

V. PADMANABHAN

INSEAD

1 Ayer Rajah Avenue
Singapore, Singapore 138676
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EDUCATION

Ph. D.	University of Texas at Dallas, 1990 Major: Marketing
M. S.	University of Texas at Dallas, 1987 Major: Operations Research
B. Tech	Institute of Technology Benares Hindu University, 1985 Major: Mechanical Engineering

ACADEMIC POSITIONS

September 2014 – present	The Unilever Professor of Marketing, INSEAD, Singapore. Academic Director – Emerging Markets Institute, INSEAD
Fall 2008 – August 2014	The John H. Loudon Professor of International Management, INSEAD, Singapore.
Spring 2002 – Summer 2008	INSEAD Chaired Professor of Marketing, INSEAD, Singapore.
Summer 2001 – Fall 2001	Visiting Professor of Marketing, INSEAD-Singapore.
Spring 2000 – Summer 2002	John K. and Ellen A. Wallace Distinguished Professor of Marketing, Olin School of Business, Washington University.
Fall 1998 – Spring 2000	Professor of Marketing, Olin School of Business, Washington University.
Fall 1990 - Summer 1998	Associate Professor, Fletcher Jones Faculty Fellow - Assistant Professor of Marketing, Graduate School of Business, Stanford University.
Fall 1996-Winter 1997	Visiting Associate Professor of Marketing, INSEAD, France.
Spring 1997- Summer 1997	Visiting Associate Professor of Marketing, Kellogg Graduate School of Management, Northwestern University.

HONORS

- Listed by ISIHighlyCited.com as amongst the 250 most highly cited Researchers in Economics and Business, 2010.
- Bell, Chiang and Padmanabhan (1999), Finalist – 2009 INFORMS Society for Marketing Science Long Term Impact Award. Awarded annually by INFORMS for marketing paper published in *Marketing Science*, *Management Science* or other INFORMS journals.
- Member, Distinguished Advisory Board, INFORMS Marketing Science Conference, Singapore, June 2007.
- Lee, Padmanabhan and Whang (1997) chosen by INFORMS Membership in 2005 as among the Top 10 Most Influential Papers in 50 Years of Publication of *Management Science*.
- Lee, Padmanabhan and Whang (1997) chosen by the Editorial Board of *Management Science* in 2005 as among the 50 Most Influential Papers in 50 Years of Publication of *Management Science*.
- Finalist, ISMS Prize for Practice Oriented Research, INFORMS, The Institute for Operations Research and Management Science, January 2003.
- Best Teacher, Elective Courses, INSEAD (Singapore) – December 2002.
- Senior Research Fellow, (1996 – 2006), Global Supply Chain Forum, Stanford University.
- Fletcher Jones Faculty Fellow, 1997-98, Graduate School of Business, Stanford University.
- Padmanabhan and Rao (1993), Finalist, Best Services Article Award, American Marketing Association Services Special Interest Group, September 1994.
- Padmanabhan and Rao (1993), Honorable Mention, Frank M. Bass Dissertation Paper Award for 1993, The Institute of Management Science, March 1994.
- Padmanabhan and Rao (1993), Finalist, John D. C. Little Best Paper in Marketing Award for 1993, The Institute of Management Science, March 1994.

- M/A/R/C Award for Outstanding Performance by a Doctoral Student, University of Texas at Dallas, December 1992.
- Fellow, American Marketing Association Doctoral Consortium, Harvard Business School, August 1989.

GRANTS

- INSEAD Research and Development Fund for study of “Retail Competition in the Singapore Gasoline Market”. Amount = \$25,000, September 2001.
- Software Industry Research Project (SIRP) for study of “Strategic Implications of Network Externalities and Consumer Heterogeneity”. Amount = \$30,000, September 1995.
- Stanford Integrated Manufacturing Association (SIMA) for study of "Logistics and Marketing Coordination" with Prof. Rajiv Lal, Hau Lee and Prof. Seungjin Whang. Amount = \$30,000. July 1994.
- Marketing Science Institute (MSI) for study of "Product Warranty: An Institutional Perspective". Amount = \$5000. October 1992.
- Stanford Integrated Manufacturing Association (SIMA) for study of "Manufacturing and Distribution Interfaces" with Prof. Hau Lee and Prof. Seungjin Whang. Amount = \$35,000, July 1992.

