

# Karan Girotra

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## Academic Employment

### *Cornell University*

Professor of Operations, Technology and Information Management, Cornell Tech and The S.C. Johnson College of Business, Cornell University, 2017-

### *INSEAD*

Paul Dubrulle Chaired Professor of Sustainable Development, INSEAD, 2014-2019  
On leave 2017-2019

Associate Professor of Technology & Operations Management (with tenure), INSEAD, 2014-2019

Assistant Professor of Technology & Operations Management, INSEAD, 2007-2014

## Education

PhD, Managerial Sciences and Applied Economics, Wharton, Univ. of Pennsylvania, 2007

A.M., Managerial Sciences and Applied Economics, Wharton, Univ. of Pennsylvania, 2007

B. Tech. in Mechanical Engineering, Indian Institute of Technology, Delhi, 2002

## Research Interests

Smart Transportation, Urban Living, Environmental Sustainability, Marketplaces

Operations Management, Electric Vehicles, Online Retail, Pharmaceuticals, Bike-Share

Business Model Innovation, Startup Science, New Venture Management, Ideation

## Books

- [1] Girotra K. and S. Netessine, "The Risk Driven Business Model: Four Questions that will Define your Company," *Harvard Business Review Press, 2014.*

Silver Medalist, Axiom Best Business Books of 2014.

Russian Ed.: Оптимальная бизнес-модель. Четыре инструмента управления рисками, Alpina Publishing, 2014

Portuguese: Gestão de Riscos Nos Modelos de Negócio: Quatro Perguntas Que Definem Seu Negócio, Elsevier, 2014

Mandarin: 风险驱动型商业模式 / (法)吉洛特拉, (新加坡)奈特西 著; 宁钟译. —北京: 电子工业出版社, 2016.4

Korean Ed.: 비즈니스 모델의 절대강자 세계 최고의 경영대학원 인시아드 연구보고서 카란 지로트라, 세르게이 네티신 지음 | 김은지 옮김 | 전략시티 | 2016년 12월 01일 출간, 2017

## Articles in Refereed Journals

- [2] Kabra A., E. Belavina and K. Girotra, "Bike Share Systems: Accessibility and Availability," Forthcoming at *Management Science*, 2019.  
1<sup>st</sup> Prize, MSOM Student Paper Competition, 2015 (A. Kabra)  
3<sup>rd</sup> Prize, Service Science Student Paper Competition (A. Kabra)  
Runner-up POMS College of Sustainability Best Student Paper Award, (A. Kabra)  
Results covered by Capital Ideas and in many high-traffic urbanism related blogs
- [3] Cachon G., K. Girotra and S. Netessine, "Interesting, Important and Impactful Operations Management," Forthcoming at *M&SOM*, Special 20<sup>th</sup> Anniversary Issue, 2019.
- [4] Momot R., E. Belavina and K. Girotra, "The Use and Value of Social Network Information in Selective Selling," Forthcoming at *Management Science*, 2019.
- [5] Pennetier C., K. Girotra and J. Mihm, "R&D Spending: Dynamic or Persistent?" Forthcoming at *M&SOM*, 2018.
- [6] Marinesi S., K. Girotra and S. Netessine, "Operational Advantages and Optimal Design of Threshold Discounting Offers," *Management Science*, 64:6, June 2018, pp. 2690-2708.  
1<sup>st</sup> Prize, POMS student Paper Competition (Marinesi S.)  
Results covered by INSEAD knowledge and prominent e-commerce blogs
- [7] Tang W. and K. Girotra, "Using Advance Purchase Discounts," *POMS*, 26(8), 2017, 1553–1567.  
1<sup>st</sup> Prize, POMS Student Paper Competition, 2010 (Tang W.)
- [8] Belavina E., K. Girotra and A. Kabra, "Online Grocery Retail: Revenue Models and Environmental Impact," *Management Science*, 63:6, June 2017, pp. 1781-1799.  
Results covered by Capital Ideas, INSEAD Knowledge, On Earth Magazine and sustainability related blogs.
- [9] Avci B., K. Girotra and S. Netessine, "Electric Vehicles with a Switching Station: Adoption and Environmental Impact," *Management Science*, 61:4, April 2015, pp. 772-794.  
Finalist, MSOM Student Paper Competition (Avci B.)  
2<sup>nd</sup> Prize, POMS Student Paper Competition (Avci B.)  
Results covered by many sustainability related blogs.
- [10] Jain N., K. Girotra and S. Netessine, "Managing Global Sourcing: Inventory Performance," *Management Science*, 60:5, May 2014, pp.1202-1222.  
Finalist, MSOM Student Paper Competition (Jain N.)  
1<sup>st</sup> Prize, POMS Student Paper Competition (Jain N.)
- [11] Girotra K. and S. Netessine, "Business Model Innovation for Sustainability," *M&SOM*, 15:4, 2013, pp.537-544.  
2<sup>nd</sup> Prize, "Highest Impact paper published in last 5 years" conferred by the Technology, Innovation Management and Entrepreneurship Section of INFORMS
- [12] Belavina E. and K. Girotra, "The Relational Advantages of Intermediation," *Management Science*, 58:9, September 2012, pp. 1614-1631.  
3<sup>rd</sup> Prize, JFIG, Best Paper Competition
- [13] Girotra K., C. Terwiesch and K. T. Ulrich, "Idea Generation and the Quality of the Best Idea," *Management Science*, 56:4, April 2010, pp. 591-605.  
Selected as the lead article  
Related Article in MIT Sloan Management Review, Summer, 2008  
Results discussed in the Financial Times, BusinessWeek and over 25 other mentions in the popular press and on high-traffic blogs

