

PRAVEEN K. KOPALLE

Tuck School of Business at Dartmouth

Dartmouth College

Hanover, NH 03755

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<http://mba.tuck.dartmouth.edu/pages/faculty/praveen.kopalle/>

EDUCATION

Ph.D. (Marketing), 1992

Columbia University, New York

Thesis: A Dynamic Model for Decisions about Quality, Quality Claims, Advertising Expenditures, and Price, Advisor: Donald R. Lehmann

M.B.A. (Marketing), 1988

Indian Institute of Management, Bangalore, India

B.E. (Mechanical & Production Engineering), 1986

Osmania University, Hyderabad, India

EMPLOYMENT

Tenured Associate Professor, 2001 – present, Dartmouth College

Associate Professor, 1998 – 2001, Dartmouth College

Assistant Professor, 1996 – 1998, Dartmouth College

Assistant Professor, 1992 – 1996, The University of Arizona

Courses Taught at Dartmouth

Pricing Strategy and Tactics: II year MBA elective-lectures, cases, & project based course

Statistics for Managers: MBA core course on business applications of statistics

First Year Marketing: MBA core course – based on cases, lectures, & simulation

Marketing New Products: MBA elective – lectures, cases, & project based course

Marketing: Tuck Business Bridge program.

Executive Teaching at Dartmouth

Healthcare Marketing Council

Back in Business Executive Program

Marketing to Business: Creating Customer Value

Vietnam Executive Program

Courses Taught at The University of Arizona

Marketing Management: an MBA course that used a combination of lectures, cases, and Markstrat simulation.

Marketing Research: an undergraduate project oriented course. Received the AMA student chapter's teaching award for best marketing instructor in spring 1995 and spring 1996.

Marketing Policies and Operations: an undergraduate capstone course which included lectures, cases, and Markstrat simulation.

JOURNAL PUBLICATIONS

1. Hoffman, Donna L., Praveen K. Kopalle, and Thomas P. Novak (2008), "Identifying and Using Emergent Consumers in Developing Radical Innovations," forthcoming, under second revision, *Journal of Marketing Research*.
2. Hall, Joseph, Praveen K. Kopalle, David Pyke (2008), "Static and Dynamic Pricing of Excess Capacity in a Make-To-Order Environment," forthcoming, *Production and Operations*.
3. Kopalle, Praveen, D. Biswas, P. K. Chintagunta, J. Fan, K. Pauwels, B. T. Ratchford, J. A. Sills (2009), "Retailer Pricing and Competitive Effects," *Journal of Retailing*, 85 (March), 56-70.
4. Botti, Broniarczyk, Häubl, Hill, Huang, Kahn, Kopalle, Lehmann (2008), "Choice Under Restrictions," *Marketing Letters*, 19 (3-4), 183-200.
5. Kopalle, Praveen K., and Donald R. Lehmann (2006), "Setting Quality Expectations When Entering a Market: What Should the Promise Be?" Lead Article, *Marketing Science*, 25 (1), 8-24; **Finalist, 2006 John D. C. Little Best Paper Award.**
6. Govindarajan, Vijay and Praveen K. Kopalle (2006), "Disruptiveness of Innovations: Measurement and an Assessment of Reliability and Validity," *Strategic Management Journal*, 27, 189-199.
7. Govindarajan, Vijay and Praveen K. Kopalle (2006), "The Usefulness of Measuring Disruptiveness of Innovations Ex-Post in Making Ex-Ante Predictions," *Journal of Product Innovation Management*, 23 (1), 12-18.
8. González-Benito, Óscar, Pablo A. Muñoz-Gallego, and Praveen K. Kopalle (2005), "Asymmetric Competition in Retail Store Formats: Evaluating Inter- and Intra-Format Spatial Effects," *Journal of Retailing*, 81 (1), 75-95.
9. Ailawadi, Kusum, Praveen K. Kopalle, and Scott A. Neslin (2005), "Predicting Competitive Response to a Major Policy Change: Combining Game Theoretic and Empirical Analyses," Lead Article, *Marketing Science*, 24 (1), 12-24, **Winner, 2005 John D. C. Little Best Paper Award.**
10. Farley, John U., Andrew Hayes, Praveen K. Kopalle (2004), "Choosing and Upgrading Financial Services Dealers in the U.S. and U.K.," *International Journal of Research in Marketing*, 21 (4), 359-375; Winner, MSI Competition on Global Marketing.
11. Levy, Michael, Dhruv Grewal, Praveen K. Kopalle, James D. Hess (2004), "Emerging Trends in Pricing Practice: Implications for Research," *Journal of Retailing*, 80 (3), xiii-xxi.

