

## KAMALINI RAMDAS

Deloitte Chair in Innovation & Entrepreneurship  
Professor, Management Science & Operations

Tel: +44 20 7000 8820  
email: kramdas@london.edu

London Business School, A215 Sussex Place, Regent's Park, London NW1 4SA, UK

### EDUCATION

|       |   |      |
|-------|---|------|
| Ph.D. | Operations Management, Wharton School, University of Pennsylvania | 1995 |
| M.S.  | Operations Research, University of Delaware                       | 1989 |
| B.S.  | (Honors) Mathematics, St. Stephen's College, Delhi University     | 1986 |

### EMPLOYMENT

#### **London Business School**

|   |                |
|---|----------------|
| Deloitte Chair in Innovation & Entrepreneurship | 2012 - Present |
| Professor of Management Science & Operations    | 2008 – Present |

#### **Darden Graduate School of Business, University of Virginia**

|  |             |
|--|-------------|
| Associate Professor of Business Administration (on leave, 2008-2010) | 2003 - 2010 |
| Assistant Professor of Business Administration                       | 1997 - 2003 |
| Rust Visiting Assistant Professor of Business Administration         | 1996 – 1997 |

#### **Wharton School, University of Pennsylvania**

|   |             |
|---|-------------|
| Operations & Information Management Department Fellow & Adjunct Associate Professor | Spring 2007 |
|---|-------------|

#### **Graduate School of Business, University of Texas at Austin**

|                                      |             |
|--------------------------------------|-------------|
| Assistant Professor (on leave, 1997) | 1994 - 1997 |
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### EDITORIAL AND INVITED RESEARCH POSITIONS

|   |                    |
|---|--------------------|
| J-PAL (Jameel Abdul Lateef Poverty Action Lab) Invited Researcher | Nov 2023 - Present |
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#### Departmental Editor

|   |                        |
|---|------------------------|
| <i>Manufacturing &amp; Service Operations Management</i>                |                        |
| Operational Innovation Department                                       | Jan 2021 – August 2025 |
| Manufacturing Department  | Sep 2019 – Dec 2020    |
| <i>Management Science, Entrepreneurship &amp; Innovation Department</i> | Jan 2009 – Dec 2011    |

#### Associate Editor

|   |                |
|---|----------------|
| <i>Management Science, Operations Management Department</i>           | 2012 – 2025    |
| <i>Management Science, Healthcare Management Department</i>           | 2018 – Present |
| <i>Manufacturing &amp; Service Operations Management</i>              | 2014 – 2019    |
| <i>Management Science, R&amp;D and Product Development Department</i> | 2003 – 2008    |
| POMS special issue on the management of product innovation            | 2005           |

#### Senior Editor

|   |             |
|---|-------------|
| <i>Production and Operations Management (POMS)</i>              | 2003 – 2016 |
| New Product Development, R&D, and Project Management Department |             |

Editorial Board

Member, Editorial Board, *IEEE Transactions on Engineering Management*

2002 – 2005

Member, Editorial Review Board, *Production and Operations Management*

2001 – 2003

**REFEREED PUBLICATIONS**

*Operations Management Journals*

Kamalini Ramdas and Alp Sungu. “The Digital Lives of the Poor: Entertainment Traps and Information Isolation.” *Management Science (OM Fast Track)*. 2024.

(Finalist: 2022 MSOM Student Paper Competition – A. Sungu, Flash talk at 2022 NBER IT & Digitization Summer Conference – by A. Sungu. Presented in U. Chicago Econ. Advances in Field Experiments Conference – by A. Sungu. 1<sup>st</sup> Place, POMS College of Behavioral OM Junior Scholar Paper Competition 2021 – A. Sungu)

Amrita Kundu, Stephen Anderson-Macdonald, and Kamalini Ramdas, “Surviving the Odds: Disruptions, Resilience and Performance of Microenterprises in Emerging Markets”. *Management Science*, 70(12), 8265-8283. 2024.

(2<sup>nd</sup> Place, POMS College for Supply Chain Management Best Student Paper, 2019 – A. Kundu)

Sanjay Jain, Jónas Oddur Jónasson, Jean Pauphilet, and Kamalini Ramdas. " Robust Combination Testing: Methods and Application to COVID-19 Detection." *Management Science* 70, no. 4: 2661-2681. 2024.

Ryan Buell, Kamalini Ramdas, Nazlı Sönmez, Kavitha Srinivasan, and Rengaraj Venkatesh. "Shared service delivery can increase client engagement: A study of shared medical appointments."

*Manufacturing & Service Operations Management* 26, no. 1: 154-166. 2024.

(Best Paper Award, 1st ACM (Association for Computing Machinery) Conference on Equity and Access in Algorithms, and Mechanisms, and Optimization (EAAMO'21). Finalist: 2019 MSOM Student Paper Competition – N. Sonmez)

Jonas Oddur Jonasson, Kamalini Ramdas and Alp Sungu. “Social Impact Operations at the Global Base of the Pyramid”. Invited Review. *Production and Operations Management*, No. 12: 4364-4378. 2022.

Soledad Giardili, Kamalini Ramdas and Jonathan Williams, “Leadership and Productivity: A Study of US Automobile Assembly Plants”. *Management Science*. 69(3), pp.1500-1517. Mar. 2022.

Kraig Delana, Sarang Deo, Kamalini Ramdas, Ganesh B. Subburaman and Thulasiraj Ravilla, “Multichannel Healthcare: Assessing the Impact of Telemedicine”. *Management Science*. 69(5), pp.2568-2586. Feb. 2022.

(Finalist: 2019 MSOM Student Paper Competition – K. Delana)

Amrita Kundu and Kamalini Ramdas, “Timely After-Sales Service and Technology Adoption: Evidence from the Off-Grid Solar Market in Uganda”. *Manufacturing & Service Operations Management*. 24(3), pp.1329-1348. Jan. 2022.

(Finalist: 2019 MSOM Student Paper Competition – A. Kundu)

Zeynep Aksin, Sarang Deo and Jonas Jonasson and Kamalini Ramdas, “Learning from many: Partner Diversity and Team Familiarity in Fluid Teams”. *Management Science*. 67(2), 854-874. 2021.

(Application setting: London Ambulance Service)

Erica Plambeck and Kamalini Ramdas, "Alleviating Poverty by Empowering Women through Business Model Innovation: M&SOM Insights and Opportunities". *Manufacturing & Service Operations Management*, 20<sup>th</sup> Anniversary Special Issue, 22(1), 123-134. 2020.

Kamalini Ramdas, Khaled Saleh, Steven Stern and Haiyan Liu, "Variety and Experience: Learning and Forgetting in the Use of Surgical Devices". *Management Science*. 64 (6), 2590-2608. 2017.

Scott Atkinson, Kamalini Ramdas and Jonathan Williams, "The Costs of Inefficient Robust Scheduling Practices in the U.S. Airline Industry". *Management Science*. 62(11):3372-3391. 2016.

