CONFERENCE PROGRAM

July 29-30, 2011 • New Delhi, India

FICCI
Federation of Indian Chambers of Commerce & Industry

Duke University: The Fuqua School of Business

Yale School of Management

THE CHINA INDIA CONSUMER INSIGHTS PROGRAM
AT THE YALE CENTER FOR CUSTOMER INSIGHTS
The conference will begin with a reception on Thursday, July 28th and will end at 5:00 pm on Saturday. There will be a celebratory dinner on Friday evening.

CONFERENCE ORGANIZERS

The China India Consumer Insights Program at the Yale Center for Consumer Insights, Duke University: The Fuqua School of Business and the Federation of Indian Chambers of Commerce and Industry

CONFERENCE CO-SPONSORS

This year’s conference is supported in part by the generosity of Warburg Pincus LLC, INFORMS Society for Marketing Science, South Asian Studies at Yale and MSI.

PROGRAM COMMITTEE

Yuxin Chen (Northwestern University), Preyas Desai (Duke University), Ravi Dhar (Yale University), K. Sudhir (Yale University), Gao Wang (CEIBS) and Jinhong Xie (University of Florida)

ORGANIZING COMMITTEE

Debu Purohit (Duke University), K. Sudhir (Yale University), Rajesh Shukla (NCAER), Alok Azad (FICCI) and Tracy Sheerin (Yale University)
The China India Consumer Insights Program (CICI Program), an initiative of the Yale Center for Customer Insights at the Yale School of Management, recognizes the unique challenges and opportunities that China and India present. The program’s mission is to nurture and support multi-disciplinary research on the changing consumption and investment behavior in these countries within the broader context of their rapidly changing societies.

The CICI program aims to achieve a holistic understanding of China and India markets and their development and evolution though a multi-disciplinary, collaborative approach. The program seeks to foster interactions among researchers from diverse disciplines such as economics, psychology, sociology and anthropology, and to advance understanding of a broad range of issues, including consumption, savings and investment behavior, decision making in organizations and impact of India and China on the rest of the world.
THURSDAY, JULY 28, 2011

Hotel Lalit, Barakhamba Avenue, Connaught Place

Welcome Reception
6:00–8:00 pm

FRIDAY, JULY 29, 2011

Hotel Imperial, 1 Janpath, New Delhi

Welcome and Opening Remarks
9:30–10:00 am

9:30–9:35 am
Prof. K. Sudhir, James L. Frank Professor of Private Enterprise and Management, Yale School of Management and Director, Yale China India Consumer Insights Program

9:35–10:00 am
Mr. Harsh Mariwala, President FICCI, Chairman and Managing Director, Marico Limited
SESSION ONE

Through the Looking Glass: A Prospective View of Consumer and Business Markets
10:00–10:50 am

Chair: Prof. Gerard J. Tellis, Professor of Marketing, Management, and Organization, Neely Chair of American Enterprise, and Director of the Center for Global Innovation, at the USC Marshall School of Business

10:00–10:25 am
Ms. Rama Bijapurkar, Chairperson NCAER, Center for Macro Consumer Research and Independent Management Consultant

10:25–10:50 am
Mr. Rajeev Weimin Yao, Senior Vice President, Huawei India

BREAK
10:50–11:00 am

SESSION TWO

Lead Us Into…the State of the Consumer Economy (panel discussion)
11:00 am–12:00 pm

Moderator: TBA

Panelists:

Dr. Rajiv Kumar, Secretary General, FICCI

Mr. B. Madhivanan, Executive Director, ICICI Prudential Life Insurance

Mr. Mayank Pareek, Executive Officer, Marketing and Sales, Maruti Suzuki Limited

Ms. Ireena Vittal, Partner, McKinsey & Co.

LUNCH
12:00–1:20 pm
SESSION THREE

Getting Into Homes: Challenges and Innovations
1:20–2:10 pm

Chair: Prof. Ravi Dhar, George Rogers Clark Professor of Management and Marketing, Yale School of Management and Director, Yale Center for Customer Insights

1:20–1:45 pm
Mr. Pradeep Kashyap, CEO and Founder, MART

1:45–2:10 pm
Mr. Gopal Vittal, Executive Director, Home and Personal Care, Hindustan Unilever Ltd.

