketing on Price Sensitivity and Price Competition.” MIT Internet Marketing Conference, Boston, March 1998.
- “Consumer Choice Behavior in Online and Regular Stores: The Effects of Brand Name, Price, and Other Search Attributes.” SEI Center seminar, The Wharton School, January 1998.
- “Education Tutorial: Marketing Engineering,” Special Session, INFORMS conference, Dallas, October 1997. (Co-chair and presenter).
- “Online Grocery Shopping: Findings and Research Opportunities.” Workshop on Research Frontiers in Interactive Marketing, Marketing Science Institute, Boston, September 1997. (invited speaker).
- “Teaching OR/MS to Business Students, Our Future Clients.” Special Session, INFORMS Joint International Meeting, Barcelona, July 1997 (presenter and panelist).
- “Choice Behavior in Real and Virtual Supermarkets.” Marketing Science Conference, Berkeley, March 1997 (presented by co-author)

“Models of Consideration Set Formation Calibrated on Data from a Virtual Grocery Store.” Marketing Science Conference, Berkeley, March 1997. (presented by co-author)

“Panel Discussion on Marketing Models and the MBA in the Information Age.” International Federation of Operational Research Societies, 14<sup>th</sup> Triennial Conference, Vancouver, July 1996 (presenter and panelist).

“Choice in New Media.” International Choice Symposium, Columbia University, June 14-16, 1996. (invited participant).

“Challenges in the Classroom.” University of Illinois symposium on Marketing Technologies, September 29 - October 1, 1995. (invited speaker).

“Identifying Market Segments in Scanner Data Through Multidimensional Unfolding.” Presented at the Marketing Science conference, Sydney, Australia, July 2-5, 1995.

“Mixing Marketing, Modeling, and an MBA.” Special session at the Marketing Science Conference, Sydney, Australia, July 2-5, 1995. (presenter and panelist).

“Electronic Markets: What they Mean for Business-to-Business Markets.” Annual Meeting, Institute for the Study of Business Markets, Penn State University, May 3, 1995.

“Electronic Markets and What They Mean for Marketing.” Summer Marketing Educators' Conference, San Francisco, August 8, 1994. (presenter and session Chair)

Interactive TV Association Workshop, The Wharton School, University of Pennsylvania, July 1994. (Member, faculty panel).

“How do you measure up? MKIS Benchmarking Study,” presented at the Marketing Information Systems Forum meetings, Montreal, July 1994.

“Computer-Assisted Negotiation and Mediation.” Symposium organized by Program on Negotiation, Harvard Law School, May 1994 (invited speaker).

### **C. Research in Progress**

The Heritability of Preferences for Eco-Friendly Products (with Huanhuan Shi).

The Effects of User Control on DSS Performance (with Arnaud De Bruyn, Ujwal Kayande, Gary L. Lilien, and Gerrit Van Bruggen).

Optimal Questionnaire Sequence for Interactive Product Recommendation Systems (with John Liechty and Arnaud De Bruyn).

Culture-Invariant Measurement and Implementation of Customer Satisfaction Programs (with Wayne S. DeSarbo, Joonwook Park, and Raj Mukherjee).

## D. Editorial activities

### 1. Reviewing activities

Member of editorial board:

Marketing Science, (Area Editor 1997-2011; Editorial Board 1994 -1998)  
Journal of Marketing (June 2005 - 2011)  
International Journal of Research in Marketing (2007 - 2009)  
International Journal of Intelligent Systems in Accounting, Finance, and Management, (1993 - present).  
Journal of Business-to-Business Marketing, (1993 - present).  
Journal of Interactive Marketing (1997 - present)  
The Quarterly Journal of Electronic Commerce (1998 -2003)  
Journal of Service Research (2000 – present)  
Schmalenbach Business Review – Editorial Advisory Board (2014 – present)

Ad hoc reviewer for:

Marketing Science (1985-94, 2014 - present)  
International Journal of Research in Marketing (1997-2007, 2010-present)  
Management Science  
Operations Research  
Computer Communications  
Journal of Marketing (1987 – 2004; 2011 - present)  
Journal of Marketing Research  
Information Systems Research  
The Journal of Retailing  
Group Decision and Negotiation  
Decision Support Systems  
European Journal of Operational Research  
American Marketing Association Educators Conference  
European Marketing Academy Conference  
Journal of Retailing and Consumer Services

### 3. Other reviewing activities

Track Chair: Advanced Marketing Research, Doctoral Consortium, European Marketing Academy in May 2017 (Groningen), May 2018 (Glasgow).