- [14] Girotra K., C. Terwiesch and K. T. Ulrich, "Valuing R&D Projects in a Portfolio: Evidence from the Pharmaceutical Industry," *Management Science*, 53:9, September 2007, pp. 1452-1466.  
Finalist, Student paper competition, Annual meeting of the Eastern Finance Association, 2006
- [15] Anand K. S. and K. Girotra, "The Strategic Perils of Delayed Differentiation," *Management Science*, 53:5, May 2007, pp. 697-712.  
Selected as the lead article

## Articles in Practitioner-Oriented Journals

- [16] Girotra K. and S. Netessine, "Four Paths to Business Model Innovation," July-August 2014, *Harvard Business Review*.  
Article reprinted in Harvard Business Review China, Harvard Business Review France, Harvard Business Review Korean, Harvard Business Review Brazil, and Harvard Business Review Russia.
- [17] Girotra K. and S. Netessine, "How to build Risk into your Business Model," May 2011, *Harvard Business Review*.  
Article reprinted in Harvard Business Review Russia  
Excerpts in INSEAD Knowledge, most widely read article in the issue, reprinted in many leading newspapers incl. Economic Times (India), Business Times (Singapore), etc.

## Articles under Revision/Review

- [18] Zheng F., P. He, E. Belavina and K. Girotra, "Customer Preference and Station Network Design for the London Bike Share System," Under 2<sup>nd</sup> round of review at *Management Science*, 2018.  
Results covered by the BBC and the Chicago Booth Review.  
Finalist, IBM Service Science Student Paper Competition (P. He)
- [19] Jain N., K. Girotra and S. Netessine, "Recovering from Disruptions: The Role of Sourcing Strategy," under revision for *M&SOM*, 2019.
- [20] Marinesi S. and K. Girotra, "Information Acquisition through Customer Voting Systems," Revision invited at *M&SOM*, 2014. [Dormant]

## Working Papers

- [21] E. Belavina, Girotra K., Moon K. and Zhang J., "Observed Choices and Unobserved Talents in Online Labor Markets", 2019.
- [22] Kabra A., E. Belavina and K. Girotra, "Designing Promotions to Scale Marketplaces," 2019.
- [23] Marinesi S. and K. Girotra, "Kick-start through Kickstarter or Go for Indiegogo? Design of Crowdfunding Systems," 2016. [Dormant]
- [24] Stouras K., K. Girotra and S. Netessine, "First Ranked First to Serve: A Tournament Approach to Call Centers," 2015. [Dormant]
- [25] Girotra K. and K. T. Ulrich, "Empirical Evidence for the Role of the Domain Name Itself in Website Performance", 2011. [Dormant]
- [26] Girotra K. and C. Lee, "Optimal Choice of Drug Development Projects," 2009. [Dormant]