Chris Parker, Kamalini Ramdas and Nicos Savva, "Is IT Enough? Evidence from a Natural Experiment in Indian Agricultural Markets". *Management Science*. 62(9), 2481-2503. 2016.

Kamalini Ramdas, Jonathan Williams and Marc Lipson, "Can Financial Markets Inform Operational Improvement Efforts? Evidence from the US Airline Industry". March 2013. *Manufacturing & Service Operations Management*, Volume 15 Issue 3, Summer 2013.

Kamalini Ramdas, Oleksandr Zhylyevskyy and William L Moore, "A Methodology to Support Product Differentiation Decisions". *IEEE Transactions on Engineering Management*, Volume: 57 Issue: 4, pp. 649 – 660. November 2010.

Kamalini Ramdas and Taylor Randall, "Does Component Sharing Help or Hurt Reliability? An Empirical Study in the Auto Industry". *Management Science*, Volume 54, No. 5, pp. 922-938. May 2008.

Sanjay Jain and Kamalini Ramdas, "Up or Out: New Product Positioning in an Evolving Technology Environment". *Production and Operations Management*, Volume 14, No. 3, pp. 362-376. Fall 2005.

Marshall Fisher, Kamalini Ramdas and Karl Ulrich, "Managing Variety for Assembled Products: Modeling Component Systems Sharing". *Manufacturing and Service Operations Management*, Volume 5, No. 2, pp. 142-156. Spring 2003.

Kamalini Ramdas, "Managing Product Variety: An Integrative Review and Research Directions". *Production and Operations Management*, Volume 12, No. 1, pp. 79-101. Spring 2003.

Timothy Laseter and Kamalini Ramdas, "Product Types and Supplier Roles in Product Development: An Exploratory Analysis". *IEEE Transactions on Engineering Management*, Vol. 49, No. 2, 107-118. May 2002.

Marshall Fisher, Kamalini Ramdas and Yu Sheng Zheng, "Ending Inventory Valuation in Multi-Period Production Scheduling". *Management Science*, Vol. 47, No. 5. May 2001.

Kamalini Ramdas and Mohan Sawhney, "A Cross-Functional Approach to Designing Multiple Product Line Extensions with Components Sharing". *Management Science*, Vol. 47, No. 1, pp. 22-36. January 2001.

Kamalini Ramdas and Robert Spekman, "Chain or Shackles: Understanding What Drives Supply Chain Performance". *Interfaces*, Vol. 30, No. 4, p. 3-21 (lead article). July-August 2000.

Marshall Fisher, Kamalini Ramdas and Karl Ulrich, "Components Sharing in the Management of Product Variety: A Study of Automotive Braking Systems". *Management Science*, Vol. 45, No. 5, pp. 297-315. (Lead Article). March 1999.

#### Medicine / Practitioner Journals

Sönmez, Nazlı, Kavitha Srinivasan, Rengaraj Venkatesh, Ryan W. Buell, and Kamalini Ramdas. Evidence From the First Shared Medical Appointments (SMAs) Randomised Controlled Trial in India: SMAs Increase the Satisfaction, Knowledge, and Medication Compliance of Patients with Glaucoma. *PLOS Global Public Health* 3, no. 7: e0001648. July 2023.

Kamalini Ramdas and Soumya Swaminathan. Patients could share virtual medical appointments for better access to telemedicine. *Nature Medicine*, 27(1), 14-16. 2021.

Kamalini Ramdas, Ara Darzi and Sanjay Jain. 'Test, re-test, re-test': using inaccurate tests to greatly increase the accuracy of COVID-19 testing. *Nature Medicine*. 12:1-2. May 2020.

Kamalini Ramdas, Faheem Ahmed, and Ara Darzi. "Remote shared care delivery: a virtual response to COVID-19." *Lancet Digital Health*. 2.6: e288-e289. 2020.

Tania Jones, Ara Darzi, Garry Egger, Jeannette Ickovics, Ed Noffsinger, Kamalini Ramdas, John Stevens, Marianne Sumego and Fraser Birrell, "A Systems Approach to Embedding Group Consultations in the National Health Service". *Future Healthcare Journal*. 6.1: 8. 2019.

Kamalini Ramdas and Ara Darzi, "Adopting Innovations in Care Delivery: The Case of Shared Medical Appointments". *New England Journal of Medicine*. 376:1105-1107. April 2017.

Kamalini Ramdas, Elizabeth Teisberg and Amy Tucker, "Four Ways to Reinvent Service Delivery", *Harvard Business Review*. December 2012.

#### Econ Journals

Soledad Giardili, Sanjay Jain, Amalia R. Miller, Kamalini Ramdas, and Alp Sungu. "Girls' Night In? Effects of the Kenyan COVID-19 Lockdown on Web Browsing." *Review of Industrial Organization* 66, no. 4: 493-524. 2025.

(Presented by Amalia Miller at IZA Online Workshop May 2023)

### **IN PROCESS**

Monica Heller, Kamalini Ramdas and Tong Wang, "The Ratings Trap: Prior Ratings, Gender and Instructor Evaluations in Higher Ed". Revise and Resubmit at *Operations Research*. January 2025.

Amalia Miller, Kamalini Ramdas and Alp Sungu, "Gendered Effects of a Crisis-induced Work-from-Home Shock: A Time-Motion Study Using Digital Footprints". Revise and Resubmit at *Manufacturing & Service Operations Management*. March 2026.

Nazli Sonmez Camlibel, Kamalini Ramdas, Priyanka Mahendrakar, Manavi Sindal and Rengaraj Venkatesh, "Embedding Informational and Financial Interventions in Clinical Pathways to Scale Up Timely Access to Emergency Medical Procedures." Revise and Resubmit at *Manufacturing & Service Operations Management*. March 2026.

## WORKING PAPERS

Ali Aouad, Kamalini Ramdas and Alp Sungu. "Digitized Indian Micro-Grocery Transactions Reveal that Grain Subsidies Reduce Junk Food Buying by Low-Income Shoppers." May 2026. (Presented by A. Sungu at U. of Chicago Advances in Field Experiments Conference, Sep 2023, and North East Universities Development Conference at Harvard, Nov 2023, PACDEV 2024.)

Amrita Kundu, Kamalini Ramdas and Steven Anderson, "Disruptions, Resilience and the Performance Gender Gap in Small Firms." May 2026.

Ali Aouad, Kamalini Ramdas and Alp Sungu, Selin Kesebir, Anurag Gupta, Soumya Swaminathan, "The Popeye Effect: Social Media Influencers Boost Healthy Shopping and Local Micro-Retailers". May 2026.

Ali Aouad, Zhicong Hu, Kamalini Ramdas, Alp Sungu, "Optimized Subsidy Design: Application to Staple Food Subsidy". December 2025.

Soledad Giardili, Monika Heller, Sanjay Jain, Amalia Miller and Kamalini Ramdas, "Peer and Expert Testimonials Increase Willingness to Attend Menopause Group Clinics in the UK: A Randomized Controlled Trial." May 2026.