Doctoral Consortium faculty in Advanced Marketing Research, European Marketing Academy in May 2005 (Milan), May 2013 (Istanbul), June 2014 (Valencia), May 2015 (Leuven), May 2016 (Oslo).

Track Co-Chair, New Technologies and e-Marketing, European Marketing Academy conference in May 2008 (Brighton), May 2009 (Nantes)

Track Co-Chair for special tracks/sessions on Internet and Interactive marketing at Marketing Science conferences in 2007 (Singapore), 2008 (Vancouver), 2009 (Ann Arbor), 2010 (Cologne), 2011 (Houston), 2012 (Boston), 2013 (Istanbul), 2014 (Atlanta), 2015 (Baltimore), 2016 (Shanghai).

One of three judges for the INFORMS Marketing Society Practice Prize competition (Marketing Science Conference, Inaugural session (June 2003) and for June 2005).

Co-Editor (with Gary L. Lilien) of special issue on Marketing Engineering for Interfaces, Vol. 31, No. 3, Part 2 of 2 (May-June, 2001).

Co-Editor (with Gerrit H. Van Bruggen) of special issue on Multichannel Marketing for the Journal of Interactive Marketing, Vol. 19, No. 2 (Spring 2005).

### **E. Other scholarly activities**

**(1989–92)** Leader of SEI Center's Artificial Intelligence Program, The Wharton School. Organized the following one-day workshops:

- a. The Impact of Artificial Intelligence on Management Decision Making and Organizational Design - February 10, 1990.
- b. Frontiers in Electronic Commerce: Experimental Systems for Communications, Coordination, and Negotiation - February 13, 1992.

**(1993-96)** Research Director, Marketing Information Systems Forum, Institute for the Study of Business Markets, and Program Director for Electronic Markets, Penn State University. Organized the following one-day workshop:

- a. Transforming Marketing for the Information Age, Philadelphia, April 26, 1995.

**(1999–2007)** Research Director, eBusiness Research Center (eBRC), Penn State, renamed as Center for Digital Transformation in 2006. Leadership role in setting up this center within Penn State, and took active role in obtaining initial funding of \$300,000 from IBM. My goal is to establish this as a premier research center in the world for the study of e-business. I have so far helped organize the following academic workshops for eBRC:

- Measuring and Tracking e-Business Strategies, Atlanta, March 5, 1999
- e-Business Valuation, Governance, and Execution, Washington, D.C., June 15-16, 2000.
- Personalization Issues in e-Business, Arlington, VA, April 19-20, 2001.
- Realizing Measurable Business Benefits from e-Business Investments, New York, May 9-10, 2002

- Innovations in Customer Loyalty, Retention and Advocacy: Powered by Technology, Philadelphia, May 14 - 15, 2003.
- Next Practices for the Adaptive Organization: Building on Today's Best Practices, New York, May 19-20, 2004.
- Service Innovations and New Service Business Models, State College, June 20 -22, 2005.

I also managed the doctoral support award competition for the center.

#### **IV. PROFESSIONAL ACTIVITIES**

##### **A. University-related activities**

###### 1. Committee membership

###### a. University committees

- Graduate Council Joint Curricular Committee (2013 – present, Member)
- Graduate Council (2013- 2017, Member)
- Penn State Trustees Committee on Communications and Marketing (2015 – 2017, Member)
- Conflict Management Task Force, Penn State (October 2015 – April 2016)
- Graduate Council Executive Committee (2013-2014, Member)
- World Campus Task Force on Faculty Capacity (2010, Member)
- India Faculty Implementation Committee (2011-12, Co-chair)
- World Campus Task Force on Faculty Capacity (2010, Member)
- Search Committee for Director of Global Relations and Promotion (2010, Member)
- Travel Grant Committee (2009-10, Member)
- India Global Engagement Node (GEN) Task Force (2009, Co-chair)
- Dean Search Committee for Smeal College (Member, 2005-2006)

###### b. School committees

- Faculty Advisory Council (Member 2003-2004, Chair 2004-2005, Chair 2016-present)
- Distinguished Professor Committee (2001–03, 2004-05, 2017 - present)
- Business Analytics Implementation Committee (Chair, 2013, Member 2014-15)
- Promotion and Tenure Committee (2001-03, 2004-05)
- Co-Chair, MBA Renewal Committee (2000–01)
- Research Committee (1998-00)
- MBA Faculty Council (1994-96)
- Sabbatical Leave Committee (1998-99)
- Strategic Planning Committee for MBA programs (1996-97)