## Ongoing Projects

- [27] Arora K., F. Zheng and K. Girotra, "Estimating Customer Preferences for Pooled V/s On-Demand Transportation," 2019.
- [28] Jain N., K. Girotra and A. Musalem, "The Impact of Fast and Reliable Delivery in Online Apparel Retail," 2019.
- [29] Yao D., K. Girotra and N. Jain, "Purchase Uncertainty and Product Return Behavior," 2019.
- [30] Pennetier C., K. Girotra and S. Netessine, "Startups as a Process: Increase Your Chances of Success via a Just-In-Time Approach," 2017. [Dormant]

## Other Articles

- [31] Kabra, Ashish, Elena Belavina, and Karan Girotra. "Bike-Share Systems." In Environmentally Responsible Supply Chains, pp. 127-142. Springer, Cham, 2016.
- [32] Girotra, Karan, and Wenjie Tang. "Strategic behavior in supply chains: Information acquisition." In Consumer-Driven Demand and Operations Management Models, pp. 459-477. Springer, Boston, MA, 2009.
- [33] Kumar A., G. Batra, K. Girotra and S. Juneja, "Demand Estimation for Delhi Transport Corporation," Proceedings of National Conference on Transportation Systems. pp 733-744, 2002, Phoenix Publishing House, New Delhi.

## Pedagogical Material Developed

### *Courses*

- [34] Interactive Online Course on "Building New Businesses: Digital Transformation, Business Models and more" (14 weeks, developed and marketed by eCornell)
- [35] Interactive Online Course on Business Model Innovation (8 weeks) (joint with Serguei Netessine, Online Executive Education)
  - Course based on our book, The Risk Driven Business Model, HBP, 2014.
  - Double Gold Medal, Brandon Hall Excellence in Learning Awards, 2015; Double Gold, Sales Enablement. 2016
  - Finalist, Chief Learning Officer Award for excellence in content, 2015
  - Customized for Microsoft and Accenture
- [36] Week-long boot-camp on the Science and Practice of Startups (EMBA/Company Specific Programs), 2014.
  - Twice Runner-up, Best Key Management Challenge (Elective) in the INSEAD EMBA program.
- [37] 16 Session Workshop-course on Identifying New Business Opportunities (MBA/EMBA), 2011.
  - All teaching materials available at [www.ideatournaments.com](http://www.ideatournaments.com), Also available as a 3 to 5-day executive education program.
  - Five times Runner-up, Best Key Management Challenge (Elective) in the INSEAD EMBA program.
  - Course adopted by other faculty at INSEAD and the MBA and EMBA programs at London Business School, Georgetown, Georgia Tech.

- [38] 12 Session MBA Core class on Operations Management, Business Model Analysis and Innovation, 2008 (jointly with S. Netessine)  
 Course based on our book, *The Risk Driven Business Model*, HBP, 2014.  
 Twice voted as best course in MBA program.  
 Course adopted by other faculty teaching the class at INSEAD. Adopted (in part or full) at Columbia Business School, Booth School @ Chicago, Kenan-Flagler @ UNC, Olin @ Wash U St. Louis, McDonough @ Georgetown, David Eccles @ Univ. of Utah, and HEC, France.

#### *Tools for Experiential Learning, Exercises*

- [39] “The Digital Transformation Ideabook”, A visual collection of ideation stimuli, 2019.
- [40] “The Amazing Race: Silicon Valley”, A Scavenger-hunt style game/simulation to expose participants to business opportunities in new regions, 2014
- [41] Darwinator.com, A free online tool to run Tournaments (joint with K. T. Ulrich and C. Terwiesch).  
 Used in executive programs, MBA and undergraduate classes, and corporate events at Microsoft, Accenture, Harvard Business School, MIT, LBS, Georgetown, GeorgiaTech, UNC, SDSU, U Maryland, PayPal, Reebok, etc. Premium version licensed by multiple large corporations
- [42] Girotra, K., C. Terwiesch, K. T. Ulrich, “Pharmanopoly,” A board game to illustrate basic principles of managing the drug development pipeline, 2005.  
 Used in executive education programs at Wharton and INSEAD  
 Licensed by Merck & Co. for extensive internal use

#### *Cases*

- [43] “LiveOps: The Contact Centre Reinvented.”, INSEAD Case (joint with Serguei Netessine), 2016.
- [44] “Performance based Logistics at Rolls Royce”, INSEAD Case (joint with Serguei Netessine), 2015.
- [45] “Diapers.com”, INSEAD Case (joint with Serguei Netessine), In Progress, 2014.
- [46] “The Electric Vehicle Renaissance: Better Place Inc.”, INSEAD Case (joint with Serguei Netessine), 2011
- [47] “Hypios, Inc.” INSEAD-Wharton Teaching Case, 2010 (joint with C. Terwiesch)
- [48] “From Blockbuster to Video on Demand: The Video Rental Industry”, INSEAD Case (joint with Serguei Netessine), 2010
- [49] “New Drug Development at Merck & Co.,” Girotra, K., C. Terwiesch, K. T. Ulrich, Wharton Case Study, The Wharton School, November 2004.