Ryan Buell, Kamalini Ramdas, Nazli Sonmez, Dr. Kavitha Srinivasan, Dr. Rengaraj Venkatesh. "Peer Effects in Healthcare Delivery: An Investigation into Shared Medical Appointments." 2023.

AJ Bostian, Charlie Holt, Sanjay Jain and Kamalini Ramdas, "Transshipment can Worsen the Profits of Imperfect Learners". May 2017.

AJ Bostian, Charlie Holt, Sanjay Jain and Kamalini Ramdas, "Learning or Introspection? An Experimental Study of Transshipment Decisions". May 2017.

## RESEARCH IN PROGRESS

Uttara Ananthkrishnan, Kamalini Ramdas, Nazli Sonmez, Kavitha Srinivasan and Rengaraj Venkatesh, "Using LLMs to unpack the black box of shared medical appointments and patient engagement." December 2025.

Project focused on implementation of Shared Medical Appointments in the NHS. Co-supervised medical PhD student Abi Morbi at the Imperial College School of Medicine. PhD defended November 2021.

"Component Sharing and Automotive Recalls", with Nitish Jain and Jonathan Williams. 2018.

## OTHER ARTICLES

"Who do I listen to? The Role of the Customer in Product Evolution," with Michael Meyer and Taylor Randall, Handbook of New Product Development Research, Editors Christoph Loch and Stylianos Kavadias, Springer Press, 2008.

"A Linear Time Algorithm for a Multi-Item Capacitated Scheduling Problem," with Stan van Hoesel and Alexander Rinnooy Kan, OPIM Working Paper No. 91-01-09, The Wharton School.

## PRACTITIONER PIECES

Introduction to the Special Issue of Business Strategy Review on Innovation and Entrepreneurship, Summer 2014.

“From Zero to Ubiquity”, with Rajesh Chandy, December 2012. Special edition of Business Strategy Review released at the Vodafone – LBS conference on Mobiles for Good.

“The M in the Future”, with Rajesh Chandy, December 2012. Special edition of Business Strategy Review released at the Vodafone – LBS conference on Mobiles for Good.

“Helping Hospitals to Improve Healthcare”, Q&A with Kamalini Ramdas, Business Strategy Review, Issue 4, Winter 2010.

“Using Location to Innovate in Healthcare Delivery”, with Elizabeth Teisberg, Business Strategy Review, Issue 4, Winter 2010.

## CONFERENCE PROCEEDINGS

“Positioning New Products in an Evolving Technology Environment,” with Sanjay Jain, proceedings of the Manufacturing & Service Operations Management Conference, MSOM 2000.

“Managing the Development of Service Products,” proceedings of the International Conference on Service Quality, organized by IIM Ahmedabad and Rensselaer Polytechnic Institute, August, 1999.

## TEACHING EXPERIENCE

### London Business School

|  |                |
|--|----------------|
| MAM Core Course, Data Science  | 2021 - Present |
| London Executive MBA Program Core Course, Operations Management  | 2021 - Present |
| Dubai Executive MBA Program Core Course, Operations Management   | 2024 - Present |
| MBA Elective, Managing Healthcare (co-taught)  | 2015 – Present |
| MBA Elective, Business Model Experiments   | 2011– Present  |
| MBA Core Course, Operations Management   | 2011 – 2021    |
| Dubai Executive MBA Program Core Course, Entrepreneurial Management  | 2010 – 2017    |
| London Executive MBA Program Core Course, Entrepreneurial Management   | 2008 – 2010    |
| London Executive MBA Program Core Course, Operations & Technology Management   | 2008 – 2010    |
| PhD Core Course on Causal Inference, Statistical Research Methods II<br>(Taken by PhD students in Operations, Marketing, Accounting, Strategy, OB) | 2011 – Present |
| PhD Seminar on Research Methods  | 2009           |
| PhD Seminar on Empirical Research in Operations  | 2009           |
| Birla Institute of Technology School of Management Executive Program   | 2022           |
| Global Business Consortium Keynote on the Future of Health   | June 2021      |
| Air Liquide Executive Program  | 2015 - Present |
| Making Innovation Happen Open Executive Program  | 2013 – 2018    |
| Microsoft E-Learning Executive Program   | 2016           |
| Telenor Executive Program  | 2015           |
| Presidents Institute, Copenhagen   | 2015           |
| WITS Business School Executive Program   | 2012           |

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|--------------------------------------|-------------|
| World Economic Forum Fellows Program | 2011 – 2012 |
| BT Retail Executive Program          | 2009        |

**Darden Graduate School of Business, University of Virginia**

|  |             |
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| Course Head for First Year Operations  | 2003 – 2006 |
| First Year Operations  | 1996 –2007  |
| Developing New Products & Services – MBA Elective                                  | 2001 –2007  |
| Innovation and Product Development – MBA Elective                                  | 2007        |
| Business Resources Management Executive Program for the US Navy                    | 2005 – 2008 |
| Manufacturing Excellence Program (MEP) – Open Enrollment Exec. Program             | 2000 – 2008 |
| United Technologies Corporation – Emerging Leaders Executive Program               | 2000 – 2008 |
| PriceWaterhouse Coopers – New Service Development Executive Program                | 2000        |
| Launching New Products – Open Enrollment Executive Program                         | 2000        |
| The Role of Suppliers in Product Development, Ph.D. Field Elective                 | 1999        |
| The Product Development / Supply Chain Interface, Ph.D. Research Elective          | 1998        |
| Manufacturing Management Program (MMP) Executive Program                           | 1996        |
| Manufacturing Planning and Control (GBUS881), 2nd year MBA Elective (co-taught)    | 1996        |
| 2 <sup>nd</sup> Year MBA Group Business Projects and Independent Business Projects | 1996 – 2008 |

**Wharton School, University of Pennsylvania**

|   |      |
|---|------|
| Course Instructor for Product Design and Development, MBA Elective  | 2007 |
| Course Instructor for Operations Planning and Control, MBA Elective | 1993 |

**Indian School of Business, Hyderabad**

|   |      |
|---|------|
| Co-taught New Product Development, MBA Elective | 2007 |
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**Graduate School of Business, University of Texas at Austin**

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| Core MBA Operations                               | 1995 – 1996 |
| Core Undergraduate Operations                     | 1994 – 1996 |
| Core Undergraduate Operations for Honors Students | 1995 – 1996 |

**Department of Mathematics, University of Delaware**

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|--|-------------|
| Course Instructor for Calculus 1, Finite Math, Elementary Math & Stat. | 1987 – 1989 |
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**TEACHING MATERIALS**

“Spearheading use of shared medical appointments (SMAs) in the NHS”, London Business School Case Study, January 2019.

“Eliminating Avoidable Blindness: Outreach Activities at Aravind Eye Care System”, with Sarang Deo. London Business School Case Study, April 2016.

“Reconfiguring Stroke Care in North Central London”, with James Mountford and Michael E. Porter, HBS Case Study, June 2011.