- Computer Policy Committee (1996-97)
- c. Departmental committees
- Promotion and Tenure Committee (Member 1993 – 97, 1999-00; Chair, 1998-99, 2003-04, 2005-2009, Member 2013-present, Chair 2013-2015)
  - MBA Departmental Advisor (1994-1995; 1998-00)
  - Co-Chair, Smeal Chair Search Committee (1994-1996)
  - Recruiting committee (1995-96; 1998-00, Co-Chair 2014-15)
  - Doctoral committee (1995-96)
  - Coordinator, Speakers series (1996-97)
- d. Doctoral dissertation committees

Member of committee

Rabikar Chatterjee, 1985 (now at University of Pittsburgh)  
 Yong-Chang Chen, 1986 (now in Taiwan)  
 P.V. Balakrishnan, 1988 (now at University of Washington)  
 Mohanbir Singh Sawhney, 1993 (now at Northwestern University)  
 James Oliver, 1996 (now at Universal McCann)  
 Christophe Van den Bulte, 1997 (now at University of Pennsylvania)  
 Yoshi Suzuki, 1998 (now at the Iowa State University at Ames)  
 Judith Ray, 2003 (retired)  
 Michael Grissom, 2003 (Mechanical Engineering Department, PSU)  
 Arnaud De Bruyn, 2004 (now at ESSEC Business School, France)  
 Srikant Vadali, 2004 (now at Saint Anselm College, New Hampshire)  
 Katrina Hubbard Bens, 2005 (now at INSEAD, Singapore)  
 Nazrul I. Shaikh, 2006 (now at University of Miami)  
 Joonwook Park, 2007 (now at University of Kentucky)  
 Tarun Kushwaha, 2007 (PhD from Texas A&M; now at University of North Carolina)  
 Hari Prasad Tadakamalla (Now in industry, TripAdvisor)  
 Ushanandini Raghavan (Now in industry, Bon-Ton Corporation)  
 Mahima Hada (Now at Baruch College, New York)  
 Gaurav Sabnis (Now at Stevens Institute of Technology, New Jersey)  
 Gopal Nadadur (Now at President Clinton’s Health Access Initiative)  
 Prithwiraj Mukherjee (PhD from ESSEC, Business School, Paris; at Indian Institute of Management, Bangalore, India)  
 Xiao Qin (Department of Economics, Penn State University)

Chairperson/Advisor

Chulwan Kim (1989)	“NEWFOLD: A New Unfolding Methodology” (now at Korea Information Society).
Kunbae Kim (1990)	“Consumer Evaluation of Brand Extensions: An



Analogical Reasoning Perspective” (now at Soongsil University, Korea).

Jianan Wu (1998)

“A Two-Stage Hierarchical Model of Consideration Set Formation: Theory, Modeling, and Calibration” (now at Louisiana State University).

Raji Srinivasan (2000)

“The Role of Technological Opportunism in Radical Technology Adoption: An Application to e-Business.” (now at University of Texas at Austin).

Yifan Zhang (in progress)

## 2. Other University activities (University of Pennsylvania)

- Colloquium committee 1984-90 (Chair)
- Doctoral committee 1987-89
- Computer committee 1984-87
- Recruiting committee 1986-89
- Curriculum committee 1986-87
- MBA Marketing Management Course Head 1986-89
- Specialty Retailing Forum 1988-91
- MBA Departmental Advisor 1991-92
- MBA Core committee 1986-88
- Prizes and Awards committee 1988-89

## B. Non-university-related activities

### 1. Business and industrial activities

Manager, Kaveri Engineering Industries Ltd., India, 1979

Engineer, Bharat Electronics Ltd., India, 1976-1977

Co-Founder and Vice President, DecisionPro, Inc., State College, PA (1993 – present).  
[www.decisionpro.biz](http://www.decisionpro.biz).

### 2. Consulting and Executive Education

Abbot Labs, AT&T, Bristol-Myers Squibb, Ciba Specialty Chemicals, Cigna (Intercorp), DuPont, IBM Global Services Division, J.D. Power and Associates, Kodak Health Imaging Division, Marriott Corporation, M-Factor, Nokia Americas Division, Paragon Research & Consulting, Peapod, Inc., PPG Industries, SAP Americas, Strategic Marketing Corporation, Syngenta, TVS (India), UCB Group (Belgium), Unisys, Walker Digital, Xerox, Production Systems Group, ZS Associates.