SESSION FOUR

The Race to The Bottom: Should Firms Invest in Rural and Bottom of the Pyramid Markets? (panel discussion)
2:10–3:10 pm

Moderator: Prof. Bernd Schmitt, Robert D. Calkins Professor of International Business and Director, Center on Global Brand Leadership at Columbia Business School and Executive Director, Center on Asian Consumer Insight, Nanyang Technological University, Singapore

Panelists:

Mr. Raj Jain, President, Walmart, India and MD & CEO, Bharti Walmart Pvt. Ltd.

Mr. Pradeep Kashyap, CEO and Founder, MART

Prof. Amit Mookerjee, Head of Research & Analytics, NCAER, Center for Macro Consumer Research and Professor, IIM Lucknow

Mr. Rajesh Shukla, Director, NCAER, Center for Macro Consumer Research

Mr. Gopal Vittal, Executive Director, Home and Personal Care, Hindustan Unilever Ltd.

BREAK
3:10–3:30 pm
SESSION FIVE

Will the Buyer Hit the Store? Opportunities and Challenges of Organized Retailing
3:30–4:45 pm

Chair: Prof. Debu Purohit, Bob J. White Professor of Business Administration at the Fuqua School of Business at Duke University, Chair, Duke University’s Emerging Markets Initiative, Faculty Director for India

3:30–3:55 pm
Mr. Raj Jain, President, Walmart, India and MD & CEO, Bharti Walmart Pvt. Ltd.

3:55–4:20 pm
Mr. Ajit Joshi, Managing Director and CEO, Infiniti Retail Ltd.

4:20–4:45 pm
Mr. Atulit Saxena, COO, Futurebrands, Limited

Closing Remarks
4:45–5:00 pm

Prof. Debu Purohit, Bob J. White Professor of Business Administration at the Fuqua School of Business at Duke University, Chair, Duke University’s Emerging Markets Initiative, Faculty Director for India

BREAK
5:00–7:00 pm

DINNER
7:00 pm
SESSION ONE
9:00–10:30 am

SESSION 1A: COUNTRY OF ORIGIN


Yubo Chen (University of Arizona), Shankar Ganesan (University of Arizona), Yong Liu (University of Arizona)

In this study, we examine media behavior and empirically investigate media coverage of how firms manage product-harm crises in the era of globalization. We find that some firm responsive strategies carry unambiguous positive signals to the public but other firm strategies send mixed signals to the media. For instance, when the country-of-origin of the recalling product is China, while firm apology helps to contain the negative media publicity, firm top executive involvement in fact increases the media coverage of the crises.

Untangling Searchable and Experiential Quality Responses to Counterfeits

Yi Qian (Northwestern University), Qiang Gong (Peking University), Yuxin Chen (Northwestern University)

Counterfeits have been gaining popularity in recent years. In this paper, we untangle the searchable and experiential dimensions of quality responses to entry by counterfeiters in regions that have weak intellectual property rights. One of our key theoretical predictions is that entries by counterfeiters induce incumbents to upgrade the searchable quality (e.g. appearance) of their products more and improve the experiential quality (e.g. functionality) less, as compared to entries by generic products.
Vice or Virtue? Investigation Toward the Shanzhai—A New Product Form in China

Xi Chen (China University of Political Science and Law), Zuohao Hu (Tsinghua University)

The paper attempts to investigate the phenomenon of Shanzhai products, examine the similarities and differences between shanzhai and counterfeit products. We profile potential consumers of Shanzhai, and examine predicting antecedents of consumers’ attitude and behavioral intention consequences toward Shanzhai.

Trends in Global Consumption Patterns and Role of “Neighborhood” Influence

Debabrata Talukdar (SUNY - Buffalo), Satheeshkumar Seenivasan (SUNY - Buffalo), Kamer Toker Yildiz (SUNY - Buffalo)

Using data on consumption levels for 18 product categories across 70 countries over a recent 18 year period, we undertake what we believe to be the most in-depth empirical analysis to date of the globalization induced convergence phenomenon in consumption levels across countries. We also analyze how consumption levels of consumers in a country are influenced by those of their counterparts from countries in two forms of neighborhoods: “geographic neighborhood” based on spatial proximities and “globalization neighborhood” based on socio-economic interactions among countries. We discuss the implications of our findings in general and more specifically in the context of the consumer markets in China and India.