“Nottingham Spirk: Blending Economics and Design”, video produced with the Batten Institute and the Darden Media video production team, <http://www.youtube.com/watch?v=gN2Zu1c7X44>, July 2009

“HCL Technologies: Employee First, Customer Second”, with GS Ravindra, UVA-OM-1366, September 2008

“Supply Chain Management at W’UP Bottlery (A) and (B)” UVA-OM-1351 and UVA-OM-1352  
February 2008, UVA-OM-1351TN, September 2008

- Issues: Managing the bullwhip effect in a highly fragmented developing country supply chain for Coca-Cola in India.

“Whose Life Is This: A Creativity Exercise”, UVA-OM-1353, with Jeneanne Rae, February 2008

“A Note on Managing Process Flows,” UVA-OM-1194, August 2005.

- Issues: technical note on Little’s Law using primarily service examples.

“Some Intuition about Little’s Law via Analyzing the Time Spent in a Checkout Lane,” Technical Note, September 2005.

“Managing Variability: Process Control and Process Capability,” UVA-OM-1103, December 2003.

- Issues: technical note on process control and process capability using primarily a service example.

“OceanCove Multimedia Simulation,” developed with Darden IT Department, September 2003.

- A queuing simulation that accompanies the OceanCove case (UVA-OM-1022) and aids understanding of bottleneck management under variability, and Little’s Law.

“Tastee Snax Cookie Company (B)” with Joe Parkhill, UVA-OM-1097, November 2003.

- Issues: Crashing of a Critical Path Network

“A Note on Process Analysis,” with Joe Parkhill, UVA-OM-1096, November 2003.

- Issues: Process analysis, capacity management, using primarily a service example.

“The Operations Course at Darden: An Introduction,” UVA-OM-1073, October 2003.

- Issues: An overview of Darden’s FY Operations course – the content, and why it is important for managers to know how to manage Operations.

“Creating New Products,” Video, May 2002

“A Note on the Video, Creating New Products,” UVA-OM-1020, July 2002.

- Issues: Follows three student design projects from idea to working prototype; discusses ideas for managing a six week product design class project.

“Our Daily Bread,” with Eric Jones, UVA-OM-1018, case and multimedia supplement, UVA-OM-1018TN, July 2002.

- Issues: Process analysis, product line management, growth.

“Ocean Cove Ltd.,” with Jin Leong, UVA-OM-1022, UVA-OM-1022TN, August 2002.

- Issues: Process analysis; strategic fit; growth;

“Carrier Corporation, Montluel France: The Aquasnap Design Project,” with Jean Gibbons, UVA-OM-0972, OM-0972TN, February 2001.

- Issues: Design as a source of competitive advantage; design for X: ease-of-installation, manufacturing, the environment, variety.

“Macromedia Inc: Weaving Dreams of Global Markets and New Technologies,” with Chris Lehmbeck and Christian Terwiesch, UVA-OM-0971, February 2001, UVA-OM-0971TN, August 2002.

- Issues: Managing variety in software versions; product architecture.

BuyLow Case Study, PriceWaterhouse Coopers Inc, with Steven Berry, October 2000.

- Issues: Strategic acquisition to expand the service portfolio.

“Ozone LLC: Krispy Kreme Doughnuts Franchise,” supervised John Godbold, UVA-OM-0877, UVA-OM-0877TN, September 1998; Multimedia supplement, with Elliott Weiss, October 1999.

- Issues: process analysis, operational and general business faced by a small business, including inventory, quality and workforce management, product and process redesign, product line management, channel management and small business startup issues.
- Recipient of the Wachovia Award for Excellence in Teaching Materials, May 2000.

“Titan Industries Limited,” September 1996.

- Issues: product line management, activity-based costing, and market benefits of new product variety at an Indian Multinational.

## AWARDS AND HONORS

Jameel Abdul Lateef Poverty Action Lab (J-PAL) Invited Researcher 2024 – Present

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|---|-------------|
| <i>Manufacturing &amp; Service Operations Management (MSOM) Society</i> | 2022        |
| MSOM Distinguished Service Award  | 2022        |
| MSOM President  | 2019 – 2020 |
| MSOM President Elect  | 2018 – 2019 |
| MSOM VP Meetings  | 2016 – 2017 |
| Nominated to run for MSOM President                                     | 2009        |

### *INFORMS*

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|---|------------|
| TIMES Distinguished Speaker Award                           | Nov 2023   |
| Nominated to run for election for an INFORMS Board position | 2020, 2021 |

Member, LocalGlobe VC Fellows Programme December 2021

### *Production & Operations Management Society (POMS)*

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| Nominated to run for VP Europe             | 2011       |
| Nominated to run for election to the Board | 2007, 2009 |

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| Deloitte Chair in Innovation & Entrepreneurship                 | April 2012  |
| LBS Term Chaired Professor of Management Science and Operations | 2008 – 2010 |

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| Dean’s recognition for “high touch” teaching at Darden         | 2005       |
| Recognition for being in top 10% of teaching faculty at Darden | 2006, 2005 |
| Darden School Outstanding Faculty Award Nominee                | 2001, 2002 |

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| Batten Scholar at Batten Conference on Innovation and Supply Chain Management<br>College of William and Mary | 2001 |
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| Wachovia Award for Research Excellence  | 2000 |
| Wachovia Award for Excellence in Teaching Materials   | 2000 |
| Grant from the Batten Institute for funding student projects in product development elective                                    | 2000 |
| New Product Development Professional Certification<br>Product Development Management Association (PDMA)                         | 2001 |
| ARCO Chemical Company Ph.D. Dissertation Fellowship awarded by the<br>Huntsman Center for Global Innovation, The Wharton School | 1993 |
| Selected to attend the ORSA Doctoral Colloquium   | 1993 |

### **RESEARCH GRANTS**

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|---|------|
| USD 232,000 Gates Foundation India Grant<br>Dr. Soumya Swaminathan (PI). Sanjay Jain and Kamalini Ramdas (co-PIs).<br>To pilot shared medical appointments for diabetes and/or hypertension in Tamil Nadu, India. | 2024 |
| GBP 110,000 UK RIF Grant with Sanjay Jain, Soledad Giardili and Monika Heller to<br>examine implementation of group clinics in the UK.  | 2024 |
| Grants with Ali Aouad and PhD student Alp Sungu to study nutrition in poor Indian communities:  |      |
| GBP 13,000 Research Grant– Wheeler Institute, LBS   | 2023 |
| GBP 7,500 Research Grant– Wheeler Institute, LBS  | 2022 |
| GBP 30,000 Research Grant – Office Cherifiens des Phosphates Group (A. Aouad’s lead)  | 2022 |
| GBP 25,000 LBS Institute of Innovation & Entrepreneurship Grant   | 2021 |
| Grants with Monika Heller and PhD student Tong Wang to study bias in teaching ratings:  |      |
| GBP 7,500 Research Grant– Wheeler Institute, LBS  | 2023 |
| Grants with PhD student Alp Sungu to study nutrition in poor Indian communities:  |      |
| GBP 20,000 Research Grant– Wheeler Institute, LBS   | 2019 |
| Grants with Amalia Miller and PhD student Alp Sungu to examine differential impact of Covid on<br>Gender in India and Africa:   |      |
| €24,500 Research Grant from IZA Institute of Labor Economics Call of Interest on COVID-19<br>in Low-Income Countries.   | 2020 |
| GBP 16,500 Research Grant. Call for Covid-19 Related Research, Wheeler Institute.   | 2020 |
| Grants with PhD student Amrita Kundu to study how after sales service affects solar technology<br>adoption in Uganda:   |      |
| GBP 20,000 LBS Wheeler Institute Grant  | 2019 |
| GBP 20,000 LBS Institute of Innovation & Entrepreneurship Grant   | 2017 |
| Grants with PhD student Alp Sungu) to study how the poor can benefit from mobile data:  |      |
| GBP 17,500 LBS Wheeler Institute Grant  | 2019 |
| GBP 20,000 LBS Wheeler Institute Grant  | 2019 |
| GBP 10,000 LBS Wheeler Institute Grant (with PhD student Nazli Sonmez) to study how<br>to increase follow up of emergency high-consequence treatment.   | 2019 |
| GBP 10,000 LBS Institute of Innovation & Entrepreneurship Grant (with PhD student   | 2018 |

