

## **NIRMALYA KUMAR**

Singapore Management University  
Lee Kong Chain School of Business  
50 Stamford Road  
Singapore 178899  
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Email: nirmalyak@smu.edu.sg

### **EDUCATION**

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

### **UNIVERSITY APPOINTMENTS**

- |             |   |
|-------------|---|
| 2017 -      | Lee Kong Chian Professor of Marketing (& area coordinator 2021-)<br>Singapore Management University   |
| 2015 -      | Distinguished Fellow, INSEAD Emerging Markets Institute   |
| 2003 - 2017 | Visiting Professor of Marketing (2014-2017)<br>Professor of Marketing (2003-2014)<br>Director, Aditya Birla India Centre (2003-13)<br>Director, Centre for Marketing (2003-2009)<br>Faculty Director, Executive Education (2007-09)<br>Faculty Representative (elected twice) on Board of Governors<br>London Business School |
| 2001        | Visiting Professor of Marketing (July – December)<br>Harvard Business School  |
| 1995 - 2003 | Professor of Marketing<br>IMD-International Institute for Management Development  |
| 1994 - 1995 | Visiting Assistant Professor of Marketing<br>J.L. Kellogg Graduate School of Management<br>Northwestern University  |
| 1991 - 1994 | Assistant Professor of Marketing<br>Smeal College of Business Administration<br>The Pennsylvania State University   |

## RESEARCH ACTIVITIES

### Books

1. Corni, C. and N. Kumar (2019), **Hemen Mazumdar: The Last Romantic** (Singapore Management University).
2. Kumar, N. (2018), **Thinking Smart: How to Master Work, Life and Everything In-Between** (Harper Collins India).
3. Kumar, N. and J-B. E.M. Steenkamp (2013), **Brand Breakout: How Emerging Market Brands Will Go Global** (Palgrave/Macmillan). Translation rights for Simple Chinese Dutch, and Turkish.
4. Kumar, N. and P. Puranam (2011), **India Inside: The Emerging Innovation Challenge to the West** (Harvard Business Review Press). Translated into Simple Chinese.
5. Kumar, N. with P. Mohapatra and S. Chandrasekhar (2009), **India's Global Powerhouses: How They Are Taking on the World**, (Harvard Business Press). Translation rights for Simple Chinese and an audio book in English.
6. Anderson, J.C., N. Kumar, and J.A. Narus (2007), **Value Merchants: Demonstrating and Documenting Customer Value in Business Markets** (Harvard Business School Press). Translation rights for Simple Chinese, Polish, Russian and Spanish.
7. Kumar, N. and J-B. E.M. Steenkamp (2007), **Private Label Strategy: How to Meet the Store Brand Challenge** (Harvard Business School Press). Translation rights for Complex Chinese, Simple Chinese, Polish, Portuguese, Russian, and Spanish. (900+ Google Scholar citations)
8. Kumar, N. (2006), **Global Marketing** (BusinessWorld). Published 1 October 2006.
9. Kumar, N. (2004), **Marketing as Strategy: Understanding the CEO's Agenda for Driving Growth and Innovation** (Harvard Business School Press). Translated into Simple Chinese, Complex Chinese, Japanese, Korean, Portuguese, Russian, Czech, and Spanish as well as an Indian edition by Penguin.

### Select Journal Articles

1. Kumar, N (2021), Countercyclical Marketing during Recessions, **Management and Business Review**, forthcoming September.
2. P. Sen, P. Deb and N. Kumar (2021), "The Challenges of Work From Home for Organizational Design," **California Management Review**, digital article, 31 July.
3. Kumar, N. and M. Pillutla (2021), "Pay for Performance: When does it Fail?," **Management and Business Review**, Winter, 1, 1, 45-52.
4. Kumar, N. and K. Pauwels (2020), "Don't Cut Your Marketing Budget in a Recession," **Harvard Business Review**, digital article, 14 August.