SESSION 1B: MACRO INSIGHTS

Drivers of Success for Market Entry into China and India

Joseph Johnson (University of Miami), Gerard J. Tellis (University of Southern California)

China and India are the fastest growing major markets in the world and the most popular destinations for foreign entrants. Yet no study has examined the success or failure of these entries. Using a new definition of success and a uniquely compiled archival database, the authors analyze whether and why firms that entered China and India succeeded or failed. The most important findings are rather counter-intuitive: increases with control of entry mode and decreases with greater openness of the emerging market and firm’s size. Other findings are that success is higher with earlier entry,
and shorter cultural and economic distance between the home and host nations. Importantly, with or without control for these drivers, success in India is lower than that in China. The authors discuss the reasons for and implications of these findings.

Linkages Between Infrastructure and Consumption Pattern

Puja Agarwal (INSEAD), Paddy Padmanabhan (INSEAD), Pushan Dutt (INSEAD)

The recent financial crisis has highlighted the role of Emerging Markets as the drivers of global growth and while the conventional wisdom holds that private consumption takes off when GDP per capita crosses a certain threshold (e.g., $3500), the reality has not matched up to expectations. This presentation sheds light on the key determinants of private consumption growth for products and services across countries by going beyond the role of income, with special emphasis on role of infrastructure.

Evolving Consumer Lifestyles: Deciphering the Transforming Consumption Landscape

Ishan Bakshi (NCAER), Preeti Kakkar (NCAER)

In this paper we analyze the evolving income and expenditure dynamics at the household level. We further explore the changing age structure of the population and the corresponding changes in the distribution of income and expenditure—an aspect of the demographic dividend. Thereafter, we test the suitability of various parameters including income and asset ownership to better explain expenditure patterns. Based on this, we propose a new classification to provide additional insights into a wide gamut of issues, including household place of purchase across various product categories.

International Growth of Emerging Market Firms

Sourindra Banerjee (University of Cambridge), Jaideep Prabhu (University of Cambridge), Rajesh Chandy (London Business School)

The recent international growth of firms from emerging markets has attracted the attention of academics and managers alike. The authors argue that the CEOs of emerging market firms, especially CEOs with international education and international experience, played a key role in driving their firms’ growth in international markets.
BREAK
10:30-10:45 am

SESSION TWO
10:45 am – 12:15 pm

SESSION 2A: RETAILING

Empirical Investigation of Consumers’ Impulse Purchases from Television Home Shopping Channels: A Case of Order Cancellation Behavior

Sang Hee Bae (New York University), Sungjoon Nam (Rutgers), Sang-Hoon Kim (Seoul National University)

Due to retail channel proliferation and mega-size retail stores, marketers are putting more efforts in in-store marketing tactics to induce more impulse purchases while customers are at the stores. Using unique data which can distinguish between impulse purchases and unplanned purchases, authors empirically investigate the impact of those marketing tactics on consumers’ retrospective order canceling behavior.

Competition between Organized and Traditional Retailers in Emerging Markets: A Household Level Analysis of Store Format Choices in India

Vishal Narayan (Cornell University), Vithala R. Rao (Cornell University), K. Sudhir (Yale University)

The Indian retailing industry, which has been traditionally dominated by several million mom-and-pop stores, is witnessing increased competition from large-format organized retailers. Based on a unique panel dataset comprising of both household specific purchase behavior and store specific characteristics, we study consumers’ decisions of which store format to shop from, when faced with both organized and traditional retailers. We estimate the effects of the depth of product assortments, pricing, promotions and perceived service quality on store format choice.

Indian Consumers’ Purchase Behaviour from Non-Store Retail Formats–A Case of Direct Selling

Arpita Mukherjee (ICRIER), Divya Satija (ICRIER)

With the high GDP growth rate, rising income and growing consumerism, the retail sector in India is undergoing significant changes. Modern retail is
growing and various store and non-store retail formats have evolved. Direct selling is one such non-store retail format which has witnessed a double digit growth rate. This paper examines the shopping behaviour of the consumers of direct selling in India, identifies their key concerns and makes policy recommendations. The paper is based on a pan-India survey of over 800 high and middle income consumers.