Nazli Sonmez) to study the benefits of shared medical appointment interactions

Grants with S. Anderson Macdonald and PhD student Amrita Kundu to study shocks, resilience and performance of Ugandan microenterprises:

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| GBP 12,000 STARS Foundation Grant                               | 2016 |
| GBP 25,000 LBS Institute of Innovation & Entrepreneurship Grant | 2015 |
| GBP 35,000 Stanford SEED Grant                                  | 2015 |

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| PI on GBP 50,000 from the UK Economic and Social Research Council to investigate innovation in service delivery | 2009 |
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| Co-PI on \$1.3 Million grant from the Buchanan Fund at UVA for developing and implementing a model for profitable preventive cardiac care for women, with Dr. Amy Tucker, Dr. Angela Taylor and Anne Hedelt (FNP) | 2007 |
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| Research Grant from the Sloan Foundation's International Motor Vehicle Program (IMVP), \$14,000 for AY 07-08 | 2007 |
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| Research Grant from the Sloan Foundation's International Motor Vehicle Program (IMVP), \$14,900 for AY 06-07 | 2006 |
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| Research Grant from the Batten Center for Entrepreneurial Leadership | 1999 |
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| Research Grant awarded by the Marketing Science Institute (MSI) and the American Production and Inventory Control Society (APICS), "Harmonizing Manufacturing and Marketing Relationships to Improve Supply Chain Performance" Research Competition | 1995 |
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### SCHOOL SERVICE

|   |                     |
|---|---------------------|
| Member, Research Ethics Committee   | Fall 2021 – Present |
| Chair, Diversity and Inclusion Advisory Board   | 2018 – 2021         |
| School Survey Task Force  | 2017                |
| Academic Director, Deloitte Institute of Innovation and Entrepreneurship  | 2009 – 2016         |
| Subject Area Chair, Management Science & Operations   | 2011 – 2014         |
| Academic Director, London Business School Institute of Technology   | 2008 – 2009         |
| Chair, Deloitte Institute Research Proposal Review Committee  | 2010 – 2016         |
| MBA Programme Review Committee  | 2016                |
| Family Friendly Taskforce   | 2016                |
| Organizational Behavior Search Committee  | 2016                |
| Organizer, 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> Innovation in Healthcare Delivery Symposium  | 2010 – 2015         |
| Joint Organizer, 1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> , 4 <sup>th</sup> and 5 <sup>th</sup> LBS Conference on Innovation in Operations | 2009 – 2015         |
| Joint organizer and track chair, Deloitte Institute Research Symposium  | 2014                |
| Joint organizer, Mobiles for Good conference – LBS & Vodafone Foundation  | 2012                |
| Track Chair, Business Solutions to Poverty Conference, London Business School   | 2012                |
| Joint Organizer, MSI Conference on Innovation in Services   | 2010                |
| Panel moderator, LBS Healthcare Conference  | 2008, 2019          |
| Member, Full Professor Promotion Committee  | 2023, 2021, 2018    |
| Chair, Full Professor Five-Year-Review Committee  | 2022, 2015, 2011    |

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|---|-------------|
| Member, Full Professor Five-Year-Review Committee                 | 2009, 2014  |
| Conferred honorary fellow title on John Connolly                  | 2012        |
| Organizer, LBS Healthcare Dinner                                  | 2011        |
| Joint PhD Program Coordinator for Management Science & Operations | 2010-11     |
| Member, London Business School Appointments Subcommittee          | 2009 – 2010 |

*PhD Student Advising*

|   |
|---|
| Amrita Kundu (LBS; first placement, Georgetown, Post Doc, Stanford) |
| Nazli Sonmez (LBS; first placement, Bilkent)                        |
| Alp Sungu (LBS, first placement, Wharton)                           |
| Tong Wang (Co-advisor, LBS, first placement, Chicago Booth)         |
| Ian Malgarini Fredes  |
| Abi Morbi (Co-advisor, Imperial, College of Medicine)               |

*PhD Student Coauthoring*

|   |
|---|
| Kraig Delana (LBS, first placement, Oregon)   |
| Jonas Jonasson (LBS, first placement, MIT)  |
| Chris Parker (LBS, first placement, Penn State)   |
| AJ Bostian (UVA Economics, first placement, Department of Economics, U. of New South Wales) |
| Jonathan Williams (UVA Economics; first placement, Department of Economics, U. of Georgia)  |
| Oleksandr Zhylyevskyy (UVA Economics; first placement, Department of Economics, Iowa State) |
| Haiyan Liu (UVA Economics; first placement, Department of Economics, U. of South Florida)   |
| Tim Laseter (Darden; first placement, Darden)   |

*PhD Student Transfer Committees, LBS*

|   |      |
|---|------|
| Mithilesh Shah (Marketing)                          | 2025 |
| Ahmadreza Mostajabi (Strategy & Entrepreneurship)   | 2023 |
| Chaoran Liu (Marketing)                             | 2022 |
| Sukhun Kang (Strategy & Entrepreneurship)           | 2020 |
| Iris Steenkamp (Marketing)                          | 2018 |
| Joao Cotter Salvado (Strategy and Entrepreneurship) | 2016 |
| Lakshmi Prasad Vana (Marketing)                     | 2014 |
| Jonas Jonasson (Management Science & Operations)    | 2013 |
| Iva Rashkova (Management Science & Operations)      | 2012 |
| Ramon Lecuona (Strategy & International Management) | 2011 |