PUBLICATIONS

1. “The Phoenix Encounter Method: Lead Like Your Business is on Fire”, with Ian Woodward, Sameer Hasija and Ram Charan, McGraw Hill Publishing, 2020 (forthcoming).
2. “Disrupt Yourself – To Protect Your Company, You Must Know How to Destroy it”, with Ian Woodward, Sameer Hasija and Ram Charan, Sloan Management Review, 2020 (September).
3. “Will the Pandemic Push Knowledge Work into the Gig Economy”, with Sameer Hasija and Prashant Rampal, Harvard Business Review, June 01, 2020.

4. "The Strategy Puzzle of Subscription-Based Dating Sites" with Yue Wu, *Harvard Business Review*, January 11, 2019.
5. "Matchmaker Competition and Technology Provision" with Yue Wu and Kaifu Zhang, *Journal of Marketing Research*, 2018, 55, 3, 396-413.
6. "Content Contributor Asset Management and Network Effects in a User Generated Content Environment" with Kaifu Zhang, Theos Evgeniou and Emile Richard, *Marketing Science*, 2012, 31, 3, 433-447.
7. "Crisis and Consumption Smoothing" with Pushan Dutt, *Marketing Science*, 2011, 30, 3, 491-512.
8. "Configure-to-Order and Channel Coordination" with Che Hai and Chakravarthi Narasimhan, *Quantitative Marketing and Economics*, 2010, 8, 3, 365-392.
9. "Setting Price or Quantity: Depends on What the Seller is Uncertain About" with Ilia Tsetlin and Timothy Van-Zandt, *Quantitative Marketing and Economics*, 2010, 8, 1, 35-60.
10. "Marketing Modeling Reality and The Realities of Marketing Modeling", with Coughlan, Choi, Chu, Desai, Ingene, Moorthy, Raju, Soberman, Staelin and Zhang, *Marketing Letters*, 2010, 21, 3, 317-333.
11. "Manufacturer Owned Retail Stores" with Yusong Wang and David Bell, *Marketing Letters*, 2009, 20, 2, 107-124.
12. "A Cross-Category Model of Households' Incidence and Quantity Decisions" with Rakesh Niraj and P. B. Seetharaman, *Marketing Science*, 2008, 27, 2, 225-235.
13. "An Econometric Model of Location and Pricing in the Gasoline Market" with P. B. Seetharaman and Tat Chan, *Journal of Marketing Research*, 2007, 622-635.
14. "Internet Based Service Institutions: A Comment on "Marketing Models of Service & Relationships by Rust & Chong (2006) ", with Ganesh Iyer, *Marketing Science*, 25 (2006), 6, 598-600.
15. "The Bullwhip Effect: Reflections", with Hau Lee and Seungjin Whang, *Management Science*, 50 (2004), 12, 1887 – 1893.
16. "Reply: Do Returns Policies Intensify Retail Competition?", with Ivan Png, *Marketing Science*, 23 (2004), 4, 614-618

17. "Durable Good, Extended Warranty and Channel Coordination" with Preyas Desai, Review of Marketing Science, 2, 2004.
18. "Referral Intermediaries and Retail Competition" with Yuxin Chen and Ganesh Iyer, Marketing Science, 21 (2002), 4, 412-434.
19. "Price Competition under Stockpiling and Flexible Consumption" with David Bell and Ganesh Iyer, Journal of Marketing Research, 39 (2002), 3, 292-303.
20. "The Informational Role of Manufacturer Returns Policies" with Miklos Sarvary, Marketing Letters, 12 (2001), 4, 341-350.
21. "Price Protection in Personal Computer Industry" with Hau Lee, Terry Taylor and Seungjin Whang, Management Science, 46 (2000), 4, 467-483.
22. "The Decomposition of Promotional Response: An Empirical Generalization", with David Bell and Jeongwen Chiang, Marketing Science, 18 (1999), 4, 504-526.
23. "Warranties, Extended Warranties and Product Quality" with Nancy A. Lutz, International Journal of Industrial Organization, July 1998, 16, 4, 463 - 493.
24. "Optimal Product Introductions under Uncertainty with Network Externality", with S. Rajiv and K. Srinivasan, Journal of Marketing Research, 34 (1997), 4, 439-455.
25. "Slotting Allowances and New Product Introduction" with Martin Lariviere, Marketing Science, 16 (1997), 2, 112-128.
26. "Information Distortion in a Supply Chain: Bullwhip Effects", with Hau Lee and Seungjin Whang, Management Science, 43 (1997), 4, 546-558.

