

NIRMALYA KUMAR

London Business School
Regent's Park
London NW1 4SA
United Kingdom
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Education

- | | |
|------|---|
| 1991 | Northwestern University, Evanston, Illinois
J.L. Kellogg Graduate School of Management
Ph.D. in Marketing |
| 1986 | University of Illinois at Chicago, Illinois
Master of Business Administration (MBA) |
| 1983 | Shivaji University, India
Master of Commerce |
| 1980 | Calcutta University, India
Bachelor of Commerce |

University Appointments

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|------------|--|
| 2003- | Professor of Marketing
Co-Director, Aditya Birla India Centre
Director, Centre for Marketing
Faculty Director, Executive Education (2007-
London Business School |
| 2001 | Visiting Professor of Marketing (July – December)
Harvard Business School |
| 1995- 2003 | Professor of Marketing
IMD-International Institute for Management Development |
| 1994-1995 | Visiting Assistant Professor of Marketing
J.L. Kellogg Graduate School of Management
Northwestern University |
| 1991-1994 | Assistant Professor of Marketing
Smeal College of Business Administration
The Pennsylvania State University |

RESEARCH ACTIVITIES

Books

1. Anderson, J.C., N. Kumar, and J.A. Narus (2007), *Value Merchants: Demonstrating and Documenting Customer Value in Business Markets* (Harvard Business School Press). Published November 2007. Translation rights for Simple Chinese and Spanish.
2. Kumar, N. and J-B. E.M. Steenkamp (2007), *Private Label Strategy: How to Meet the Store Brand Challenge* (Harvard Business School Press). Published 4 January 2007 and sold over 10,000 copies in the first 5 months. Translation rights for Complex Chinese, Simple Chinese, Portuguese, Russian, and Spanish sold as well as Indian edition by Macmillan.
3. Kumar, N. (2006), *Global Marketing* (BusinessWorld). Published 1 October 2006 and sold over 10,000 copies in the first 6 months.
4. Kumar, N. (2004), *Marketing as Strategy: Understanding the CEO's Agenda for Driving Growth and Innovation* (Harvard Business School Press). Published 1 May 2004 and sold over 10,000 copies in the first 12 months. Translated into Simple Chinese, Complex Chinese, Japanese, Korean, Portuguese, Russian, Czech, and Spanish as well as an Indian edition by Penguin.

Journal Articles

1. Kumar, N. (2006), "Strategies to Fight Low-Cost Rivals," *Harvard Business Review*, 84 (December), 104-12.
2. Geyskens, I., J-B. E.M. Steenkamp, and N. Kumar (2006), "Make, Buy or Ally: A Meta-Analysis of Transaction Cost Theory," *Academy of Management Journal*, 49 (June), 519-43.
3. Corsten, D. and N. Kumar (2005), "Do Suppliers Benefit from Collaborative Relationships with Large Retailers?: An Empirical Investigation of ECR Adoption," *Journal of Marketing*, 69 (July), 80-94. (1 cites)
4. Kumar, N. (2003), "Kill a Brand, Keep a Customer," *Harvard Business Review*, 81 (December), 86-95. (3 cites)
5. Scheer, L. K., N. Kumar, and J-B. E.M. Steenkamp (2003), "Reactions to Perceived Inequity in U.S. and Dutch Interorganizational Relationships," *Academy of Management Journal*, 46 (June), 303-17. (7 cites)
6. Corsten, D. and N. Kumar (2003), "Profits in the Pie of the Beholder," *Harvard Business Review*, 81 (May), 22-23. (2 cites)

Translated into German for *Harvard Business Manager* March 2004.