*Internal PhD Thesis Examiner, LBS*

|   |      |
|---|------|
| Selin Goksel (Marketing)                                | 2022 |
| Christopher Chen (Management Science & Operations)      | 2019 |
| Thomas Zhang (Marketing)                                | 2017 |
| Sungtak Hong (Marketing)                                | 2016 |
| Maya Cara (Strategy & Entrepreneurship)                 | 2014 |
| Mihaela Stan (Strategy & International Management)      | 2011 |
| Yael Grushka-Cockayne (Management Science & Operations) | 2009 |

|  |             |
|--|-------------|
| Member, Darden School Appointments Committee                     | 2005 – 2008 |
| Course Head, Darden First Year Operations Required MBA Course    | 2003 – 2006 |
| Member, Darden First Year Program Committee                      | 2003 – 2006 |
| Member, Darden Academic Support Policy Committee                 | 2001 – 2003 |
| Member, Stewart Sheppard Award Committee for Outstanding Service | 2001        |

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|---|------------|
| Member, Darden Committee on Admissions, Scholarships & Career Services      | 1997 –1999 |
| Darden International Student Orientation Program faculty participant        | 1999       |
| Member, Mastercard International Scholarship selection committee            | 1998       |
| Darden Alumnae Conference, led a panel discussion on Managing Relationships | 1998       |
| Panelist on Darden Careers for Women in Operations Panel                    | 1997       |

### **OTHER PROFESSIONAL SERVICE**

|   |                          |
|---|--------------------------|
| Member, Advisory Board, British Society of Lifestyle Medicine   | November 2023 to Present |
| Member, International Advisory Board<br>Instituto Sistemas Complejos de Ingeniería, Chile   | 2018 to Present          |
| Member, International Advisory Board, Shared Medical Appointments UK  | 2016– Present            |
| Chair, MSOM Young Scholar Award Committee   | 2017                     |
| Chair, MSOM SIG Day Working Group   | 2017                     |
| Served on evaluation committee for MSOM Journal Editor  | 2016                     |
| External PhD Thesis Examiner, Michael Freeman (Cambridge)   | 2016                     |
| External PhD Thesis Examiner, Nilam Kaushik (University College London)   | 2019                     |
| External Reviewer, Masters in Healthcare and Design launched by<br>Imperial College London collaboration with the Royal College of Art              | 2015                     |
| Chair, POMS Wickham Skinner Best Unpublished Paper Award Committee  | 2008                     |
| Advisory Board Member, POMS College of Technology Management  | 2004 – 2008              |
| Secretary, POMS College of Product Innovation & Technology Management   | 2006 – 2008              |
| Advisory Board Member, Nursing Ventures, University of Virginia   | 2007 – 2008              |
| Juror for the Catalyst Design Awards sponsored by the Industrial Design Society<br>of America and Business Week                                     | 2004                     |
| Proposal Reviewer for the National Science Foundation   |                          |
| Member of MSOM, the Institute for Operations Research and the Management Sciences (INFORMS),<br>Production and Operations Management Society (POMS) |                          |

### **COMMUNITY SERVICE**

|   |             |
|---|-------------|
| Board Member and Chair of Personnel Committee<br>University Montessori School | 2004 – 2006 |
|---|-------------|

### **CONFERENCES AND TALKS**

#### **Academic Keynote Talks**

|  |      |
|--|------|
| POM International Conference Istanbul Keynote    | 2024 |
| INFORMS TIMES Distinguished Speaker Award Speech | 2023 |

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| Utah Product Service Innovation Conference                   | 2023 |
| POMS International Conference, Mumbai Keynote                | 2021 |
| INFORMS Annual Conference, Seattle, Keynote                  | 2019 |
| POMS International Conference, Brighton, Keynote             | 2019 |
| Workshop in Management Science, University of Chile, Keynote | 2018 |
| IESE Business School PhD Program Opening Sessions, Keynote   | 2017 |
| Trans-Atlantic Doctoral Conference, Keynote                  | 2017 |

### **Invited On-Campus / Online Research Seminars**

|   |               |
|---|---------------|
| Columbia  | March 2025    |
| Harvard   | February 2025 |
| Johns Hopkins, Cornell  | April 2024    |
| UCLA  | Fall 2023     |
| U Mass Amherst  | Spring 2023   |
| Wharton, Temple University, Boston College, USC, Stanford, Chicago              | 2022          |
| U. of Wisconsin Madison, Frankfurt University                                   | 2021          |
| Michigan Ross   | 2020          |
| INSEAD, Johns Hopkins Healthcare Symposium, UNC Chapel Hill Healthcare Workshop | 2019          |
| Boston University, Georgia Tech   | 2018          |
| IESE, Indian School of Business, Cornell Research Symposium, Berkeley, Utah     | 2017          |
| Columbia, University of Southern California, Stanford                           | 2016          |
| Georgetown, Maryland, Harvard, Boston University, Duke, Kellogg, Chicago        | 2015          |
| Berkeley, UCLA, MIT, NYU  | 2014          |
| Yale, Cass Business School, Dartmouth   | 2013          |
| Wharton   | 2011          |
| Harvard, Columbia, Koc, Emory   | 2010          |
| London School of Economics, Cambridge   | 2009          |
| Maryland, Stanford, Dartmouth, Kellogg  | 2008          |
| Duke, Washington University St. Louis, Chicago, UNC Chapel Hill, INSEAD, LBS    | 2007          |
| Georgia Tech, LBS   | 2006          |
| Maryland  | 2005          |
| Wharton, Harvard, Tulane  | 2004          |
| Chicago   | 2003          |
| UNC Chapel Hill, Harvard  | 2002          |
| Penn State, Georgetown  | 2000          |
| George Washington University, George Mason, Ivey                                | 1999          |
| Maryland  | 1998          |
| Darden  | 1996          |
| UT Austin, Washington University St. Louis, Carnegie Mellon                     | 1993          |

### **Other Academic Presentations**

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| London Operations Research Day (LORD), Imperial                        | 2026 |
| European Technology & Operations Management Day, INSEAD                | 2018 |
| Institute of Innovation and Entrepreneurship Ditchley Manor Conference | 2018 |

### **Invited/Sponsored Session Chair**

INFORMS Meeting October 2022. Session Co-Chair. MA15. Innovation in Healthcare Delivery.

INFORMS Meeting October 2022. Session Co-Chair. MC28. Data Driven Social Impact Operations.

INFORMS Virtual Meeting November 2021. Session Co-Chair. VWB34. Data Driven Perspectives on Gender in Production and Distribution.

INFORMS Virtual Meeting November 2020. Session Co-Chair: “Empirical Research on Sustainable and Socially Responsible Operations.”

INFORMS Phoenix, November 2018, Two Sessions: “Innovation in Healthcare Delivery” and “Innovative Business Models”.

INFORMS San Diego, October 2009, Deep Dive Session for a session on “Empirical Research in New Product Development”.

INFORMS Washington DC, October 2008, Invited Session Chair for a session on “Empirical and Experimental Research in New Product Development.

POMS San Diego, May 2008, Session Chair for a sequence of three invited 1.5 hour tutorials on Empirical Research in Operations.

POMS Dallas, May 2007, Invited session chair for a session on “Matching Supply with Demand for Products and Services,” in the Empirical Research track.

INFORMS Pittsburgh, November 2006, Invited Session Chair for a session on “Empirical and Experimental Research in New Product Development.”