Informal Garment Markets and Consumer Choice in an Emerging Economy

Prashant Mishra (Indian Institute of Management Calcutta), Gopal Das (Indian Institute of Technology Kharagpur)

The informal markets (markets built up by street hawkers) play a significant role in urban settings. They provide a variety of low-priced goods, generate employment. The project aims to study the interesting phenomena of informal garment markets in urban settings, which have been neglected in the past studies. Based on the empirical research of consumer choice behavior between informal and formal (government-planned) markets, this paper provides a basic understanding of the nature of informal garment markets in the Indian context. The empirical results show shoppers with higher concern about product quality, freshness, service quality, price promotion, product variety, visual appearance and window display would be likely to shop at formal markets. On the other hand, shoppers with higher concern for price, bargaining, close relation with sellers would be likely to shop at informal markets. Therefore, the formal and informal markets should be viewed as two marketplaces to serve two segments of consumer groups, rather than two markets competing for a market share.

SESSION 2B: MARKETING MIX EFFECTS

Bonuses or Commissions? An Empirical Analysis of the Impact of Incentive Schemes on Sales Productivity

Sunil Kishore (University of Minnesota), Raghunath Singh Rao (University of Texas), Om Narasimhan (University of Minnesota), George John (University of Minnesota)

Quota-based bonuses and quota-based commissions are the two most common incentive plans used by sales managers to reward salespeople. Using highly detailed data from a pharmaceutical firm with 458 sales teams for 12 quarters, we seek to uncover the differential efficacy of these two distinct plans. A unique aspect of the data is that, at one point in our data the firm
switched from a bonus plan to a commission plan, an exogenous change we use to identify the unique effects of each plan. In our specific context, we find that a commission plan increases sales force productivity by around 20% over the bonus plan but the switch from the bonus to the commission plan has heterogeneous effects across teams of differential abilities. On the other hand, we also find evidence that the bonus scheme is much better than commissions in terms of engaging sales teams in tasks that are not directly related to output but could potentially provide long-term benefits to a firm.

The Role of Social Effects in Designing Product Lines

Yakov Bart (INSEAD), Kaifu Zhang (INSEAD), V. Padmanabhan (INSEAD)

We present a game-theoretic model of product line design that incorporates consumers’ desires for exclusivity and conformity. In addition, consumers also care about social effects, influence of which relies on rational expectations on resulting distribution of consumption across product types as a function of perceived distribution of income in the population. Given this framework, we show how the firm could increase the profit from price discrimination by exploiting the resulting consumption externalities through product line design. We find that optimal quality and price points of luxury product line depend on both relative strength of the social effects and perceived inequality in population income distribution.

The Strategic Role of Exchange Programs

Preyas Desai (Duke University), Debu Purohit (Duke University), Bobby Zhou (Duke University)

Over the last several years, a relatively new form of promotion is being adopted by retailers: the exchange program. In these programs, consumers turn in an old item and get store credit or a gift card toward another purchase in the store. In this paper, we use a game theoretic framework to show the strategic role of an exchange program.

LUNCH
12:15 p.m. – 1:30 p.m.
SESSION THREE
1:30 – 3:00 p.m.

SESSION 3A: SOCIAL AND BOTTOM OF THE PYRAMID MARKETING

Are Companies Being (Un)Fair to the Bottom-of-the-Pyramid Consumer?

Reetika Gupta (Lehigh University), Deepa Chandrasekaran (Lehigh University)

Increasingly now, companies are emphasizing on bottom-of-the-pyramid (BOP) initiatives in emerging markets to expand market coverage and rejuvenate their growth. While BOP activities do have a humanitarian motive, an interesting question is whether the product decisions that companies make are beneficial to the lower income BOP consumers or not. Using the psychological contracts theory, we examine how and why the reactions to BOP initiatives are influenced by the type of product (hedonic vs. utilitarian) offered in the BOP market.

Do Sympathy Biases Affect Charitable Giving? Evidence from a Large Scale Natural Field Experiment

Subroto Roy (University of New Haven, visiting scholar at Yale University), K.Sudhir (Yale University), Mathew Cherian (Helpage India)

Prior sympathy bias studies in lab settings have investigated the kinds of sympathy appeals that work for younger age group victims to generate charity donations. Our research explains the nature of prejudice against the elderly in society and how people are willing to help the old and yet neglect them. We discuss four types of sympathy biases that have found support in the lab and share preliminary results of the first ever large scale field experiment on charity appeals to test sympathy biases for aged victims.