7. Hibbard, J.D., N. Kumar, and L.W. Stern (2001), "Examining the Impact of Destructive Acts in Marketing Channel Relationships," *Journal of Marketing Research*, 38 (February), 45-61. (19 cites)
8. Geyskens, I., J-B. E.M. Steenkamp, and N. Kumar (1999), "A Meta-Analysis of Satisfaction in Marketing Channel Relationships," *Journal of Marketing Research*, 36 (May), 223-238. (62 cites)
9. Geyskens, I., J-B. E.M. Steenkamp, and N. Kumar (1998), "Generalizations About Trust in Marketing Channel Relationships Using Meta-Analysis," *International Journal of Research in Marketing*, 15 (July), 223-48. (58 cites)
10. Kumar, N., L. K. Scheer, and J-B. E.M. Steenkamp (1998), "Interdependence, Punitive Capability, and the Reciprocation of Punitive Actions in Channel Relationships," *Journal of Marketing Research*, 35 (May), 225-35. (30 cites)
11. Geyskens, I., J-B. E.M. Steenkamp, L. K. Scheer, and N. Kumar (1996), "The Effects of Trust and Interdependence on Relationship Commitment: A Trans-Atlantic Study," *International Journal of Research in Marketing*, 13 (October), 303-17. (65 cites)
12. Kumar, N. (1996), "The Power of Trust in Manufacturer-Retailer Relationships," *Harvard Business Review*, 74 (November-December), 92-106. (99 cites)

Reprinted in *Harvard Business Review on Managing the Value Chain*, Boston, MA, Harvard Business Press, 2000, 91-126.
13. Kumar, N., L. K. Scheer, and J-B. E.M. Steenkamp (1995), "The Effects of Perceived Interdependence on Dealer Attitudes," *Journal of Marketing Research*, 32 (August), 348-56. (123 cites)
14. Kumar, N., L. K. Scheer, and J-B. E.M. Steenkamp (1995), "The Effects of Supplier Fairness on Vulnerable Resellers," *Journal of Marketing Research*, 32 (February), 54-65. (121 cites)
15. Sujan, H., B. A. Weitz, and N. Kumar (1994), "Learning Orientation, Working Smart, and Effective Selling," *Journal of Marketing*, 58 (July), 39-52. (89 cites)
16. Kumar, N., L. W. Stern, and J. C. Anderson (1993), "Conducting Interorganizational Research Using Key Informants," *Academy of Management Journal*, 36 (December), 1633-51. (148 cites)
17. Kumar, N., L. W. Stern, and R. S. Achrol (1992), "Assessing Reseller Performance from the Perspective of the Supplier," *Journal of Marketing Research*, 29 (May), 238-53. (69 cites)

Select Other Articles

1. J.C. Anderson, N.Kumar, and J.A. Narus (2008), "Becoming a Value Merchant in Business Markets," *Marketing Management*, March-April.
2. Kumar, N. J-B. E.M. Steenkamp (2007), "Are Brands Dead? *Chief Executive*, July-August, 40-43.
3. Kumar, N. (2007), "Labeled with Love," *Business Strategy Review*, 18 (2), 46-48.
4. Kumar, N. (2007), "From the 4P's to the 3V's," *The Marketer*, 33, March, 6-9.
5. Kumar, N. and S. Linguri (2006), "Fashion Sense," *Business Strategy Review*, 4 (Summer), 81-84.
6. Kumar, N. and S. Linguri (2005), "Online Advertising: Specific and Measurable," *The Smart Manager*, 4 (October-November), 14-15.
7. Kumar, N., (2005), "The Power of Power in Supplier-Reseller Relationships," *Industrial Marketing Management*, November, 863-866.
8. Kumar, N. (2005), "Marketing's Drive to Recapture the Imagination," *Financial Times*, FT Summer School, August 15, 2005, p.10.
9. Kumar, N. (2005), "The Global Retail Challenge," *Business Strategy Review*, 16 (1), 5-13.
10. Kumar, N. (2004), "3vs instead of 4ps," *The Smart Manager*, 3 (December- January).
11. Kumar, N (2004), "Living with Channel Conflict," *CMO Magazine*, October.

Also published in *The Smart Manager*, October-November 2004.
12. Kumar, N. (2004) "From Selling Products to Providing Solutions," *The Smart Manager*, 3 (July-September).
13. Kumar, N. (2004) "The Right Way to Kill a Brand," *Harvard Business School Working Knowledge*.
14. Kumar, N. and Sophie Linguri (2003), "Buzz, Chat, and Branding Give Red Bull Wings," *Financial Times*, FT Summer School, August 8, 2003, p.9.
15. Kumar, N. (2002), "The Path to Change," *Financial Times*, a special insert entitled Mastering Leadership, December 6, 2002.
16. Kumar, N. (2001), "Online Grocers Take Stock," *Business 2.0* (UK Edition), March, 46-52.