Reprinted in "Ten Most Influential Papers of Management Science's First Fifty Years, Management Science, 50 (2004), 12, 1875 - 1886.
27. "The Paralyzing Curse of Bullwhip in a Supply Chain" with Hau Lee and Seungjin Whang, Sloan Management Review, Spring, 1997, 93-102.
28. "Manufacturer's Returns Policies and Retail Competition" with Ivan Png, Marketing Science, 16 (1997), 1, 81-94.

29. "Why do we observe Minimal Warranties?", with Nancy A. Lutz, Marketing Science, 14 (1995), 4, 417-441.
30. "Returns Policies: Making Money by Making Good", with Ivan P. L. Png, Sloan Management Review, Fall, 1995, 65-72.
31. "Competitive Response in Equilibria", with Rajiv Lal, Marketing Science, 14 (1995), 3 (2), 101-108.
32. "Usage Heterogeneity and Extended Service Contracts", Journal of Economics and Management Strategy, 4 (1995), 1(Spring), 33-53.
33. "Competitive Location and Entry Deterrence", with Joyendu Bhadury and R. Chandrasekaran, Location Science, 2 (1994), 4, 259-275.
34. "Warranty Policy and Extended Service Contracts: Theory and An Application to Automobiles", with Ram C. Rao, Marketing Science, 12 (1993), 3, 230-248.
35. "Optimal Pricing of Successive Generations of Product Advances", with Frank M. Bass, International Journal of Research in Marketing, 10 (1993), 185-207.

BOOK CHAPTERS AND OTHER PUBLICATIONS

1. "Marketing and Warranty" in Product Warranty Handbook, ed. W. R. Blischke and D. N. P. Murthy, Marcel-Dekker Inc., (1995), 393-408.
2. "Extended Service Contracts" in Product Warranty Handbook, ed. W. R. Blischke and D. N. P. Murthy, Marcel-Dekker Inc., (1995), 439-452.
3. "Equilibrium Product Location" in G. Raghuram (ed.). Proceedings of the Operation Research Society of India, December 1992.
4. "Referral Infomediaries" with Yuxin Chen and Ganesh Iyer, Marketing Science Institute – Working Paper Series, 2003.
5. "Strategic Interactions and Channel Contracts: A Review" with Ganesh Iyer, in Managing Business Interfaces: Marketing, Engineering, and Manufacturing Perspectives, ed. A. Chakravarty and J. Eliashberg, Kluwer Academic Press, 2003.
6. "Navigating the Asian Markets", European Business Forum, Issue 15, Autumn 2003. Reprinted in "Retail and Consumer Growth Dynamics:

From New Delhi to New Zealand", Price Waterhouse Coopers Executive Summary, 2003/2004.

PAPERS UNDER REVIEW

- “Does User Generated Content Help Publishers?” with Inyoung Chae, David Schweidel and Theos Evgeniou, Under Review, Production and Operations Management.
- “Who Prices: Manufacturers’ versus Retailers’ control of Retail Prices” with Nils Rudi and Ilia Tsetlin, Under Revision for Resubmission, Operations Research

RESEARCH IN PROGRESS

- “Cracking Retail in Asia-Pac: Lessons from the Trenches” with Dominique Lecossois
- “Consumption Smoothing in the Aftermath of an Economic Crisis” with Inyoung Chae and Pushan Dutt