Motivating Pro-Social Behavior: Evidence from Field Experiments

Mario Macis (John Hopkins), Nicola Lacetera (University of Toronto), Robert Slonim (University of Sydney)

Blood shortages are frequent in many developed countries and they are much more severe in developing countries, where donations are based on an “emergency and replacement” system. We conduct field experiments in the US and Argentina in collaboration with the Red Cross and local blood banks
to assess the effectiveness of information, economic incentives, and social recognition in reducing blood shortages and, more generally, to induce more individuals to contribute to pro-social activities.

Corporate Social Responsibility and Market Value in Emerging Markets: An Event Study of the China Socially Responsible Investment Index

Peng Zou (Harbin Institute of Technology), Qi Wang (SUNY- Binghamton), Jinhong Xie (University of Florida)

While socially Responsible Investment (SRI) has become a widely accepted investment approach in developed economies, SRI is a relatively new concept in emerging markets. In recent years, there has been increasing effort in CSR disclosure and SRI initiatives in emerging markets despite of some particular challenges that the characteristics of emerging markets may present to SRI. The authors empirically examine the impact of CSR disclosure on firms’ financial value in one of the rapidly growing emerging markets --- China. The findings of this study provide empirical evidence on the capital values of firms’ goodwill programs and offer useful insights to policy makers, managers and investors in emerging markets.

SESSION 3B: SOCIO-CULTURAL AND PSYCHOLOGICAL INSIGHTS ON CONSUMER CHOICE

Pleasurable Surprises: A Cross-Cultural Study of Consumer Responses to Unexpected Incentives

Ana Valenzuela (Baruch College), Barbara Mellers (University of California, Berkeley), Judi Strebel (San Francisco State University)

Although surprising promotional incentives can have powerful effects on consumer behavior, not all consumers react the same way to the unexpected. We examine East Asians’ and Westerners’ emotional reactions to unexpected incentives. When given an unexpected gift, East Asians report less surprise and less pleasure than Westerners. However, if the unexpected gift is attributed to good luck, which is a desirable form of the unexpected, East Asians experience even greater pleasure than Westerners.
The Neglected Many: Consumers Who Intentionally Do Not Display Word-Of-Mouth Behavior

Anup Krishnamurthy (Indian Institute of Management Bangalore), Lakshman Krishnamurthi (Northwestern University), Shyam Gopinath (Northwestern University)

Word-of-mouth communication has been studied extensively. However, what has been neglected is why consumers intentionally do not generate word-of-mouth even though they may be satisfied with the product. Since word-of-mouth is a part of social interactions, we propose that an explanation for why consumers intentionally do not generate word-of-mouth can be obtained from the literature on self-promotion and public brand identification.

Role of Culture and Information Control on Information Processing in Websites

Dheeraj Kumar Pandey (Indian Institute of Management Ahmedabad), Bibek Banerjee (Indian Institute of Management Ahmedabad)

In the context of international e-commerce, cultural differences are important variables. The existing websites are localized across cultures with regards to the level of information control. We propose Perceived Cognitive Effort and Hedonic Experience of consumers as important psychometric constructs for understanding the consumers’ information processing and thereby intension to revisit the website across different cultures.

The Impact of Confucian Culture on Customer’s Brand Loyalty: Evidence from China

Jiayin Qi (Beijing University), Lei Peng (Beijing University)

Based on the commitment theory and Hofstede’s culture research, the model of brand loyalty with the introduction of the Confucian cultural was proposed. Through empirical study, the significance of influence and difference between demographic variables is validated. Based on the results of theoretical and empirical research above, the suggestions for enhancing customer’s brand loyalty are provided from culture perspective.

BREAK
3:00 p.m. – 3:15 p.m.
SESSION FOUR  
3:15 – 4:45 p.m.

SESSION 4A: GREEN MARKETING

Factors Affecting Green Consumption Behavior, for Different Product Categories: An Empirical Study

Ansh Gupta (Indian Institute of Management Lucknow), Satyabhusan Dash (Indian Institute of Management Lucknow)

The research is about finding the factors that affect the purchase of Green products in various product categories using both qualitative and quantitative research techniques. The findings of the study help green marketers to design effective strategies to increase the consumption of green products by taking care of factors that hinder purchase behavior of green products. Marketers can address specific reasons for not purchasing green products in a particular category, which will make their strategies more effective for different product categories.