INFORMS Atlanta, November 2003, Invited Session Chair for a session on “Managing New Product Variety.”

INFORMS San Jose, November 2002, Invited Session Chair for a session on “Intra Firm and Extra Firm Interactions in New Product Development.”

INFORMS International Israel Meeting, June 1998, Invited Session TC13, *Supply Chain Logistics*.

INFORMS Montreal Meeting, April 1998, Sponsored Session TA09, *Managing the Interactions between New Product Development, Operations and Marketing*.

INFORMS Dallas Meeting, October 1997, Invited Session SD3.

INFORMS New Orleans Meeting, October 1995, Invited Session MB11.

INFORMS International Singapore Meeting, June 1995, Invited Session TC13.

### **Invited Session Presentations**

Symposium on Environmental and Social Sustainability in Supply Chains, ASU, Nov 2023. The Rewards and Perils of Running Field Experiments in Developing Countries.

Utah Winter Operations Conference, 2023

INFORMS Virtual Meeting, October 2021, MB31. Capping Mobile Data Access Creates Value for Base-of-the-pyramid Users - Evidence from a Mumbai Settlement.

INFORMS Virtual Meeting, October 2021, SB01. Meet the Editors.

INFORMS Virtual Meeting, October 2021, “Restricting Mobile Data Can Accelerate Digital Development - Evidence from a Smartphone Experiment.”

MSOM Conference June 2021. MSOM Diversity Equity & Inclusion Panel: “Walking the Diversity Talk.”

POMS Doctoral Consortium April 2021, Panel on The Job Market Experience – the “Hiring” Perspective.

Wharton Empirical Operations Management Workshop, 2020. Session Moderator.

POMS Washington DC 2019, Panelist on “Inclusive Innovation” panel and on “Socially and Environmentally Responsible Operations Management” panel.

MSOM Singapore Supply Chain Management SIG Conference, 2018, Thought leader talk, “Using New Supply Chain Business Models to Alleviate Poverty and Inequity”.

INFORMS Phoenix, November 2018, “Variety and Experience: Learning and Forgetting in the Use of Surgical Devices”, “Component Sharing and Recalls: An Empirical Study in the Auto Industry”.

MSOM Chapel Hill Healthcare Operations SIG, June 2017, Thought leader Panel Discussion. Panelist.

MSOM Chapel Hill, June 2017, Editors’ Panel: Effective Reviewing and the Editorial Process. Panelist.

POMS Seattle, May 2017, Invited Panelist: “Paradigms for Parity in Advancing Women Leadership In Supply Chain and Operations Management”.

Utah Winter Operations Conference, Feb 2017. “Assessing the impact of new care delivery models”.

INFORMS Philadelphia Oct. 2015, Invited talk: “Is IT Enough? Evidence from a Natural Experiment in Indian Agricultural Markets”.

MSOM Toronto Conference Services Special Interest Group, June 2015, Discussant of a paper on “Randomized Markdowns and Online Monitoring”.

INFORMS San Francisco Fall 2014, Invited talk on “New Service Business Models - Problems and Opportunities” in a session on Business Model Innovation.

POMS Atlanta, May 2014, “The Cost of Inefficient Robust Scheduling Practices in the US Airline Industry”.

POM International Conference, Indian School of Business, December 2013, Moderator, Panel Discussion on Social Supply Chains and Healthcare.

INFORMS Minneapolis, October 2013, “Innovation in Services”.

INFORMS Phoenix, October 2012, “New Joints More Hip? Learning in the Use of New Components”.

POMS Chicago, May 2012, “New Joints More Hip? Learning in the Use of New Components”.

POMS Chicago, May 2012, “Women in OR and MS – Panel Discussion”.

POMS Chicago, May 2012, invited speaker at the PhD Colloquium.

INFORMS Austin, November 2011, “Meet the Editors” Panel Discussion, Technology Management Section.

INFORMS Austin, November 2011, “Innovation in Services”.

Wharton Empirical Operations Conference, Philadelphia, October 2011, paper discussant.

INFORMS Austin, November 2010, “Meet the Editors” Panel Discussion, Technology Management Section.

INFORMS Austin, November 2010, Invited Session Presentation, "The Impact of Device Standardization on Outcomes in Hip Replacement Surgery"

INFORMS San Diego, October 2009, Panelist on the Management Science Editors Panel Discussion on Research Priorities in Innovation.

INFORMS San Diego, October 2009, Invited Session Presentation, "Can Stock Price Movements Inform Operational Improvement Efforts?"

INFORMS San Diego, October 2009, Invited Session Presentation, "The Impact of Device Standardization on Outcomes in Hip Replacement Surgery"

POMS, May 2009, Invited tutorial, “Fundamentals of the Empirical Toolkit”

INFORMS, Washington DC, October 2008, Invited session presentation, “An Empirical Investigation into the Causes of Airline Flight Delays”

INFORMS, Washington DC, October 2008, Invited session presentation, “The Impact of Standardization in Hip Replacement Surgery”

INFORMS, Washington DC, October 2008, Invited session presentation, “Can Stock Price Movements Inform Operational Improvement Efforts?”

POMS San Diego, May 2008, Invited tutorial, “Fundamentals of the Empirical Toolkit”

INFORMS Seattle, November 2007, Invited session presentation, “An Empirical Investigation into the Causes of Airline Flight Delays”

2<sup>nd</sup> Wharton Empirical Operations Conference, Philadelphia, September 2007, Invited discussant of two papers at the conference.

POMS Dallas, May 2007, Invited session presentation, “An Empirical Investigation into the Causes of Airline Flight Delays”

INFORMS Pittsburgh, November 2006, Panelist for an invited panel discussion on “Integrated Operations and Marketing for Serving Emerging Markets”.

POMS College of Product Innovation and Technology Management Meeting, Boston, May 2006, invited panelist in a panel discussion on “Portfolio Management.”

3rd Product and Service Innovation Conference, Park City, Utah, February 2006, invited panelist in a panel discussion on “New Directions in Teaching Product and Service Innovation.”

San Francisco INFORMS, September 2005, Invited session SB17 on Product/Service Development, “How Component Sharing Affects Consumer Perceptions about Product Similarity and Product Preferences”.

INFORMS Denver, October 2004, Invited Panel Discussion on “The Future of New Product Development and Supply Chain Management Research.”

INFORMS Atlanta, October 2003, Invited Session presentation: “How does Component Standardization Impact Product Quality? An Empirical Study in the Auto Industry”.

INFORMS San Jose, October 2002, Invited Session presentation on “Managing Variety for Assembled Products”.

INFORMS Seattle Meeting, October 1998, Session MA11, “Changing with the Times: Proactive Product Positioning for Rapidly Changing Environments”.

INFORMS Dallas Meeting, October 1997, Invited Session SD3, “A Cross-Functional Approach to Evaluate Line Extensions for Assembled Products”.

INFORMS Washington DC Meeting, May 1996, Invited Session MB24.1, “Managing Component Sharing: Models and Empirical evidence from the Auto Industry”.