## **Student Advising**

- PhD: Elena Belavina, 2012 (Committee Chair, Assistant Professor, Booth School, U. of Chicago)  
 Simoné Marinesi, 2014 (Committee Chair, Assistant Professor, Wharton School, U of Penn.)  
 Nitish Jain, 2014 (Committee Co-chair, Assistant Professor, London Business School)  
 Buket Avci, 2014 (Committee Co-Chair, Assistant Professor, Singapore Management Univ.)  
 Konstantinos Stouras, 2016 (Committee Co-chair, Post-Doc, Darden, University of Virginia)

Ashish Kabra, 2017 (Committee Co-Chair, Assistant Professor, University of Maryland)  
Ruslan Momot, 2018 (Committee Co-Chair, Assistant Professor, HEC France)  
Ekaterina Astashkina, 2019 (Committee Member, Asst. Professor, Ross, Univ. of Michigan)  
Pu He, 2019 (Committee Member, Financial Services)  
Kashish Arora, 2020 (Expected, Committee Chair)  
Zhen Lian, 2021 (Expected, Committee Member)  
Jiding Zhang, 2021 (Expected, Committee Member)

MBA: 90+ independent study projects supervised for INSEAD MBAs and EMBA's.

## Awards

### *Career*

Wickham Skinner Early Career Research Award, 2014  
Poets and Quants, 40 under 40 Outstanding MBA professors, 2016

### *Research*

Advisor to 1<sup>st</sup> Prize Winner, MSOM Student Paper award, 2015 (joint with E. Belavina)  
Silver Medal, Axiom Best Business Book Award, 2014  
Advisor to Finalist, MSOM Student Paper award, 2013 (joint with S. Netessine)  
Advisor to Finalist, MSOM Student Paper award, 2012 (joint with S. Netessine)  
Junior Faculty Interest Group, Best Paper Award, 3<sup>rd</sup> Place, 2011 (joint with E. Belavina)

### *Classroom Teaching*

Best Professor in the MBA Program, INSEAD; Winner: 2014, 2013; Runner-up: 2015  
Best Professor in the Executive MBA Program, INSEAD; Runner-up: 2015(SPS), 2015 (INBO), 2014, 2013, 2012  
Dean's Award for excellence in Teaching, MBA Program, 2016, 2015, 2014, 2013, 2012, 2011, 2010, 2009

### *Online Teaching*

Gold Medal for Sales Enablement, Brandon Hall Excellence in Learning Awards, 2016 (Microsoft MOOC)  
Gold Medal, Brandon Hall Excellence in Learning Awards, 2015 (Microsoft MOOC)  
Finalist, Chief Learning Officers Award for excellence in content, 2015 (Microsoft MOOC)

### *Service*

Distinguished Service Award, Management Science, 2013, 2010

Meritorious Service Award, Management Science, 2012, 2011

Meritorious Service Award, M&SOM, 2013, 2012, 2011, 2010

### *Student*

OPIM Outstanding Scholar Award, 2005, 2003 (The award recognizes excellence in research and teaching, among PhD students at the OPIM Department, Wharton School)

Wharton Doctoral Fellowship, 2002-2006

Students Undergraduate Research Award, Indian Institute of Technology, 2000

Finalist, Indian National Math Olympiad, 1997-98

National Talent Scholarship, Government of India, 1996-2002

## Teaching

### *Executive*

Customized Corporate Massive Online Course on Business Model Innovation (8 weeks)

Recent Clients: Microsoft Corporation (global sales force, 5K participants), Accenture (Mid-career Consultants, ~3K participants)

Module on Disruption for INSEAD Advanced Management Program

Flagship INSEAD open enrollment program for C-level Executives

Evaluations: 2012/13: 4.6, 4.4, 4.0, 3.8

Executive Modules on Business Model Audit, Evaluation and Innovation (1-3 days)