### **C. Other Professional Activities and Affiliations**

Chair, Search Committee for Editor-in-Chief of Marketing Science (March – September 2007)

Chair, e-Business Section, The Institute of Management Sciences (2000- 2007)

Member, American Marketing Association (1982 – 2009)

Member, INFORMS, Formerly the Institute of Management Sciences (1984 – present)

### **V. GRANTS, HONORS, AND AWARDS**

#### **A. Research and academic accomplishments**

##### **1. University related**

Investigator, Greater Philadelphia Innovation Cluster (GPIC) for Energy Efficient Buildings, Department of Energy Grant of \$122 million awarded to Penn State University.

Smeal Summer Research Grant for \$6,500 awarded jointly with Zan Huang and Peter Ebbes for project titled “Sampling Social Networks.” (July 2007).

IBM SUR Grant for \$86,000 for establishing e-Incubator at Penn State (Awarded jointly with Nirmal Pal, (July 2000).

Grant of \$50,000 from the Institute for the Study of Business Markets for developing “Marketing Engineering on the Net.” (May 1999).

IBM equipment grant for \$77,000 under the IBM Shared University Research (SUR) program (Awarded jointly with James Thomas). (July 1998).

Grant of \$3,000 from SEI Center for Advanced Studies in Management to conduct studies in computer-mediated negotiations (September 1995).

IBM Grant \$7,500 from the Smeal College of Business, Penn State University to host workshop on electronic commerce (January 1995).

Grant of \$3,500 from the Dispute Resolution Center, Northwestern University for conducting research on “Computer-Aided Negotiation.” (June 1993).

Junior Faculty Research fund for conducting research on “Product Specialization in Sales Forces: A Theoretical Model and Empirical Validation.” (Summer 1989).

Grant of \$4,000 from Kraft, Inc. to do preliminary work on “A Consumer-Based Theory of the Extendibility of Brands.” (September 1989).

Grant from the Specialty retailing forum for \$4,500 for conducting research titled "Franchising as Risk-Sharing contracts: An application to Specialty Retailing." (Awarded jointly with Jehoshua Eliashberg). (February 1989).

Grant from IBM MOIS project for \$5,000 for project titled "Expert System for International Negotiations." (Awarded jointly with Jehoshua Eliashberg). (May 1988).

Summary Salary grant from Information Resources, Inc. for project titled "Enhancements to Infer System." (Summer 1988).

Junior Faculty Research fund for conducting research on "Sales Response Estimation for New Products." (Summer 1988).

Summer salary grant from Information Resources Inc. (Summer 1987) for project "Automatic Analysis Scanner Data." (Summer 1987).

Franklin Mint research grant for \$4,000 to conduct a study titled "An Experimental Investigation of two-party, Two issue Negotiations in Marketing." (October 1987).

Grant from IBM MOIS project for \$6,000 plus one month summer support for project titled "Interactive Software for Negotiations." (Awarded jointly with Jehoshua Eliashberg). (March 1987).

Grant from IBM MOIS project for \$5,000 for project titled "Access and Use of On-line Databases for Marketing Decision Making." (Awarded jointly with Raymond R. Burke). (April 1986).

## 2. Professional

- Jan-Benedict E.M. Steenkamp Award for Long Term Impact (2014) for the paper, "The Relationship Between Customer Satisfaction and Loyalty in Online and Offline Environments," International Journal of Research in Marketing, Vol. 20, No. 2 (June), p. 153-175.
- Thinkers50 Marketing Award, 2013.
- Direct Marketing Education Foundation Robert B. Clarke Outstanding Educator Award, 2013.
- Jan-Benedict E.M. Steenkamp Award for Long Term Impact (2011) for the paper, "Consumer Choice Behavior in Online and Traditional Supermarkets: The Effects of Brand Name, Price, and Other Search Attributes," International Journal of Research in Marketing, Vol. 17, No. 1, p. 55-78.
- Fellow, IC<sup>2</sup> Institute, University of Texas at Austin (2001 – present).
- IBM Faculty Partner, 2000 (Includes grant of \$40,000).
- Doctoral Consortium Fellow, University of Michigan, 1983.
- University Scholar, Northwestern University, 1980-1983.

- National Scholar, Government of India, 1970.

3. Other

Grant of \$4,750 from DuPont, Inc. (August 1989) to work on “Product Specialization in Sales Forces: A Theoretical Model and Empirical Validation.”

**B. Teaching**

Faculty Honor Roll of the Kellogg Graduate School of Management, Winter and Spring Quarters 1993-1994. This recognition is given each Quarter to the top 25% of the Professors based on teaching ratings.

MBA Teaching Excellence Award, 1994, Penn State University.

MBA Teaching Excellence Award, 1995, Penn State University.

**VI. PERSONAL INFORMATION**

Marital Status: Married, one daughter

Citizenship: USA