5. Kumar, N. and J-B. E.M Steenkamp (2013), "Diaspora Marketing," **Harvard Business Review**, 91 (October), 127-131.
6. Kumar, N. and P. Puranam (2011), "Have You Restructured for Global Success?" **Harvard Business Review**, 89 (October), 123-128.
7. Bertini, M. and N. Kumar (2010), "The Upstart's Assault," **Harvard Business Review**, 88 (July-August), 159-163.
8. Steenkamp, J-B. E.M. and N. Kumar (2009), "Don't Be Undersold!" **Harvard Business Review**, 87 (December), 90-95.
9. Kumar, N. (2009), "How Emerging Giants are Rewriting the Rules of M&A," **Harvard Business Review**, 87 (May), 115-21.  
Translated into German for **Harvard Business Manager** March 2004.
10. Kumar, N. (2006), "Strategies to Fight Low-Cost Rivals," **Harvard Business Review**, 84 (December), 104-12.  
Reprinted in **Harvard Business Review OnPoint**. Special issue on "Seize Advantage," Summer 2009, 88-98.
11. 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. (1,000+ Google Scholar citations)
12. 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. (600+ Google Scholar citations)
13. Kumar, N. (2003), "Kill a Brand, Keep a Customer," **Harvard Business Review**, 81 (December), 86-95.
14. 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.
15. Corsten, D. and N. Kumar (2003), "Profits in the Pie of the Beholder," **Harvard Business Review**, 81 (May), 22-23.  
Translated into German for **Harvard Business Manager** March 2004.
16. 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. (500+ Google Scholar citations)
17. Kumar, N., L. K. Scheer, and P. Kotler (2000), "From Market Driven to Market Driving," **European Management Journal**, 18 (2), 129-42. (500+ Google Scholar citations)
18. 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. (1,750+ Google Scholar citations)

19. 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. (1,250+ Google Scholar citations)
20. 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.
21. 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. (2,000+ Google Scholar citations)
22. Kumar, N. (1996), "The Power of Trust in Manufacturer-Retailer Relationships," ***Harvard Business Review***, 74 (November-December), 92-106. (1,500+ Google Scholar citations)  
Reprinted in ***Harvard Business Review on Managing the Value Chain***, Boston, MA, Harvard Business Press, 2000, 91-126.
23. 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. (2,500+ Google Scholar citations)
24. 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. (2,000+ Google Scholar citations)
25. Sujan, H., B. A. Weitz, and N. Kumar (1994), "Learning Orientation, Working Smart, and Effective Selling," ***Journal of Marketing***, 58 (July), 39-52. (1,500+ Google Scholar citations)
26. Kumar, N., L. W. Stern, and J. C. Anderson (1993), "Conducting Interorganizational Research Using Key Informants," ***Academy of Management Journal***, 36 (December), 1633-51. (2,500+ Google Scholar citations)
27. 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. (500+ Google Scholar citations)

### **Citation/Impact Analysis**

- Total citations over 24,000 in Google Scholar with an h-index of 34
- Of all articles published in JMR in 1995, the interdependence article (1995b) is the most cited of that year while the fairness article (1995a) is the 2nd most cited article.
- Of all articles published in JMR in 1999, the satisfaction article is the 4th 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. Both articles among the 5 most cited articles published in IJRM in the past 25 years.
- Of all articles published in AMJ in 1993, the informant article is the 2nd most cited article.
- TCA 2006 AMJ article was quoted from by Oliver Williamson in his 2009 Economics Nobel Prize acceptance speech.

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

### **Professional Affiliations and Service**

- 2020 - Area Editor (Marketing), Management and Business Review
- 2019 Guest Editor, Special Section on Omni-Channel Retailing, California Management Review
- 2016 - Editorial Board, California Management Review
- 1999 - 2006 Editorial Board, Journal of Marketing Research
- 1997 - 2004 Editorial Board, International Journal of Research in Marketing  
European Management Journal
- 1997 - 1999 Editorial Board, Journal of Marketing
- 1997 Guest Editor for Special Issue on The Revolution in Retailing, Long Range Planning Journal, 30 (December)
- 1991 - 2010 Ad hoc reviewer:  
Academy of Management Journal, Journal of Retailing, Management Science, Marketing Science, Strategic Management Journal