Recent Clients: Oliver Wyman (Global), ABB (US, EMEA, Asia), Johnson and Johnson (EMEA), Sonepar (France, US), International Flavors & Fragrances (US), Business Kolding (Denmark), DNV (Norway), Alfa Telecom (Lebanon), Yapi-Kredi (Turkey), Wargaming (Belarus), Bayer Pharma (EMEA), Gazprom Trading (Russia/UK), Univ. Adolfo Ibanez (Chile), Govt. of UAE (Abu Dhabi)

Executive Modules on Identifying New Business Opportunities (1-3 days)

Recent Clients: KPMG (US), Macy's (US), Lincoln Financial Group (US), PingAn Bank (China), Johnson and Johnson (EMEA), Alfa Telecom (Lebanon), ABB (US, EMEA, Asia), Yapi-Kredi (Turkey), Wargaming (Belarus), Bayer Pharma (EMEA), Gazprom Trading (Russia/UK), Metinvest (Ukraine), Univ. Adolfo Ibanez (Chile), Govt. of UAE (Abu Dhabi), Lundbeck Pharmaceuticals (Denmark)

Design and Direction of Customized Programs on Innovation

Recent Clients: Macy's, Lincoln Financial Group, Alfa Orascom, ABB.

*Cornell-Tech/Johnson*

Product Studio—Cornell Tech’s flagship Interdisciplinary curriculum to train builders

MBA elective on Designing Disruptive Strategies (9 sessions)

Evaluations: 2018: 4.9  
(1-5 Scale, N=~50 for each evaluation)

EMBA Core Course on Operations, Technology and Innovation (15 sessions)

Evaluations: 2018: 4.4  
(1-5 Scale, N=~50 for each evaluation)

*INSEAD*

EMBA elective on Science and Practice of Startups (1 week)

Evaluations: 2016: 4.8  
2015: 4.8 (1-5 Scale, N=~50 for each evaluation)

EMBA elective on Identifying New Business Opportunities (3.5 days)

Evaluations: 2016: 4.8  
2015: 4.8  
2014: 4.7  
2013: 4.9, 4.9  
2012: 4.7  
2011: 4.5 (1-5 Scale, N=~50 for each evaluation)

MBA elective on Identifying New Business Opportunities (16/8 sessions)

Evaluations: 2016: 4.7, 4.6, 4.6, 4.5  
2015: 4.5, 4.4, 4.6, 4.6, 4.7  
2014: 4.6, 4.7, 4.8, 4.6, 4.6, 4.6  
2013: 4.7, 4.7, 4.8, 4.6  
2012: 4.5, 4.4  
2011: 4.6, 4.4  
2009: 4.6 (1-5 Scale, N=~50 for each evaluation)

MBA Core Course on Operations (12 sessions)

Evaluations: 2014: 4.8, 4.6, 4.6, 4.6, 4.5, 4.7, 4.4, 4.7  
2012: 4.9, 4.9, 4.8, 4.7  
2011: 4.6, 4.5, 4.4, 4.3  
2010: 4.5, 4.5, 4.1, 4.3, 4.1, 3.7  
2009: 4.7, 4.6, 4.5, 4.4, 4.6, 4.5  
2008: 4.6, 4.7, 2.7, 3.0 (1-5 Scale, N=~75 for each evaluation)

PHD course on Supply Chain Management



## Service to the Academic Community

Associate Editor, Operations Management department, *Management Science*, 2014-  
Associate Editor, Revenue Management and Market Analytics department, *Management Science*, 2018-  
Associate Editor, Innovation and Entrepreneurship department, *Management Science*, 2019-  
Associate Editor, *M&SOM Journal*, 2016-  
Department Editor, Urban Services and Mobility department, *Service Science*, 2019-  
Senior Editor at *Production and Operations Management*, 2013-  
Judge, Public Sector Operations Research Paper Competition, 2017  
Judge, Best Published Paper Award, INFORMS TIMS Section, 2017  
MSOM, Student Paper Competition, Co-Chair, 2015  
Guest Associate Editor for *Management Science*, 2011-2014  
Ad-hoc Referee for Journals: *Management Science*, *Operations Research*, *Production and Operations Management*, *Manufacturing and Service Operations Management*, *IIE Transactions*, *Naval Research Logistics*  
Ad-hoc reviewer for Grant Agencies: The Netherlands Organization for Scientific Research (NWO), Social Sciences and Humanities Research Council of Canada (SSHRC).  
Conference Chair, Production Innovation and Technology Management College Mini-conference, 2013  
Conference Co-Chair, Supply Chain Special Interest Group Conference of M&SOM Society, 2013  
Conference Organizer, LBS conference on Innovations in Operations, 2009, 2010, 2011, 2013, 2014  
Program Committee, POMS annual conference 2010 (Track chair for Empirical Operations Management)  
Member, POMS Education Committee 2008-2009