12. Kopalle, Praveen K., and Scott A. Neslin (2003), "The Economic Viability of Frequency Reward Programs in a Strategic Competitive Environment," Lead Article, *Review of Marketing Science*, Volume 1.
13. Kopalle, Praveen K., and Joan Lindsey-Mullikin (2003), "The Impact of External Reference Price on Consumer Price Expectations," *Journal of Retailing*, 79 (4), 225-236.
14. Mela, Carl F., and Praveen K. Kopalle (2002), "The Impact of Collinearity on Regression: The Asymmetric Effect of Positive and Negative Correlations," Lead Article, *Applied Economics*, 34 (6), 667-678.
15. Kopalle, Praveen K., and Donald R. Lehmann (2001), "Strategic Management of Expectations: The Role of Disconfirmation Sensitivity and Perfectionism," *Journal of Marketing Research*, 38 (August), 386-394.
16. Kannan, P. K., and Praveen K. Kopalle (2001), "Dynamic Pricing on the Internet: Importance and Implications for Consumer Behavior," *International Journal of Electronic Commerce*, 5 (Spring), 63-84.
17. Kopalle, Praveen K., and João L. Assunção (2000), "When (Not) To Indulge in "Puffery": The Role of Consumer Expectations and Brand Goodwill In Determining Advertised And Actual Product Quality," *Managerial and Decision Economics*, 21 (6), 223-241.
18. Kopalle, Praveen K., Carl F. Mela, and Lawrence Marsh (1999), "The Dynamic Effect of Discounting on Sales: Empirical Analysis and Normative Pricing Implications," *Marketing Science*, 18 (3), 317-332.
19. Kopalle, Praveen K., Aradhna Krishna, and João L. Assunção (1999), "The Role of Market Expansion on Equilibrium Bundling Strategies," *Managerial and Decision Economics*, 20, 365-377.
20. Kopalle, Praveen K., and Donald R. Lehmann (1997), "Alpha Inflation? The Impact of Eliminating Scale Items on Cronbach's Alpha," *Organizational Behavior and Human Decision Processes*, 70 (June), 189-197.
21. Kopalle, Praveen K., Ambar G. Rao, and João L. Assunção (1996), "Asymmetric Reference Price Effects and Dynamic Pricing Policies," *Marketing Science*, 15 (1), 60-85.
22. Kopalle, Praveen K., and Russell S. Winer (1996), "A Dynamic Model of Reference Price and Expected Quality," *Marketing Letters*, 7 (1), 41-52.
23. Kopalle, Praveen K., and Donald R. Lehmann (1995), "The Effects of Advertised and Observed Quality on Expectations About New Product Quality," *Journal of Marketing Research*, 32 (August), 280-290.

24. Kopalle, Praveen K. and Donna L. Hoffman (1992), "Generalizing the Sensitivity Conditions in an Overall Index of Product Quality," *Journal of Consumer Research*, 18 (March), 530-535.

REFEREED CONFERENCE PROCEEDINGS AND BOOK CHAPTERS

24. Praveen K. Kopalle and John U. Farley, "A Meta-Analytic, Best Practice Framework for Using Marketing Metrics Effectively," in *Does Marketing Need Reform?: Fresh Perspectives on the Future*, edited by Jagdish N. Sheth; Rajendra S. Sisodia, published by M. E. Sharpe.
25. Kopalle, Praveen K., João L. Assunção, and Donald R. Lehmann (1992), "A Numerical Approach To Solve Finite Horizon Optimal Control Problems Exhibiting the Turnpike Property," *Proceedings, IEEE Conference on Decision and Control*, Tucson, AZ.
26. Sirower, Mark L. and Praveen K. Kopalle (1992), "On the Challenge of Post Merger Performance: A Simulation Approach," *Proceedings, Decision Science Institute Conference*, San Francisco, CA.