## TEACHING ACTIVITIES

### Case Materials Developed

1. Gucci: Staying Relevant in Luxury over a Century, Case & Teaching Note, June 2021
2. What is Marketing? Technical Note, 2020
3. Starbucks China: Facing Luckin, The Local Disruptor, Case & Teaching Note, 2019
4. Amazon and Walmart on Collision Course (A) & (B) Cases & Teaching Note, 2018
5. Zara in China and India, Case & Teaching Note, 2018
6. Galanz: From Price Fighter to Consumer Brand Innovator, 2014
7. Pearl River Piano: Tuning Into the Global Market, June 2013
8. Bangalore Based Karuturi Global: Greenfield Growth Out of Africa, April 2012
9. BT Business: Responding to “Free Forever”, April 2009
10. Aldi: The Hard Discount Phenomenon, Case & Teaching Note, January 2007
11. Zara: Responsive, High Speed, Affordable Fashion, Case & Teaching Note, July 2005  
An abstract was published in BusinessWorld, 24 October 2005, pp. 70-71. Reprinted in J. Meredith and S.M. Schafer, Operations Management, John Wiley, 2010.
12. Red Bull: The Antibrand Brand, Case & Teaching Note, June 2005 (Among the ECCH 40 best-selling cases of the last 40 years; on annual best-selling marketing cases list 2006-2020; marketing category winner 2009; overall winner 2010; classic case list 2021)
13. Dassani (UK): Brand Under Attack, May 2004
14. LeShop.CH, September 2003
15. Swissair: Repositioning a Premium Brand, August 2001
16. Yahoo!: Moving From Free to Paid Services, Case & Teaching Note, May 2001
17. Savannah Interactive Entertainment: International Distribution Strategy, May 2001
18. Priceline (A), (B), April 2001
19. Wal-Mart: Competing in the Global Marketplace, 2000
20. Video interview with Stelios, CEO and founder of the easy Group.
21. Aravind Eye Hospital 2000: Still in the Service of Sight, September 2000

22. www.Home\_Improvement.com, (A), (B), September 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.
23. Online Grocery Retailing: Building the Last Mile to the Customer, Case & Teaching Note, August 2000
24. Amazon: Success, Survival, or Suicide, August 2000
25. Gramophone Company of India: The Digital Distribution Challenge, (A), (B), August 2000
26. easyJet – The Web’s Favorite Airline, Case & teaching Note, August 2000 (The all time best selling case for ECCH)  
Reprinted in J. McGee, H. Thomas, and D. Wilson, Strategy: Analysis and Practice, McGraw-Hill, 2005.
27. www.easyRentacar, May 2000
28. easyEverything: The Internet Shop, April 2000
29. Akzo-Nobel UK: Managing the Brand Portfolio, Case & Teaching Note, March 2000
30. Medi-Cult: Pricing a Radical Innovation, Case & Teaching Note, March 1999  
(Among the ECCH 40 best selling cases of the last 40 years)  
Reprinted in Czinkota, Ronkainen, Farrell, and McTavish, Global Marketing: International Trade and Foreign Investment Strategies, Nelson Education Limited, 2008.
31. Global Foods: Facing the Hypo-Mart Challenge, August 1998
32. Loyalty Wars in the UK Supermarket Industry, (transparency version), May 14, 1998
33. Carrefour: Opportunities in Mexico (A), (B), April 1998
34. Video tape of Barco CEO to accompany Barco Projection Systems Case, 1997
35. FoodWorld Supermarkets in India, Case & Teaching Note, 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.
36. Loyalty Wars in the UK Supermarket Industry, (A), (B), & Teaching Note, August 1996
37. Carrefour Versus Walmart in Mexico, (transparency version) July 1996

## Teaching Experience

SMU	<p>Masters Core: <i>Marketing Management</i> (various masters programs) Masters Blended (online+offline): Developed and delivered <i>Marketing Management</i> core EMBA/MBA Elective: <i>Advanced Marketing Strategy</i> DBA Core: <i>Strategy</i> (joint program with SJTU China)</p> <p>In-Company programs: Buhler, LVMH, Singapore Pools, UOB</p>
LBS	<p>MBA Elective: <i>Advanced Marketing Strategy</i> (4 sections a year) Sloan Masters Program, Global-EMBA Core: <i>Marketing Management</i></p> <p>Open Programs: <i>Accelerated Development Program</i></p> <p>In-Company programs: <i>Allianz, Barclays, BT, Continental, Danone, Ericsson, HSBC, Lufthansa, Nokia, Novartis, PwC, SABIC, Sony-Ericsson, Standard Chartered, Royal Bank of Scotland, Telenor</i></p>
Harvard	<p>MBA Core: <i>Marketing Management</i></p>
IMD	<p>MBA Core: <i>Marketing Management</i> MBA Elective: <i>Marketing Channels</i></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> <p>IMD Executive In-Company Programs: <i>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.</i></p>
Kellogg	<p>MBA Core: <i>Marketing Management</i> MBA Elective: <i>Marketing Channels</i></p>
Penn State	<p>MBA Core: <i>Marketing Management</i> MBA Elective: <i>Marketing Channels</i> PhD Seminar: <i>Marketing Channels</i></p>