INFORMS New Orleans Meeting, October 1995, Invited Session MB11, “Managing Parts Sharing: An Application to Automotive Braking systems Design”.

INFORMS International Singapore Meeting, June 1995, Invited Session TC13, “Managing Product Variety: Modeling Variety in Automotive Braking Systems Design”.

INFORMS Los Angeles Meeting, April 1995, Invited Session MB24.1, “Managing Component Commonization: Empirical evidence from the Auto Industry”.

INFORMS Los Angeles Meeting, April 1995, Invited Session MB24.1, “Modeling Component Commonization decisions: An Application to Automotive Braking systems Design”.

INFORMS Los Angeles Meeting, April 1995, Invited Session MB24.1, “Product Positioning in a Dynamic and Variable Design Environment”.

ORSA/TIMS Boston Meeting, April 1994, Invited Session MC24.3, "Using Component Commonization to Manage Product Variety: A Study in the Automobile Industry".

## Refereed Conference Presentations

Academic – Practitioner Workshop on Operational Innovation, London Business School, July 2014, “Variety and Experience: Learning and Forgetting in the Use of Surgical Devices.”

Manufacturing and Service Operations Management (MSOM) Conference, INSEAD, June 2013, “New Joints More Hip? Learning in the Use of New Components”.

Empirical Research in Operations Management Workshop, The Wharton School, University of Pennsylvania, September 2012, “New Joints More Hip? Learning in the Use of New Components.”

Workshop on Empirical Research in Operations Management, The Wharton School, University of Pennsylvania, Fall 2011, paper discussant.

Workshop on Empirical Research in Operations Management, The Wharton School, University of Pennsylvania, September 2006, “An Investigation into the Causes of Airline Flight Delays,”

Guest presentation at the International Motor Vehicle Program Automotive Mini-Conference in Boston, June 2006, “The Impact of Component Sharing on Quality: An Empirical Study in the Auto Industry,”

Manufacturing and Service Operations Management (MSOM) 2002 Conference, Ithaca, NY, June 2002, “Does Component Sharing have Different Implications for Consumer Perceptions and Consumer Choice?”

Manufacturing and Service Operations Management (MSOM) 2000 Conference, Ann Arbor, MI, June 2000, “Product Positioning in an Evolving Technology Environment”.

## Cluster Organizer

INFORMS Cincinnati Meeting, May 1999, Invited Cluster Organizer for the *Technology Management Track*.

## Presentations to Executive Audiences

|  |            |
|--|------------|
| LBS Alumni reunion Mumbai.   | April 2025 |
| LBS Alumni reunion Mumbai, “Three Journeys of Exploration”                 | Mar 2023   |
| Aravind Eye Hospital Pondicherry 20 <sup>th</sup> Anniversary Celebration. | Feb 2023   |
| TEDx Talk, London Business School, “Achieving the Impossible”              | 2022       |
| HLM2020 Healthcare Leadership and Management Days Europe                   | 2020       |
| Presentation to Oxford University Press                                    | 2020       |
| Keynote at Cardinal Health Hospital Efficiency Forum Barcelona             | 2018       |
| Innovation Roundtable, Copenhagen  | 2018       |
| British Society for Lifestyle Medicine                                     | 2018       |
| LBS Alumni Reunion   | 2017       |
| LBS Business for Development Institute Symposium                           | 2017       |
| UK Shared Medical Appointments Contact Group Meeting, Bristol              | 2017       |
| Women India Network, UK High Commission,                                   | 2017       |
| Future of Work Masterclass   | 2016       |
| MassChallenge London, “Rethinking Interactions”.                           | 2016       |
| Barclays Australian CEO Forum in London, “The Drivers of Innovation”       | 2015       |

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|---|-------------|
| Startup Leadership Programme  | 2015        |
| Presentation at Pitch@Palace Bootcamp                                       | 2015        |
| London Business School Staff Talk, “Innovation in Services”.                | 2014        |
| TEDx Talk, Geographical Society, London, “Rethinking Interactions”          | 2014        |
| Barclays Australian CEO Forum in London, “Innovation in Services”           | 2014        |
| LBS Alumni gathering presentations, “Innovation in Services”                | 2010 – 2013 |
| Deloitte Chair Inaugural Lecture  | 2012        |
| Deloitte Healthcare Roundtable  | 2012        |
| Panel on Social Innovation at the LBS Global Leadership Summit              | 2011        |
| Apollo Hospitals Conference on ICT in Healthcare Delivery, Hyderabad, India | 2011        |
| World Economic Forum, Davos, “Innovation in Service Delivery”               | 2011        |
| Vodafone, Spain, “Managing innovation”                                      | 2011        |
| Dean’s Breakfast Forum  | 2010        |
| London Alumni Club Faculty Series, “Innovation in Services”                 | 2010        |
| Global Leadership Summit  | 2010        |
| LBS Summit on Innovation in Healthcare Delivery                             | 2010        |

### **Other Academic Presentations**

|  |      |
|--|------|
| London Operations Research Day (LORD), Imperial                        | 2026 |
| European Technology & Operations Management Day, INSEAD                | 2018 |
| Institute of Innovation and Entrepreneurship Ditchley Manor Conference | 2018 |

### **Media Coverage**

BBC World Service Health Check Podcast Nov 2023

The Hindu, In telehealth, scaling up the Indian advantage. Feb 2021  
In telehealth, scaling up the Indian advantage - The Hindu

Forbes.com. Remote Shared Care Delivery: A Virtual Response To COVID-19.  
<https://www.forbes.com/sites/lbsbusinessstrategyreview/2020/05/01/remote-shared-care-delivery-a-virtual-response-to-covid-19/#78f0f6d4a6e9>

Resoundingly Human INFORMS Podcast, Fall 2019, on Fighting Poverty and Inequity with O.R.  
<https://pubsonline.informs.org/doi/10.1287/orms.2019.06.04p/full/>

Philadelphia Business Journal, January 17, 2019. “Why this Cooper doctor is a big fan of shared medical appointments”.

WHYY FM December 2018. <https://whyy.org/articles/how-shared-medical-appointments-are-changing-the-patient-experience/>

Guardian, March 2017. Could Shared Medical Appointments Help the NHS?  
<https://www.theguardian.com/healthcare-network/2017/apr/18/shared-medical-appointments-help-nhs-patients>

Guardian blog, Oct. 2015: Doctor will see you – and you too – now  
<http://www.theguardian.com/healthcare-network/2015/oct/28/shared-doctor-appointments-patient-satisfaction-hospital>

Forbes blog, Oct. 2015: Seven-day Healthcare: Numbers Row Could Be a Red Herring  
<http://www.forbes.com/sites/lbsbusinessstrategyreview/2015/10/14/seven-day-healthcare-numbers-row-could-be-a-red-herring/>

Media coverage 2011: <http://blogs.wsj.com/source/2011/05/25/social-innovation-corporates-profit-from-doing-good/>

## **REFERENCES**

Available upon request