WORKING PAPERS

27. Kopalle, Praveen K., Scott A. Neslin, Baohong Sun, Yacheng Sun, and Vanitha Swaminathan (2008), "A Dynamic Structural Model of the impact of Loyalty Programs on Customer Behavior," under second revision, *Journal of Marketing Research*.
28. Kopalle, Praveen K., Donald R. Lehmann, and John U. Farley (2008), "Customer Expectations, Satisfaction, and Culture: The Effects of Belief in Karma in India," under revision, *Journal of Consumer Research*.
29. Govindarajan, Vijay and Praveen K. Kopalle, Erwin Danneels, "The Effects of Mainstream and Emerging Customer Orientations on Radical and Disruptive Innovations," under second review, *Journal of Product Innovation Management* 2004 Academy of Management Best Paper Proceedings.
30. Hall, Joseph M., Praveen K. Kopalle, Aradhna Krishna (2007), "Retailer Dynamic Pricing and Ordering Decisions: Category Management versus Brand-by-Brand Approaches" under second review, *Journal of Retailing*.

WORK IN PROGRESS

31. Kopalle, Praveen K. and Donald R. Lehmann, "Equilibrium Quality Claims for New Products: The Impact of Strategic Competition and Legal Costs."

32. Arora, Neeraj, Praveen K. Kopalle, and P. K. Kannan, "The Impact of Household Level Heterogeneity in Reference Price Effects on Optimal Retailer Pricing Policies"

INVITED AND CONFERENCE PRESENTATIONS

Hoffman, Donna L., Praveen K. Kopalle, Thomas P. Novak, "Identifying and Using Emergent Consumers in Developing New Products," University of Utah, February 2008; Rensselaer Polytechnic Institute, May 2008; Marketing Science Conference, Vancouver, June 2008; Indian School of Business, February 2009.

Thought Leadership Invitational Conference on Customer Experience Management in Retailing, "Pricing and Competitive Effects," hosted by Babson College, April 2008.

Seventh Triennial Invitational Choice Symposium, "Choices Under Restrictions," hosted by the Wharton School, University of Pennsylvania, June 2007.

Discussant, Quantitative Marketing and Economics Conference, University of Chicago, August 2007.

Kopalle, Praveen, K., Scott A. Neslin, Baohong Sun, Yacheng Sun, and Vanitha Swaminathan, "A Dynamic Structural Model of the Impact of Loyalty Programs on Customer Behavior": Rensselaer Polytechnic Institute, March 2007; Yale University, May 2007; Marketing Dynamics Conference, August 2007. NASMEI International Conference, December 2007; University of Maryland, May 2008; Indian School of Business, March 2009.

Kopalle, Praveen, Donald R. Lehmann, and John U. Farley, "Customer Expectations, Satisfaction, and Culture: The Effects of Belief in Karma in India, Marketing Science Conference, June 2006, Pittsburgh, PA. Rensselaer Polytechnic Institute, January 2008.

Kopalle, Praveen K., Donald R. Lehmann, and John U. Farley, "How General Are the Expectation Formation and Satisfaction Processes for New Products: Comparing the U.S., China, and India," Winter Marketing Camp, Catholic University of Leuven (December 2005).

Govindarajan, Vijay and Praveen K. Kopalle, "How Incumbents Can Introduce Radical and Disruptive Innovations: Theoretical and Empirical Analyses," State University of New York, Buffalo, March 2006; Product and Service Innovation Conference, University of Utah, February 2006; AMA-Sheth Doctoral Consortium, July 2005; Marketing Science Conference, Erasmus University, June 2004.

Kopalle, Praveen K. and Donald R. Lehmann, "Setting Quality Expectations When Entering a Market: What Should the Promise Be?" Catholic University of Portugal Winter Camp (December 2005); Carnegie Mellon University (April 2005); University of Texas at Austin (April 2005); University of Florida (March 2005); University of California at San Diego (January 2005); Stanford University (May 2004).

Hall, Joseph M., Praveen K. Kopalle, Aradhna Krishna, "Category Management Versus Brand-by-brand Approaches for Retailer Dynamic Pricing and Ordering Decisions: Which is Better and What do Retailers Follow?" Duke University, March 2006; Conference on Strategic and Tactical Decision Making in Supermarket Retailing, State University of NY at Buffalo, August 2005; Marketing Science Conference, University of Maryland, June 2003.

Kopalle, Praveen K., Scott A. Neslin, Baohong Sun, and Vanitha Swaminathan, "Impact of Airline Reward Programs on Customer Purchase Behavior: A Dynamic Structural Model," Marketing Science Conference, Emory University, June 2005.

Hoffman, Donna L., Praveen K. Kopalle, Thomas P. Novak, "Identifying and Using Emergent Consumers in Developing Radical Innovations," MSI Conference on Integrating Customer Insights in Company Actions, September 2004; Marketing Science Conference, Erasmus University, June 2004.