India’s Emerging Green Markets: The Scope for Sustainable Consumption

Manisha Anantharaman (University of California, Berkeley)

With the growing recognition that modern consumption practices are among the primary drivers of environmental degradation, changing consumption patterns and promoting sustainable consumption has emerged as an important domain for action. As consumption patterns in an emerging economy like India begin to move towards the Western standard, an increasing interest in green consumption is also being observed among its most affluent consumers. This presentation will discuss some of these emerging trends from a social psychology and anthropological perspective, and present some results from a series of interviews conducted with green consumers and service providers in the city of Bangalore.

Green Lifestyle Adoption: Shopping without Plastic Bags

Wenbo Wang (New York University), Yuxin Chen (Northwestern University)

The authors develop a structural model of consumer lifestyle adoption. The model is estimated with a panel data of a green lifestyle adoption of urban shoppers under the plastic bag ban in China. The ban is lifestyle-changing
to the consumers because they now have to either bring own shopping bags or pay for plastic bags. This research sheds light on consumer behaviors and marketing decisions in lifestyle adoption.

Are People More Calculative or Mianzi-Oriented in Carbon-Offset Products Purchase?

Rong Chen (Tsinghua University), Longzhu Liu (Tsinghua University), Ping Zhao (Tsinghua University)

By an experiment, the authors compared the effectiveness of labeling versus calculation for prompting voluntarily carbon-offset products purchase. The underlying mechanisms were also investigated.

SESSION 4B: INDUSTRY INSIGHTS

Exploring First- vs. Third-Person Perception and Effects of Product Placement in Bollywood Cinema on Indian Consumers

Sameer Deshpande (University of Lethbridge), Michelle R. Nelson (University of Illinois), Alexandra M. Vilela (University of Wisconsin)

Since liberalization, Indian consumers have witnessed a proliferation of goods and international brands in Bollywood but studies have not investigated how they feel about these or the perceived influences of brand placements and consumption imagery. Interviews and survey with Indians aged 18-55 revealed an observed relationship between fashion in film and in real life. Perceived effects of product placements on self were found only among younger women; other respondents believed that others (“youngsters”) were affected more than they were. Gender and attitude toward product placement influenced the nature of the perceived effects.

Decoding the Entertainment Engagement Experience–Learnings from the Indian Multiplex Consumer

Pratima Sheorey (SCMHRD), Supriya Bambawale (Cinemax India Ltd), Perry Goes (UB Group)

This study has enabled us to understand the nuances and behavior patterns of choice/purchase of the Indian multiplex consumer given the diversified geography, DM process, languages and value affinity of the consumer among others. This is further made interesting because of the constant innovation
processes adopted by multiplex chains to garner loyalist customers. Among all this activity, the perceived value proposition seems to have a large impact on what the consumer thinks is ‘The Entertainment Engagement Experience’.

Chronicles of Durable Acquisition Order in India: Durable Importance, Household Acquisitiveness and Demographic Characteristics

Sy Banerjee (University of Michigan), Ruby Roy Dholakia (University of Rhode Island)

In this paper the authors examined the order in which durables are acquired by households in two years, 1996 and 2002. Though initially the durables ranged from radio to the cooking range, in 2002 a few additional durables entered the picture including the mobile phone, computer and dishwasher. The importance of food processors, fridges and washing machines became higher over the years, whereas radio and sewing machine became less important. A group of demographic variables were also used to predict the acquisitiveness scores of household scores.

CONFERENCE ENDS 4:45 p.m.
Ms. Rama Bijapurkar
Chairman NCAER, Center for Macro Consumer Research, Independent Consultant

Rama Bijapurkar is one of India’s most respected intellectuals on market strategy issues and consumerism. She is also a keen commentator on social and cultural changes. She has her own market strategy consulting practice with an impressive client list of Indian and global companies. She describes her mission as “bringing market focus to business strategy.” Rama serves as an independent director on the boards of Infosys Technologies, CRISIL, Axis Bank, Godrej Consumer Products, Give Foundation (non-profit) and Mahindra Holidays & Resorts India Ltd.

An alumna of Indian Institute of Management, Ahmedabad, Rama continues to be involved with her alma mater as a Visiting Faculty and also serves on its Board of Governors. Rama’s background is in market research and strategy consulting. She has held leadership positions with McKinsey & Company, MARG (now AC Nielsen India), and a full-time consultancy with Hindustan Lever (now Hindustan Unilever India). Her new book, We Are Like That Only - Understanding the Logic of Consumer India, (Penguin India, 2007) has been critically acclaimed and has appeared with a foreword by the late C.K. Prahalad. The international edition is titled Winning in the Indian Market - Understanding the Transformation of Consumer India, (John Wiley & Sons).