## Service to the School/University

### *Johnson Cornell Tech*

Academic Director, Cornell Tech Studio Curriculum, 2019  
Chair, Johnson Cornell Tech MBA Program Committee, 2018-19  
Internal ad-hoc committees for reappointment and tenure, 2018, 2019 (2).  
Johnson Cornell Tech MBA Program Committee, 2017-18

### *INSEAD*

Teaching Mentor for Ville Satopää, 2016-17  
Keynote Speaker, INSEAD Dutch Alumni Association, 2015  
Program Director, Silicon Valley Module of the EMBA Program, San Francisco 2016, 2015, 2014.

Organized school-wide Risk Assessment, Business Model Audit, and Innovation Exercise, 2015  
Keynote Speaker, INSEAD Global Business Leaders Conference, Abu Dhabi, 2014  
Teaching Mentor for Florin Dragos Ciocan and Andre du Pin Calmon, 2014-17  
Keynote Speaker, INSEAD German Alumni Association Annual Meeting, Stuttgart, 2013  
Keynote Speaker, INSEAD Best of Management at World Knowledge Forum, Seoul, Korea, 2012  
Lunch Speaker, INSEAD Washington DC Alumni Association, Washington DC, 2012  
Committee member, School Committee on Quality of Life Issues, 2011  
Master Classes for the INSEAD MBA Program, 2009, 2010  
Department Seminar Coordinator, INSEAD, 2010-2013  
Mentor for Sameer Hasija, 2008

## Research Grants

INSEAD Research Grant on Bike-Share Systems (€ 15,000) (joint with E. Belavina)  
INSEAD Research Grant on Business Model Innovation (SGD 21,000) (joint with S. Netessine)  
INSEAD Development Grant on Business Model Innovation (SGD 55,000) (joint with S. Netessine)  
INSEAD Research Grant on Global Supply Chains (€26,000) (joint with S. Netessine)  
INSEAD Research Grant on Global Sourcing (€4,000)  
Merck & Co., New Drug Development 2004-2005 (\$60,000) (joint with Christian Terwiesch and Karl T. Ulrich)  
Wharton-NSF, Grant on Supply Chain Collaboration, 2004 (\$9,000)  
Costume Gallery Inc., Demand forecasting 2004-2005 (\$15,000)

## Professional Affiliations

American Economic Association, Econometric Society, INFORMS, Production and Operations Management Society

## Non-Academic Positions

Board Member: Beauty Bureau, (2013-15); eYamakan (2012-14).  
Co-Founder, OpinionStar Inc. (a revolutionary approach to online recommendations, venture formed with students from MBA elective class on problem solving), 5/05-5/06  
Co-Founder, TerraPass Inc., (provider of environmental impact remediation services with over 3000 customers, and US\$3MM in annual sales, venture formed with students from MBA elective class on problem solving), 8/04-7/05  
Researcher, Mechatronic Systems, ABB Corporate Research Center, Heidelberg, Germany, 4/01-9/01