17. Kumar, N., L.K. Scheer, and P. Kotler (2000), "From Market Driven to Market Driving," *European Management Journal*, 18 (April), 129-141.

Reprinted in summary form as "How do Market Driving Companies Compete" in *The Antidote*, The Centre for Strategic Business Studies, United Kingdom, 2000, Issue 28, 12-14.

18. Kumar, N., and T. E. Vollman (2000), "Building the 'Last Mile' – How to Resolve Logistics Conflicts in E-Business," *European Business Forum*, 4 (Winter), 66-70.

19. Kumar, N. (1999), "Internet Distribution Strategies: Dilemmas for the Incumbent," *Financial Times*, a special insert entitled Mastering Information Management, March 15, 1999, 6-7.

Translated into several languages and reprinted in *Mastering Information Management*, London: Financial Times, 2000, 205-210.

20. Horovitz, J. and N. Kumar (1998), "The Challenge of Global Retailing," *Financial Times*, a special insert entitled Mastering Global Business, March 13, 1998.

Translated into several languages and reprinted in *Mastering Global Business*, London: Financial Times, 1999, 216-223.

21. Kumar, N. (1997), "The Revolution in Retailing: Introduction to the Special Issue," *Long Range Planning Journal*, 30 (December), 813.

22. Kumar, N. (1997), "The Revolution in Retailing: From Market Driven to Market Driving," *Long Range Planning Journal*, 30 (December), 830-35.

23. Horovitz, J. and N. Kumar (1996), "Getting Close to the Customer," *Financial Times*, a special UK insert entitled Mastering Management, February 2, 1996, 2-4.

Translated into several languages and reprinted in *Mastering Management* London: Financial Times, 1997, 198-204.

24. Kumar, N., J. D. Hibbard, and L. W. Stern (1994), "The Nature and Consequences of Marketing Channel Intermediary Commitment," *Marketing Science Institute Working Paper*, Report Number 94-115, pp. 1-33.

25. Sujan, H., B. A. Weitz, and N. Kumar (1993), "Learning Orientation, Working Smart, and Effective Selling," *Marketing Science Institute Working Paper*, Report Number 93-119, pp. 1-32.

26. Kumar, N., L. W. Stern, and R. S. Achrol (1992), "Assessing Reseller Performance from the Supplier's Perspective," *Marketing Science Institute Working Paper*, Report Number 92-101, pp. 1-38.

Citation/Impact Analysis

According to Web of Science (includes self citations):

- Total citations over 1200
- First seven articles published have received 75 citations each while two other articles have received 70 citations each.
- Of all articles published in JMR in 1995, the interdependence article (1995b) is the most cited while the fairness article (1995a) is the 2nd most cited article.
- Of all articles published in JMR in 1999, the satisfaction article is the 5th most cited.
- Of all articles published in IJRM in 1996 and 1998, the interdependence article (1996) ranks 2nd and the trust article (1998) ranks 1st in citations for their respective years.
- Of all articles published in AMJ in 1993, the informants article is the 5th most cited.

Doctoral Supervision

Man-Wai Chow, Tilburg University, Tilburg, Netherlands, December 2007, External committee member.

Daniel S. Corsten, Universität St. Gallen, Switzerland, May 2002, External reviewer for Habilitation.

Inge Geyskens, Catholic University, Leuven, Belgium, September 1998, External committee member.