DOCTORAL PROGRAM ACTIVITIES

- a) Ph. D. Liaison, Marketing, Stanford University, Spring 1995 - Summer 1998.
- b) Member on Doctoral Thesis Committees:
 1. Hallie Cho, INSEAD, 2019
 2. Yue WU, INSEAD, 2011- 2016 (Co-Chair)
 3. Inyoung Chae, INSEAD 2010 – 2016 (Co-Chair)
 4. Dai Yao, INSEAD 2010-2014
 5. Kaifu Zhang, INSEAD 2008-2012 (Co-Chair)
 6. Peter Pal Zubscek, 2008-2010
 7. Zsolt Katona, INSEAD 2007-08
 8. Xi Yiang, INSEAD, 2006
 9. Rupinder Jindal, INSEAD, 2006
 10. Mumin Kurtulus, INSEAD, 2005.
 11. Hai Che, Marketing, Olin School of Business, Washington University, 2002. (Co-Chair)
 12. Rakesh Niraj, Marketing, Olin School of Business, Washington University, 2001
 13. V. Krishnan, Industrial Engineering, Stanford University, 1996.

14. Martin Lariviere, Operations, Information and Technology, GSB, Stanford University, 1995. (Co-Chair)
15. David Bell, Marketing, GSB, Stanford University, 1995.
16. Surendra Rajiv, Marketing, GSIA, Carnegie Mellon University, 1995. (Co-Chair)

c) External Reviewer for Doctoral Thesis

1. George Easaw, Indian Institute of Technology, Mumbai, 2004.
2. Wang Qihong, National University of Singapore, Singapore 2006.
3. Shanfei Feng, National University of Singapore, Singapore 2007.

INVITED PRESENTATIONS

- Singapore Management University, December 9, 2014.
- George Washington University, December 12, 2013.
- Keynote Speaker, International Forum on the Interface of Marketing and Operations Management, HKUST, Dec 15-16, 2009.
- Singapore Marketing Research Roundtable, Nanyang Technological University, December 4, 2009.
- INFORMS & Marketing Science – Doctoral Colloquium, University of British Columbia, June 11, 2008.
- Summer Institute for Competitive Strategy, Haas School of Business, University of California, Berkeley, July 14-18, 2008.
- Singapore Marketing Research Roundtable, Nanyang Technological University, December 7, 2007.
- INFORMS & Marketing Science – Doctoral Colloquium, Singapore Management University, June 27, 2007.
- Indian Institute of Management, Ahmedabad, India, August 9, 2004.
- Summer Institute for Competitive Strategy, Haas School of Business, University of California, Berkeley, July 27-31, 2004.
- Marketing Doctoral Consortium, Erasmus University, Rotterdam, June 23-36, 2004.
- Sixth Invitational Choice Symposium, University of Colorado, Boulder, June 4-8, 2004.
- Graduate School of Business, National University of Singapore, March 17, 2004.
- Summer Institute for Competitive Strategy, Haas School of Business, University of California, Berkeley, June 23-27, 2003.
- Hong Kong University of Science and Technology, November 30, 2001.
- INSEAD, Fontainebleau, France, November 14, 2001.
- Ivey School of Business, University of Western Ontario, Toronto, Canada, April 8, 1999,

- Johnson School of Management, Cornell University, April 1, 1999
- University of California-Irvine, February 27, 1998.
- Olin School of Business, Washington University, March 18, 1998.
- Tuck School of Business, Dartmouth College, May 28, 1997.
- INSEAD, Fontainebleau, France, February 25, 1997.
- Kellogg Graduate School of Management, Northwestern University, May 21, 1997.
- Wharton Business School, University of Pennsylvania, May 22, 1997.
- Columbia Marketing Camp, Columbia University, June 8-9, 1996.
- U.C.L.A.- Anderson Graduate School of Management, November 8, 1996.
- Carnegie Mellon University, May 10, 1996.
- U.C.L.A. + U.S.C + U.C.-Irvine Marketing Colloquium, April 19, 1996.
- Stanford Computer Industry Research Colloquium, Stanford University, December 14, 1995.
- INSEAD, Fontainebleau-France, WZB, Berlin-Germany, and Erasmus University, Rotterdam-The Netherlands, September, 1995.
- Berkeley-Davis-Santa Clara-Stanford Marketing Colloquium, Haas School of Business, University of California-Berkeley, April 19, 1995.
- Simon School of Business, University of Rochester, May 27, 1994.
- Empirical Generalizations in Marketing Conference, Wharton School of Business, Philadelphia, February 16-18, 1994.
- Gutenberg University, Mainz, Germany and I.E.S.E., Barcelona, Spain, October 1993.
- INSEAD, Fontainebleau, France and Erasmus University, Rotterdam, Netherlands, October 1993.
- University of California, Berkeley, September 1993.