## Selected Academic Talks

- 2018: The Wharton School, University of Pennsylvania  
Stern School, New York University
- 2017: NSF-IMA Industrial Mathematics Workshop (University of Minnesota)
- 2016: Cornell Tech, New York  
Johnson School, Cornell, Ithaca
- 2015: Scheller School, Georgia Tech  
Marketplace Innovation Workshop, Columbia Business School  
Multiple talks at annual professional meetings (Informs and MSOM)
- 2014: Tepper School, Carnegie Mellon University  
Wharton Empirical OM Workshop  
Multiple talks at annual professional meetings (Informs and MSOM)
- 2013: Johnson School, Cornell University  
Carlson School of Management, University of Minnesota  
Harvard Business School, Harvard University  
Multiple talks at annual professional meetings (7 at Informs, 5 at MSOM)
- 2012: Multiple talks at annual professional meetings (9 at Informs, 5 at MSOM)
- 2011: Wharton Empirical OM Workshop  
Supply Chain SIG, Ann Arbor, University of Michigan  
Judge School of Business, Cambridge University  
London Business School, OM group  
Kenan-Flagler School, University of North Carolina (Global Supply Chain workshop)  
Fuqua School of Business, Duke University  
Multiple talks at Annual Professional meetings (9 at Informs, 4 at MSOM)
- 2010: Kellogg School of Business, Northwestern University (OM Workshop)  
Wharton School of Business, University of PA (Empirical OM workshop)  
Haas School of Business, University of California, Berkeley  
Multiple talks at Annual Professional meetings (7 at Informs, 3 at MSOM)
- <2010: Harvard Business School, Harvard University  
TOM Seminar Series, INSEAD, France  
Sloan School of Management, MIT

Graduate School of Business, Stanford University  
Wharton-Lehigh-NSF Consortium, Philadelphia, PA  
Wharton Applied Economics Workshop, Philadelphia, PA.  
TOM Seminar Series, INSEAD, France  
Multiple talks every year at Annual Professional Meetings (Informs, MSOM, POMS)

## Selected Industry Keynote Speeches

2016: Zurich Insurance  
2015: Flipkart, Abbott Pharmaceuticals, Biocon Pharmaceuticals, Landmark Retail, Jabong, Genpact, Conexsys, Government of India.  
2014: German Cardiac Surgeons Association, Italian Cardiac Surgeons Association, Medtronic, INSEAD Global Business Leaders Conference 2014  
<2014: Executive Roundtable at Business Kolding, World Knowledge Forum 2012

## In the Media

### TV

Cornell Tech @ Bloomberg, 29 Jan, 2019: Interview with Anjali Sud, Vimeo CEO and Scarlett Fu.  
Squawk Alley CNBC, 14 August 2014: Comments on New Business Models and News of the day  
First Business 11 July 2014, New Business Models and Disruption, Business News  
First Business 5 May 2014, Alibaba IPO, Business News

### *Selected Columns, Editorials and Interviews*

INSEAD Knowledge, 8 Aug, 2017, "Designing Deals to Improve Demand Forecasts", Article  
Insead Knowledge, 7 July 2017, "Unpacking the Amazon-Whole Foods Deal", Opinion Article  
Insead Knowledge, 24 March 2017, "Rethinking Resilience in Global Supply Chains", Opinion Article  
Forbes Magazine, 26 December 2016, "Geolocation is changing the Retail Business Model Again", Opinion Article  
Al Eqtisadiyah, 3 January 2017, "E-commerce and the Future of Brands", Opinion Article  
Insead Knowledge, 2 August 2016, "Welcome to the Social Media Shopping Mall", Opinion Article  
Insead Knowledge, 14 January 2016, "How Bike Sharing Could Become Mainstream", Opinion Article  
Economic Times (India), 20 March 2015, "Organizations Need to do a Business Model Audit Every Year" Interview  
American Management Association, 3 December 2014, Webcast and Online Discussion  
Risk Management, November 2014, "Reinventing Business Models through Risk Management", Column  
Business Standard (India), November 2014, "Placing the Right Bets", Book Excerpt  
The Business Times (Singapore), 16 October 2014, Invention and Innovation, Editorial  
Biz Daily, 26 September 2014, "Interview with Karan Girotra and Serguei Netessine"  
Harvard Business Review, 16 September 2014, "A Simple Framework for Business Model Innovation", Video Interview

EBSCO Webcast, 15 September 2014, Video Interview.