Professional Affiliations and Service

2001-	Editorial Board, <u>ECR Journal</u>
1999-06	Editorial Board, <u>Journal of Marketing Research</u>
1997-04	Editorial Board, <u>International Journal of Research in Marketing</u> <u>European Management Journal</u>
1997-99	Editorial Board, <u>Journal of Marketing</u>
1997	Guest Editor for Special Issue on The Revolution in Retailing, <u>Long Range Planning Journal</u> , 30 (December)
1991-	Ad hoc reviewer: <u>Academy of Management Journal</u> <u>Journal of Retailing</u> <u>Management Science</u> <u>Marketing Science</u> <u>Strategic Management Journal</u>

TEACHING ACTIVITIES

Case Materials Developed

1. Aldi: The Hard Discount Phenomenon, Teaching Note, May 2007
2. Aldi: The Hard Discount Phenomenon, January 2007
3. Zara: Responsive, High Speed, Affordable Fashion, Teaching Note, July 2005
4. Red Bull: The Antibrand Brand, Teaching Note, July 2005
5. Zara: Responsive, High Speed, Affordable Fashion, July 2005

An abstract was published in BusinessWorld, 24 October 2005, pp. 70-71.

6. Red Bull: The Antibrand Brand, June 2005
7. Dassani (UK): Brand Under Attack, May 2004
8. LeShop.CH, September 2003
9. Yahoo!: Moving From Free to Paid Services, Teaching Note, August 2001
10. Swissair: Repositioning a Premium Brand, August 2001
11. Yahoo!: Moving From Free to Paid Services, May 2001
12. Savannah Interactive Entertainment: International Distribution Strategy, May 2001
13. Priceline (B), April 10, 2001
14. Priceline (A), April 9, 2001
15. Wal-Mart: Competing in the Global Marketplace, 2000
16. Gramophone Company of India (B): The Digital Distribution Challenge, 2000
17. Online Grocery Retailing: Building the Last Mile to the Customer, Teaching Note, August 29, 2000
18. www.HomeImprovement.com, (B), September 1, 2000
19. Video interview with Stelios, CEO and founder of the easy Group.

20. Aravind Eye Hospital 2000: Still in the Service of Sight, September 1, 2000

21. www.Home_Improvement.com, (A), September 1, 2000

Reprinted in M.A. Hitt, R.D. Ireland, R.E. Hoskisson, W.G. Rowe, and J.P. Sheppard, Strategic Management: Competitiveness and Globalization, Thomson Canada, 2005.

22. Online Grocery Retailing: Building the Last Mile to the Customer, August 29, 2000

23. Amazon: Success, Survival, or Suicide, August 28, 2000

24. Gramophone Company of India (A): The Digital Distribution Challenge, August 22, 2000

25. easyJet – The Web’s Favorite Airline, August 8, 2000

Reprinted in J. McGee, H. Thomas, and D. Wilson, Strategy: Analysis and Practice, McGraw-Hill, 2005.

26. easyJet 2000 Teaching Note, May 5, 2000

27. www.easyRentacar, May 3, 2000

28. easyEverything: The Internet Shop, April 4, 2000

29. Akzo-Nobel UK: Managing the Brand Portfolio Teaching Note, March 14, 2000

30. Akzo-Nobel UK: Managing the Brand Portfolio, March 2, 2000

31. Medi-Cult: Pricing a Radical Innovation Teaching Note, March 29, 1999

32. Medi-Cult: Pricing a Radical Innovation, March 18, 1999

Reprinted in Czinkota, Ronkainen, Farrell, and McTavish, Global Marketing: International Trade and Foreign Investment Strategies, Nelson Education Limited, 2008.

33. Global Foods: Facing the Hypo-Mart Challenge, August 27, 1998

34. Loyalty Wars in the UK Supermarket Industry Teaching Note, May 14, 1998

35. Loyalty Wars in the UK Supermarket Industry, (transparency version), May 14, 1998

36. Carrefour: Opportunities in Mexico (A), 20 April, 1998
37. Carrefour: Opportunities in Mexico (B), 20 April, 1998
38. Video tape of Barco CEO to accompany Barco Projection Systems Case, 1997
39. FoodWorld Supermarkets in India, July 2, 1997

Reprinted in A.A. Thompson and A.J. Strickland III, Strategic Management: Concepts and Cases, Irwin/McGraw Hill, 1999, pp. C359-376.

Reprinted in D. Turpin and X. Shen, Casebook on General Management in Asia Pacific, London: Macmillan Press, 1999, pp. 375-396.