Kopalle, Praveen K., "Coordinating Demand and Supply Chain Management in Real-Time for Profit Optimization," VISUM International Congress, Mexico City, Mexico, May 2003.

Ailawadi, Kusum, Praveen K. Kopalle, and Scott A. Neslin, "Predicting Competitive Response to P&G's Value Pricing Move: Combining Normative and Empirical Analyses," ProfitLogic (June 2005); KhiMetrics (January 2005); Columbia University (April 2004); Indian School of Business, Hyderabad (January 2003); Babson College (November 2002).

Hall, Joseph M., Praveen K. Kopalle, and Aradhna Krishna, "A Multi-Product Model of Retailer's Dynamic Pricing and Ordering Decisions: Normative and Empirical Analysis," *Pricing Conference*, Cornell University, September 2002.

Arora, Neeraj, Praveen K. Kopalle, P. K. Kannan, "Household Level Reference Price Effects and Normative Pricing Policies," *Pricing Conference*, Cornell University, September 2002.

Kopalle, Praveen K., and Donald R. Lehmann, "Customer Expectations' Management and Optimal Firm Behavior," *Marketing Science Conference*, University of Alberta (June 2002); *University of Southern California* (February 2001); *University of Michigan* (May 2001).

Ailawadi, Kusum, Praveen K. Kopalle, and Scott A. Neslin, "Competitive Reaction to P&G's Value Pricing Move: National Brands Versus Private Labels," MSI Conference on Competitive Responsiveness, Cambridge, MA (May 2001); Marketing Science Conference, University of Mainz (July 2001); AMA-Sheth Doctoral Consortium (June 2001).

Kopalle, Praveen K., and Donald R. Lehmann, "Strategic Management of Expectations: The Role of Disconfirmation Sensitivity and Perfectionism," *Northeast Universities Marketing Consortium*, Yale University, (September 2000).

Arora, Neeraj, Praveen K. Kopalle, P. K. Kannan, "Household Level Reference Price Effects and Normative Pricing Policies," *Marketing Science Conference*, UCLA, June 2000.

Kopalle, Praveen K., and Donald R. Lehmann, "Strategic Management of Expectations," *Marketing Science Conference*, Syracuse, May 2-23, 1999.

Mela, Carl F., and Praveen K. Kopalle, "The Asymmetric Impact of Positive and Negative Correlations on Parameter Inference and Model Fit in Regression Analysis," *Marketing Science Conference*, Fontainebleau, July 10-13, 1998.

Kopalle, Praveen K., Lawrence Marsh, and Carl F. Mela, "A Normative, Dynamic Model of Baseline Sales," *Marketing Science Conference*, Fontainebleau, July 10-13, 1998.

Kopalle, Praveen K., Scott A. Neslin, and Medini Singh, "The Economic Viability of Frequent Flier Programs Versus Hi/Low Promotions," *Marketing Science Conference*, Berkeley, March 21-24, 1997.

Kopalle, Praveen K. and Joan Lindsey-Mullikin, "Modeling the Impact of External Reference Prices on Consumer Price Expectations and Perceived Savings," *Marketing Science Conference*, Berkeley, March 21-24, 1997.

Kopalle, Praveen K. and P. K. Kannan, "Segment Level Reference Price Effects and Retailer Pricing: A Theoretical and an Empirical Analysis," *Northeast Universities Marketing Consortium*, Massachusetts Institute of Technology, September 27, 1996.

Kopalle, Praveen K. and P. K. Kannan, "Factors Affecting Asymmetric Reference Price Effects," *Marketing Science Conference*, Gainesville, March 7-10, 1996.

Krishnamurthy, Sandeep, Kapil Jain, and Praveen K. Kopalle, "Investigating the Inter-Relatedness of the Stage of Entry and Brand Extension Decisions," *Marketing Science Conference*, Gainesville, March 7-10, 1996.

Kopalle, Praveen K., and Donald R. Lehmann, "Alpha Inflation: Estimating Bias in Cronbach's Alpha," *Marketing Science Conference*, Sydney, July 2-5, 1995.

Krishna, Aradhna, Praveen K. Kopalle, and João L. Assunção, "The Effect of Brand Preferences on Bundling Strategies," *Marketing Science Conference*, Sydney, July 2-5, 1995.

Srivastava, Joydeep, Dipankar Chakravarti, Ambar G. Rao, Praveen K. Kopalle, and Amnon Rapoport, "Price and Margin Negotiations in Marketing Channels: Influence of Uncertainty on Sequential Bargaining Outcomes," *Marketing Science Conference*, Sydney, July 1995.