PRESENTATIONS AT PROFESSIONAL SOCIETY MEETINGS

- Marketing Science Conference, 2007, 2003, 2002, 1999, 1998, 1997, 1996, 1995, 1994, 1993, 1992, 1991, 1990, 1989.
- Frontiers in Services Conference, 1999, 1998, 1997.
- American Economics Association Meeting, 1998, 1997, 1996, 1995.
- ORSA/TIMS National Meeting, 1994, 1993, 1992, 1991, 1990, 1989.

PEDAGOGICAL MATERIALS

- “Rainforest Gold: From NGO to Social Enterprise, INSEAD, 2019
- “Family Decisions at B&M: Choosing a Trusted Partner Among PE Firms”, (A), (B), INSEAD, 2018
- “Unilever: Small Can, Big Impact”, (A), (B), INSEAD, 2017
- “Jebsen & Jessen: Dealing with the Unkindest Cut”, INSEAD, 2016.

- “Eastern Condiments (A), (B), and (C) and Teaching Note, INSEAD 2014.
- “The Indian Rural Market: Is there a Fortune at the Bottom of the Pyramid”, INSEAD, 2009, pre-release version.
- “Cisco Systems: Leveraging the Telecom Boom in India”, INSEAD, 2009, pre-release version.
- “Crisis and Consumption Smoothing”, INSEAD Simulation, 2009.
- “Competing with Walmart”, INSEAD, 2007, pre-release version.
- “Lufthansa Cargo: The Seagate Case”, INSEAD, 2006, pre-release version.
- “Autobytel”, INSEAD, 2006, pre-release version.
- “Homestead”, INSEAD Case and Teaching Note, January 2004.
- “Airpork: From Zero to Hero”, INSEAD Case and Teaching Note, January 2003. Reprinted in “Marketing Management: An Asian Casebook”, Pearson - Prentice Hall, 2004.
- “Boeing: A Service Driven Growth Agenda”, Olin Case, Fall 2000.
- “Ernie: E&Y Online Consulting for SME’s”, Olin Case, Fall 1999.
- “The Commercial Aircraft Industry”, Stanford Business School Case, Fall 1996.

PROFESSIONAL AFFILIATIONS

a) Membership in Professional Associations and Societies

1. American Marketing Association
2. The Institute of Management Science
3. Marketing Institute of Singapore

b) Editorial Board

1. Marketing Science
2. International Journal of Research in Marketing
3. Journal of Service Research
4. Review of Marketing Science
5. ECR Journal
6. Associate Editor, Quantitative Marketing and Economics.
7. Associate Editor, Special Issue, Production and Operations Management.
8. Associate Editor, Special Issue, Management Science.

c) Reviewer

1. Marketing Science
2. Journal of Marketing Research
3. Management Science
4. Rand Journal of Economics
5. Managerial and Decision Economics

6. Journal of Economics and Management Strategy
7. Journal of Industrial Economics
8. Journal of Retailing
9. Journal of Service Research
10. European Journal of Operations Research
11. Sloan Management Review
12. Operations Research
13. Journal of Marketing
14. OMEGA
15. IBM Systems Journal
16. International Journal of Research in Marketing
17. Review of Marketing Science
18. Quantitative Marketing and Economics
19. International Journal of Industrial Organization
20. Production and Operations Management

SERVICE

- Member, Faculty Evaluation Committee, 2002-2004
- Member, EDP Committee, 2005-2006
- Member, Pension Task Force, 2003-2008
- Chairman, Faculty Evaluation Committee, 2007-2009
- Member, Dean Search Committee, 2009-2010.
- Member, INSEAD Board of Governors, 2010-2013
- Member, Faculty Evaluation Committee, 2011-2013
- Academic Director, Emerging Markets Institute, 2013-2020
- Member, Faculty Evaluation Committee, 2017-18.