40. FoodWorld Supermarkets in India Teaching Note, January 20, 1997
41. Loyalty Wars in the UK Supermarket Industry, (A) August 30, 1996
42. Loyalty Wars in the UK Supermarket Industry, (B) August 30, 1996
43. Carrefour Versus Walmart in Mexico, (transparency version) July 3, 1996

Teaching Experience

- | | |
|---------|---|
| LBS | <p>Open Programs:
 <i>Sloan Masters Program: Marketing Strategy (average rating 4.7/5.0);
 Global-EMBA, Accelerated Development Program</i></p> <p>LBS In-Company programs:
 <i>Allianz, Barclays, BT, Continental, Danone, HSBC, Lufthansa, Novartis,
 PwC, SABIC, Sony-Ericsson, Standard Chartered, Royal Bank of Scotland</i></p> |
| Harvard | MBA Core: <i>Marketing Management</i> (rating 6.7/7.0) |
| IMD | <p>MBA Core: <i>Marketing Management</i> (average rating 4.5/5.0)
 MBA Elective: <i>Marketing Channels</i> (rating 4.6/5.0)</p> <p>IMD Executive Open Programs:
 <i>CEO Roundtable; Breakthrough Program for Senior Executives;
 Differentiation through Services; Joint Development Program;
 Managing Corporate Resources; Managing the Innovation Process;
 Managing Manufacturing; Managing for Marketing Success; Venture
 Booster; Orchestrating Winning Performance; Performing in the New
 Financial Services; Program for Executive Development; Senior
 Executive Forum</i></p> |

IMD Executive In-Company Programs:

Bertelsmaan; Boehringer Mannheim; Canon; Caterpillar; Deloitte, Touche, and Tohmatsu; Exxon Chemical; Hitachi; Lego; Nestle; Norske Hydro; Norske Shell; Schindler; Scottish and Newcastle; Sony; Tetra Laval; Tetra Pak; Thames Water; Toyota; Viag; Volvo; YPO; and Zurich Insurance.

Northwestern MBA Core: *Marketing Management* (average rating 6.3/7.0)

MBA Elective: *Marketing Channels* (average rating 6.4/7.0)

Penn State MBA Core: *Marketing Management* (average rating 6.6/7.0)

MBA Elective: *Marketing Channels* (average rating 6.7/7.0)

PhD Seminar: *Marketing Channels*

Program Development and Management

2004- Program Director, Open Programs, London Business School

- *Accelerating Sales Force Performance* 2006-
- *Building the Customer Focused Organisation* 2005-
- *Market Driving Strategies* 2004-

For each program, responsible for design, launch, and management of an intensive 5 day executive program with annual revenues of 250,000 GBP.

2005- Program Director, In- Company Programs, London Business School

- Allianz
- BT
- Royal Bank of Scotland

2001-03 Program Director, *Venture Booster*, IMD – responsible for design, launch, and management of an intensive 6 day program for corporate venturing teams. Revenues exceeded 1 million Swiss Francs annually.

1997-01 Program Co-Program Director, *Program for Executive Development*, IMD - A ten week executive education program, offered four times a year, to help transform functional managers into general managers.

The strategy for this program was to:

- increase volume (from 2 to 4 sections)
- increase efficiency (from an average of 55 participants to 70 participants)
- increase prices (from 40,000 to 50,000 CHF)
- increase participation satisfaction (from average of 4.1 to 4.6).

Total revenues increased to more than 12 million CHF in 2001 from 4.4 million in 1997.

1998-2003 Program Director, *Managing for Marketing Success*, IMD - A two week

program for senior marketing and sales executives held annually.