Kopalle, Praveen K., and Ambar G. Rao, "Trade Deals and Retailer Price Promotions," *Marketing Science Conference*, Tucson, March 17-20, 1994.

Datta, Anindya and Praveen K. Kopalle, "Heuristic Approaches for Dynamic Pricing Policies," *Marketing Science Conference*, Tucson, March 1994.

Kopalle, Praveen K., and Ambar G. Rao, "Dynamic Pricing Policies in the Age of EDLP", *TIMS Special Interest Conference on New Directions and Current Issues in the Analysis and Use of Scanner Data*, Toronto, September 17-19, 1993.

Kopalle, Praveen K., and Ambar G. Rao, "Trade Deals Versus Value Pricing: The Impact on Prices and Profits," *ORSA/TIMS Conference*, Phoenix, November 1-3, 1993.

Kopalle, Praveen K., João L. Assunção, and Donald R. Lehmann, "The Effects of Advertised and Actual Quality on Expectations About Product Quality," *Marketing Science Conference*, St. Louis, March 12-14, 1993.

Kopalle, Praveen K., and Russell S. Winer, "A Dynamic Model of Reference Price and Reference Quality," *ORSA/TIMS*, San Francisco, November 1-4, 1992.

Kopalle, Praveen K., João L. Assunção, and Donald R. Lehmann, "A Dynamic Model for Decisions About Quality, Quality Claims, Advertising Expenditures, and price," *Marketing Science Conference*, London, July 12-15, 1992.

Sirower, Mark L. and Praveen K. Kopalle, "On the Challenge of Post Merger Performance: A Simulation Approach," *Decision Science Institute Conference*, San Francisco, 2002.

Kopalle, Praveen K., João L. Assunção, and Donald R. Lehmann, "A Numerical Approach To Solve Finite Horizon Optimal Control Problems Exhibiting the Turnpike Property," *IEEE Conference on Decision and Control*, Tucson, December 17-20, 1992.

Kopalle, Praveen K., and John U. Farley, "Causal Determinants Affecting Customer Choices in Financial Services," *Marketing Science Conference*, Delaware, March 1991.

CASES and TEACHING NOTES

Encyclopædia Britannica, Inc. Encyclopædia Britannica, Inc. (B), and Encyclopædia Britannica, Inc. (C)

Case Teaching Notes: Encyclopædia Britannica, Inc., Encyclopædia Britannica, Inc. (B, C); Adios Junk Mail: Assignment and Case Preparation Note

Teaching notes on Benchmarking an Estimated Demand Function, Elasticity and Regression Analysis, Solving Dynamic Reference Pricing Problem Using Principle of Backward Induction, Logit Model for demand estimation.

EDITORIAL POSITIONS AND PROFESSIONAL SERVICE

Associate Editor (Marketing Science Area), *Journal of Retailing, Management Review*

Editorial Boards

Marketing Science, Marketing Letters, Journal of Interactive Marketing, International Journal of Technology and Marketing, International of Electronic Commerce, Journal of Revenue and Pricing Management

Advisory Boards

BeVocal, Inc., Santa Clara, CA, 1999-2007.

AtenWorks Inc., Hyderabad, India.

Reviewer

European Journal of Operational Research, International Journal of Electronic Commerce, Journal of the Academy of Marketing Science, Journal of Consumer Psychology, Journal of Consumer Research, Journal of Marketing Research, Journal of Retailing, Journal of Retailing and Consumer Services, Lancet, Management Science, Managerial and Decision Economics, Marketing Science, Operations Research, SIAM Journal of Applied Mathematics, Winter and Summer AMA Conferences.

Special Sessions

Strategic Innovation, Marketing Science Conference, June 2004

Frequency Reward Programs, Marketing Science Conference, March 1997

Regression models, Marketing Science Conference, July 1998

Recent Advances in Marketing Research, AMA Conference, August 1998

Price Perceptions, AMA Conference, February 1999

Chair, AMA Marketing Research SIG (2000)

Chair-Elect, AMA Marketing Research SIG (1999)

Vice-Chair, Special Sessions, AMA Marketing Research SIG (1998)

Vice-Chair, Public Relations, AMA Marketing Research SIG (1997)

Chair, Department Committees:

Research Communication and Coordination (1993-94)

Resource Planning (1994-95)

Member

Dartmouth Council on Computing (2008-)

Dartmouth Research Computing Oversight Subcommittee (2007-)

Tuck Admissions Committee (2008-)

Tuck Executive Education Committee (2007)