## **Program Development and Management**

- 2017- Developed and delivered a 2 day SMU workshop for CEO of Singapore Pools and his top management team on formulating a 5 year strategy.
- 2004 - 2011 Program Director, Open Programs, London Business School
- *Accelerating Sales Force Performance 2006-2007*
  - *Building the Customer Focused Organisation 2005-2007*
  - *Market Driving Strategies 2004-2011*
- For each program, responsible for design, launch, and management of an intensive 5 day executive program offered twice a year.
- 2005 - 2010 Program Director, In- Company Programs, London Business School
- Allianz, BT, Royal Bank of Scotland, Telenor
- 2001 - 2003 Program Director, *Venture Booster*, IMD – responsible for design, launch, and management of an intensive 6 day program for corporate venturing teams.
- 1997 - 2001 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.
- 1998 - 2003 Program Director, *Managing for Marketing Success*, IMD - A two week program for senior marketing and sales executives held annually.
- 1996 - 2003 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

## HONORS AND RECOGNITION

- 2021 AMA Marketing Strategy SIG winner of Mahajan award for lifetime contributions to marketing strategy research
- 2020 Ranked 30<sup>th</sup> (2019/20); 23<sup>rd</sup> (2018/19); 33<sup>rd</sup> (2017/18); 34<sup>th</sup> (2016/17); and 27<sup>th</sup> (2015/16) in the Case Centre list of best-selling case authors
- 2019 LinkedIn All Star & Spotlight LinkedIn Indonesia and Singapore
- 2017 Inducted into the Thinkers50 Hall of Fame November 2017 (with other 2017 inductees David Goleman, John Kotter, Jeff Pfeffer, Doug Ready, Fons Trompenaars, and Dave Ulrich)
- 2015 Ranked 40<sup>th</sup> in the Thinkers50 biannual list of management thinkers
- 2014 Outstanding Contribution to the Case Method Award by the Case Centre (previously ECCH)
- 2013 Three cases listed in the ECCH (Case Centre) list of 40 best-selling cases (#1 – EasyJet; #27-Medi-Cult; #34 Red Bull)
- 2013 Ranked 20<sup>th</sup> in the Thinkers50 biannual list of management thinkers
- 2013 Included in list of 50 most influential business school professors by mbarankings.com
- 2012 Awarded Honorary Fellowship, School of Oriental and African Studies (SOAS), University of London in recognition for the support and patronage of South Asian arts
- 2012 Light of India Award, given to Indians abroad in recognition of Excellence in Education and Academics; on List of Global Gurus by Times of India; top 10 Global Indian Thought Leaders by Economic Times; 50 Best B-School Professors by Poets&Quants
- 2011 Winner of Global Village Award by Thinkers50 to recognize the management thinker who has contributed most to understanding the implications of globalization and rise of emerging markets
- 2011 Ranked 26<sup>th</sup> in the Thinkers50 biannual list of management thinkers
- 2011 Winner of Excellence in Teaching Award to recognize outstanding teaching by London Business School
- 2010 Red Bull: The Anti-Brand Brand, Overall Winner of the 2010 European Case Awards, granted by ECCH for the case with the highest number adoptions 2010
- Winner of the article with the greatest long-term impact published between 1995 and 2000 in the *International Journal of Research in Marketing*

- 2010 Ranked 6<sup>th</sup> in **Economic Times** list of Global Indian Thought Leaders; voted as one of top 5 marketing speakers in the world by **speaking.com**; mentioned as “rising superstar” by **The Economist** in their cover story on “New Masters of Management”
- 2009 One of four finalists for the article with the greatest long-term impact published between 1994 and 1999 in the **International Journal of Research in Marketing**
- 2009 Zara: Responsive, High Speed, Affordable Fashion, Winner of the Strategy and General Management Category 2009 European Case Awards, granted by ECCH for the strategy case with the highest number of adoptions
- 2009 Red Bull: The Anti-Brand Brand, Winner of the Marketing Category 2009 European Case Awards, granted by ECCH for the marketing case with the highest number of adoptions
- 2008 Outstanding Contribution to Education Award by Asia Brand Congress, representing 60 countries
- 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 - 1995 Recipient \$15,000 Marketing Science Institute research grant for "Learning, Performance, and Stability in US-Japanese Strategic Alliances"

- 1994 Best Paper Award, Channels of Distribution Track, AMA Summer Educators' Conference
- 1993 - 1994 Recipient \$10,000 Goodyear Tire Company research grant for "The Nature and Consequences of Reseller Commitment"
- 1993 - 1994 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 Honorable 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 - 1992 Recipient \$7,450 Pennsylvania State University Research Initiation Grant for "The Nature of Reseller Commitment: Its Antecedents and Consequences"
- 1989 - 1990 Recipient \$10,000 Marketing Science Institute research grant for "Assessing Reseller Performance"
- 1989 Best doctoral dissertation proposal Alden G. Clayton Award, sponsored by the Marketing Science Institute
- 1985 Who's Who Among Students at American Universities and Colleges
- 1980 Ranked first among 5251 students in Calcutta University's Bachelor of Commerce Examination