- 1996- Program Director responsible for design and management of several single offering programs for senior executives including:
- *Distribution as Strategy* – two day event
 - *e-Commerce* – four day program on e-distribution and e-tailing
 - *Hydro Aluminium Extrusion* – four day customer value workshop
 - *From Market Driven to Market Driving* – two day event on strategy
 - *Strategic Marketing for Retailers* -six days on retailing
 - *Caterpillar Academy Marketing Module* - one week on marketing.
 - *Customer Driven Distribution Systems* - two day event on channels

OTHER ACTIVITIES

Industry Experience

- 2001- Independent Director on Boards
- ACC 2006-
 - Ambuja Cement 2006-
 - Bata India 2003-05
 - BP Ergo 2005-07
 - Defaqto 2007-
 - Zensar Technologies 2001- 07
- 1989- Coach, consultant, seminar leader and speaker to over 50 Fortune 500 companies in 50 different countries. Regular speaker at various industry conferences
- 1984 Internal Auditor
Sara Lee Corporation, Chicago, Illinois
- 1981-1983 Audit Assistant
Price Waterhouse & Company, Calcutta, India

Honors and Awards

- 2005 Medi-Cult: Pricing a Radical Innovation, Winner of the Marketing Category 2005 European Case Awards, granted by ECCH in association with Business Week, for the marketing case with the highest number of adoptions
- 2005 Runner up, Senior Faculty Teaching Award, London Business School
- 2002 EasyJet: The Web's Favorite Airline, Overall Winner of the 2002 European Case Awards, granted by ECCH in association with Business Week, for the case with the highest number of adoptions. On

the list of all time top 10 best selling cases for ECCH

- 2001 EasyJet: The Web's Favorite Airline, Winner of the 2001 European Case Awards, granted by ECCH in association with Business Week, for the case with the highest number of adoptions in the Policy and General Management category
- 1996-2002 Recipient of IMD Faculty Research grants in excess of \$ 250,000
- 1995 Faculty Honor Roll for excellence in MBA teaching, J.L. Kellogg Graduate School of Management, Northwestern University
- 1995 Received highest 4 star rating for teaching excellence at Penn State in Business Week's guide to MBA programs, The Best Business Schools, 4th Edition
- 1994-95 Recipient \$15,000 Marketing Science Institute research grant for "Learning, Performance, and Stability in US-Japanese Strategic Alliances" with E.J. Zajac
- 1994 Best Paper Award, Channels of Distribution Track, AMA Summer Educators' Conference
- 1993-94 Recipient \$10,000 Goodyear Tire Company research grant for "The Nature and Consequences of Reseller Commitment" with J.D. Hibbard and L.W. Stern
- 1993-94 Recipient \$10,000 Marketing Science Institute research grant for "The Consequences of Continuance Versus Affective Commitment in Marketing Channels" with J.D. Hibbard and L.W. Stern
- 1993 Honourable Mention, MSI Competition on Learning in Organizations
- 1993 Mentioned as one of the outstanding faculty at Penn State in the Business Week's guide to MBA programs, The Best Business Schools, 3rd Edition.
- 1992 MBA Excellence in Teaching Award, Penn State University
- 1991-92 Recipient \$7,450 Pennsylvania State University Research Initiation Grant for "The Nature of Reseller Commitment: Its Antecedents and Consequences"
- 1989-90 Recipient \$10,000 Marketing Science Institute research grant for "Assessing Reseller Performance" with L.W. Stern and R.S. Achrol
- 1989 Best doctoral dissertation proposal Alden G. Clayton Award,

sponsored by the Marketing Science Institute

- 1986 Beta Gamma Sigma
- 1985 Who's Who Among Students at American Universities and Colleges
- 1984-85 Graduate College Fellow Scholarship, University of Illinois at Chicago
- 1980 Merit Certificate, National Scholarships Scheme, Government of India
- 1980 Ranked first among 5251 students in Calcutta University's Bachelor of Commerce Examination

Press Appearances

Profiled, quoted or mentioned over 200 times in business periodicals such as *Automacao Comercial* (Brazil), *Borsen* (Denmark), *Business Week*, *Dawn* (Pakistan), *Economic Times* (India), *Empresso* (Portugal), *Elsevier* (Netherlands), *Financial Times* (UK), *International Herald Tribune*, *Les Echos* (France), *Negocios* (Argentina), *Nikkei Business* (Japan) and *Wall Street Journal*. Also appeared on BBC, CNBC, Channel 2 of Sweden, Star TV, and the closing speaker at the 2000 Global Marketing Forum sponsored by CNN, Fortune, and Time. November 2007