Tuck Ad-hoc Task Force on Leadership and Professional Development (2007-present)

Tuck Executive Committee (2006-2007)

Designing New Classroom Building Committee at Tuck (2003-present)

Tuck Strategy Monitoring Committee (2001-2003, 2005-2006)

Tuck Academic Honor Code Committee (2005-2006)

Task Force for Growth Opportunities for Tuck (2002-2003)

Ad-hoc Committee on Internationalism at Tuck (2002-2003)

Tuck Curriculum Committee (1999-2001, 1997-98, 2003-2004)

Tuck Recruiting Committee (1996-present)

Tuck Registrar and Center Director Search Committees (1998-2000)
Tuck Academic Honor Committee (1998-99)
Curriculum Task Force at Tuck (1998)
Tuck Placement Committee (1996-97)
Arizona Ph.D. Committee (1994-96)
Arizona Graduate Professional Programs Committee (1992-94)

Faculty Advisor, AMA Student Chapter (1992-96)

Member, Ph.D. Dissertation Committees (University of Arizona): Sanjay Jain, Donald Harrison, Sandeep Krishnamurthy, Joydeep Srivastava, Gillian Naylor

AWARDS & HONORS

- Winner, 2005 John D. C. Little Best Paper Award
- Finalist, 2006 John D. C. Little Best Paper Award
- Bozzone Visiting Scholar, Lally School of Management and Technology, Rensselaer Polytechnic Institute, Spring 2008
- Thought Leader, “Customer Experience Management in Retailing,” Spring 2008
- AMA-Sheth Doctoral Consortium Faculty, 2005
- 2004 Academy of Management Best Paper Proceedings
- Most Productive Reviewer, *Marketing Science*, 2003
- Outstanding Reviewer Award, *Journal of Retailing*, 2003
- AMA-Sheth Doctoral Consortium Faculty, 2001
- 1998 Harvey H. Bundy III Fellowship, Tuck School of Business
- Research Grant Award, Center for Asia and the Emerging Economies, Tuck School Undergraduate Marketing Professor of the Semester, Spring 1996
- Recognition of Excellence, Spring 1996
- Faculty Fellow, XIV Annual Doctoral Symposium, April 1996, University of Houston
- best undergraduate Marketing instructor, Spring 1995
- Research Grant Award, University of Arizona Foundation in Fall 1994
- AMA Doctoral Consortium Fellow, 1991
- Merit Scholarship, Indian Institute of Management, Bangalore
- National Merit Scholarship from Government of India (July 1982-May 1986)

RESEARCH INTERESTS

Customer Expectations, Frequency Reward Programs, Reference Prices, Pricing Strategy, Bundling, New Products/Innovation

TEACHING INTERESTS

Pricing Strategy and Tactics, Marketing Management, Marketing New Products, Marketing Research, Marketing Strategy, Statistics for Managers.

PROFESSIONAL AFFILIATIONS

- *Member*, American Marketing Association, American Economic Association, Association for Consumer Research, Institute for Operations Research and Management Sciences, Institute of Electrical and Electronics Engineers (IEEE).
- *Research Director* for Internet Marketing and Pricing, Glassmeyer/McNamee Center for Digital Strategies, Tuck School of Business.
- *Faculty Associate*, Achtmeyer Center for Global Leadership, Tuck School of Business

INVITED PRESENTATIONS

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|---------------------------------------|---|
| Babson College (Mktg. Research Forum) | Carnegie Mellon University |
| Columbia University | Catholic University of Leuven |
| Catholic University of Portugal | Cornell University (NEMC) |
| Duke University | Indian Institute of Management, Bangalore |
| Indian School of Business | MIT (NEMC) |
| MSI Conferences (Noordwijk & Austin) | Rensselaer Polytechnic Institute |
| Stanford University | State University of New York, Buffalo |
| Texas A&M University | University of Arizona |
| University of California at Berkeley | University of California at Davis |
| University of California at San Diego | University of Colorado at Boulder |
| University of Florida | University of Maryland, College Park |
| University of Michigan, Ann Arbor | University of Notre Dame |
| University of Pittsburgh | University of Rochester |
| University of Texas at Austin | University of Southern California |
| University of Toronto | University of Wisconsin-Madison |
| Vanderbilt University | Washington University in St. Louis |
| Yale University (NEMC) | Andersen Consulting |
| KhiMetrics (SAP) | Northwest Airlines |
| ProfitLogic (Oracle) | Young Entrepreneurs Organization. |