Lianhe Zaobao (China) 20 August 2014, 商业模式创新推动世界发展, Editorial on Business Models

Mint India, 11 August 2014, "Four Ws to Outsmart Risk", Q&A with Karan Girotra

Harvard Business Review, 7 August 2014, "Is Apple Losing its Creative Mojo?" Digital Article

Big Think, 29 July 2014, "How Uber Disrupted an Industry", Interview with Karan Girotra

Chicago Tribune, 23 July 2014, "The simple questions behind business-model innovation" Interview

South China Morning Post, 5 July 2014, "Innovation Must extend to Business Models" Editorial

Business Mirror, 29 June 2014, "How Xiaomi beats Apple at Product launches"

Harvard Business Review, 17 June 2014, "Tesla Goes Big not Home" Digital Article

Harvard Business Review, 10 June 2014, "What Uber should do with the Money" Digital Article

Harvard Business Review, 2 June 2014, "How Xiaomi Beats Apple at Product Launches" Digital Article

Bloomberg, 10 June 2014, "What Uber should do with the Money"

Bloomberg, 21 May 2014, "A Business Model for Bangladesh"

Harvard Business Review, 21 March 2014, "The Fight Over Tesla Shows How Little Value Dealerships Add" Digital Article

The Hindu, 5 March 2014, "What's Facebook up to"

Harvard Business Review, 20 February 2014, "Is Facebook Paying Too Much for WhatsApp?" Digital Article

Harvard Business Review, 26 December 2013, "Can Groupon Save Its Business Model?" Digital Article

Harvard Business Review, 15 November 2013, "Amazon Constantly Audits its Business Model" Digital Article

Today Business, 3 Nov 2013, "Busting Innovation Myths" Column

Jakarta Post, 9 Nov 2013, "Busting Innovation Myths". Column

Harvard Business Review, 27 September 2013, "Why Large Companies Struggle with Business Model Innovation" Digital Article

Fortune, 4 September 2013, "Four biggest Innovation Myths Debunked" Column

Bloomberg, 2 Jul 2013, "At last a new business model for Tesla", Column

Harvard Business Review, 2 Jul 2013, "At last a new business model for Tesla" Digital Article

Harvard Business Review, 21 May 2013, "A Business Model for Bangladesh" Digital Article

Harvard Business Review, 27 March 2013, "Liberate Your Employees and Recharge your Business Model" Digital Article

Harvard Business Review, 25 February 2013, "Tesla's Model S: Technology Outruns the Business Model" Digital Article

Harvard Business Review, 12 February 2013, "Extreme Focus and the Success of Germany's Mittelstand" Digital Article

Harvard Business Review, 5 December 2012, "Business Model Innovation is the Gift that Keeps on Giving" Digital Article

Harvard Business Review, 5 December 2012, "Business Model Innovation is the Gift that Keeps on Giving" Digital Article

Harvard Business Review, 19 November 2012, "When Business Models Trump Technology" Digital Article

Harvard Business Review, 2 October 2012, "Why Apple Has to Manufacture in China" Digital Article

MIT Sloan Management Review, Summer 2008 "Where the Best and Worst Ideas Come from", Interview

### *Selected Radio*

Money Matters Radio, Secrets of Success w/ Bill Horan, Total Picture Radio, Business for Breakfast, A Closer Look, Innovation Navigation, Breakthrough Business Radio, When Things Go wrong, Profit Express, Smart People, Stu Taylor on

Business, A Closer Look with Pam Atherton, The Profit Express, Money Radio / "Financial Review", Financial Spectrum, The Business of Wisdom, Enterprising People, Local Job Network Radio, Mountain Money, "Capitol City Recap", Secrets of Success Radio, Marilu Henner Show (All in Jun-Aug 2014)

### *Selected Media Mentions*

*International:* BBC (14 May 2018), Nikkie/Financial Times (9 Oct 2017), Fortune (13 Nov 2014), Wall Street Journal (1 Aug 2014), Wired (20 Jun 2014), Financial Times (29 Sep 2013), New York Times (17 Jun 2011), Financial Times (14 May 2010),

*Americas:* Wired Magazine (14 Nov 2018), Business Insider (20 Feb 2018), Business Insider (5 Jul 2015), San Francisco Chronicle (4 Jun 2014), Globe and Mail (14 Oct 2014), Seattle Times (23 Aug 2014), MIT Sloan Management Review (Dec 2013), Philadelphia Inquirer (23 Mar 2005)

*Asia:* Economic Times (5 Aug 2017), China Daily Asia Weekly (Sep 16-22, 2016), Middle East News (22 Aug 2016), Economic Times (22 May 2016), Economic Times (9 May 2016), Economic Times (24 Sep 2015), The Hindu (7 Jun 2015), Economic Times, (8 Jan 2015), Economic Times, (5 Jan 2015), Mint (31 Jul 2014), Gulfnews (10 Jul 2014), Forbes India (14 Mar 2014)