## PRESS APPEARANCES

Profiled, quoted or mentioned over 1,000 times in newspapers and business periodicals such as *Automacao Comercial* (Brazil), *Borsen* (Denmark), *Business Week*, *Dawn* (Pakistan), *Economic Times* (India), *Economist*, *Empresso* (Portugal), *Elsevier* (Netherlands), *Financial Times*, *Forbes*, *Fortune*, *Frankfurter Allgemeine* (Germany), *Les Echos* (France), *Negocios* (Argentina), *New York Times*, *Nikkei Business* (Japan), *Time*, *Times of India*, and *Wall Street Journal*.

Featured on the cover of several business and news magazines as well as front page of major newspapers.

Also appeared on BBC, CNBC, CNN, Channel 2 of Sweden, ET Now, NDTV, Star TV, and Voice of America.

TED talk on Indian Innovation with more than a million views.

## INDUSTRY EXPERIENCE

2013 - 2016 Member-Group Executive Council, Tata Sons, reporting to Chairman Cyrus Mistry and responsible for Tata Group strategy. The Tata Group had at that time 675,000 employees worldwide, \$100+ billion in revenues, of which 70% was derived outside India, and a market capitalization of approximately \$140 billion.

### Board Memberships

1. ACC	2006 – 2008
2. Ambuja Cement	2006 – 2008
3. Bata India	2003 – 2005
4. BP Ergo	2005 – 2007
5. Defaqto	2007 – 2012
6. Sprise	2019 -
7. Tata Capital	2014 – 2016
8. Tata Chemicals	2016 – 2016
9. Tata Industries	2014 – 2016
10. Tata Limited	2014 – 2016
11. Tata Unistore	2015 – 2016
12. UltraTech Cement	2011 – 2013
13. Zensar Technologies	2001 – 2007

1989 - Coach, consultant, seminar leader and speaker to over 50 Fortune 500 companies in 50 different countries.

1984 Internal Auditor, Sara Lee Corporation, Chicago, Illinois

1981 - 1983 Audit Assistant, Price Waterhouse & Company, Calcutta, India

## OTHER INTERESTS

Supporter of the Arts and various charities that have included:

- Trustee of Playstosee, United Kingdom
- Trustee of iPartner, United Kingdom
- Patron of British Museum
- Patron of South Asian Dance Academy, United Kingdom
- Member of South Asian Acquisition Committee, Tate Modern, London

Regularly lend works from my collection to museums for exhibitions. Some institutions that have borrowed works included:

- Asia House London (Jamini Roy)
- Bauhaus Dessau Museum Germany (Nandalal Bose, Sunayani Devi)
- Museo de Palazzo Grimani during Venice Biennale (Gagenendranath Tagore, Rabindranath Tagore)
- National Gallery Singapore (Jamini Roy)
- Nehru Centre London (Jamini Roy, Rabindranath Tagore)
- Tate Britain London (Jamini Roy, Rabindranath Tagore, Joseph M.W. Turner)

Primarily Single Collector Exhibition: "Painting Freedom: Indian Modernism and its three rebels," 11/09/21 to 21/11/21, Leicester Museum & Art Gallery, United Kingdom, Drs. Caterina Corni & Sona Datta (curators). Exhibition catalog forthcoming.

Single Collector Exhibition: "Hemen Mazumdar: The Last Romantic", 23/01/19 to 17/02/19, De Suantio Gallery, School of Social Sciences, Singapore Management University, Dr. Caterina Corni (curator).

Single Collector Exhibition: "Jamini Roy: From Tradition to Modernity – The Kumar Collection", 12/06/15 to 23/08/15, Museo delle Culture, Lugano, Switzerland. Drs. Caterina Corni & Alessia Borellini (curators). Exhibition catalog published by Silvana Editoriale in English and Italian.

BBC Radio 4 thirty-minute documentary: "From Bengal to Baker Street", 08/03/14, on the London collection and apartment. Included commentary from Professor Partha Mitter (Oxford University), Dr. Sona Datta (Peabody Essex Museum), Richard Blurton (British Museum) as well as the artist Howard Hodgkin.

In 2012, Awarded Honorary Fellowship by School of Oriental and African Studies (SOAS), University of London, in recognition for the support and patronage of South Asian arts.