Prof. Ravi Dhar, Ph.D.
George Rogers Clark Professor of Management and Marketing, Yale School of Management, Professor of Psychology in the Department of Psychology, Yale University, Director, Center for Customer Insights

Professor Dhar is an expert in consumer behavior and branding, marketing management, and marketing strategy. He has consulted to companies in a wide variety of industries, including financial services, high tech, and luxury goods. His research involves using
psychological and economic principles to identify successful consumer and competitive strategies in the offline and online marketplace. He has been involved in pioneering work in understanding the different factors that influence consumer choice and his research has been nominated for several awards.

His work has been mentioned in *Business Week, The New York Times, The Financial Times, The Wall Street Journal, The Economist, USA Today,* and other popular media. He has been a visiting professor at HEC Graduate School of Management in Paris, Erasmus University in the Netherlands, and the Graduate School of Business, Stanford University. He has written more than 50 articles and book chapters and serves on the editorial boards of several journals, such as *Journal of Consumer Research, Journal of Marketing, Journal of Marketing Research,* and *Marketing Science.* He has led marketing seminars for senior executives in Asia, Europe, and North and South America.

**Mr. Raj Jain**  
President, Walmart India, MD & CEO, Bharti Walmart Pvt. Ltd.

Raj is President, Walmart India and Managing Director & CEO, Bharti Walmart Pvt. Ltd. Raj joined Walmart in Shanghai, China as President of Emerging Markets for Walmart International in 2006. He spearheaded Walmart’s entry into India and returned to India in 2007 to head the joint venture with Bharti. Prior to joining Walmart, Raj was Regional Head, Marketing & Supply Chain for the Asia Pacific region at Whirlpool Corporation in Shanghai. During his ten years at Whirlpool he also served as Managing Director & CEO of Whirlpool of India Ltd. Raj started his career at Unilever as a Management Trainee. His successful and distinctive career spanning over sixteen years in Unilever in India and U.K. included several key managerial positions in areas including Sales, Marketing and Supply Chain. Raj serves as a Board Member of American Chamber of Commerce & Industry (AMCHAM). Raj holds an Engineering Degree from Delhi University and an Executive MBA degree from the Kellogg School of Business. He is married and has two children. He is a keen golfer and an avid traveler.

**Mr. Ajit Joshi**  
MD & CEO, Infiniti Retail Ltd.

Ajit Joshi has been a part of the retail and hospitality industry in India and internationally for over twenty years of his career, specializing in areas of business management, operations strategy, channel development and property management. Ajit has handled a number of portfolios, such as Spotless Services, Orion Capital Pvt. Ltd., ITC Hotels Ltd. and Les Roches. He also served as Project Manager at the 2000 Sydney Olympics. Prior to joining Infiniti Retail Ltd., he held the role of Vice President, Operations At Shopper’s Stop. Ajit Joshi received his MBA from the Melbourne Business School. As an undergrad, he studied at Cornell University with a focus on Hotel Management, Les Roches-Bluches, Switzerland and Institute of Hotel Management, Mumbai. Ajit loves travelling, to new and old destinations. He considers himself a true, “foodies” and enjoys all kinds of cuisine.
Mr. Pradeep Kashyap
Founder and CEO, MART

Over a marketing career that spans 40 years and having penned the definitive, The Rural Marketing Book, for students and practitioners alike, Pradeep Kashyap is known as the father of rural marketing in India. Since he founded it in 1993, MART has emerged as India’s leading rural consultancy, advising many Fortune 500 companies including GE, Intel, John Deere and Shell. He has pioneered low cost, last mile rural distribution models like Project Shakti using village volunteers on bicycles for and with companies including Hindustan Unilever, Colgate and Heinz. Mr. Kashyap started Gramshree melas in 1989 to promote the sale of rural artisanal products in urban areas. He has been Marketing Advisor to Ministry of Rural Development and has served on Prime Minister and Chief Minister Committees on rural development. He is a World Bank and United Nations consultant. He was Chairman, KVIC National Marketing Committee and member of the NABARD and SIDBI national advisory committees. He is President, Rural Marketing Association of India. He has given talks at Cannes, University of Cambridge, International Conference of Inclusive Marketing and London Business School. He is a recipient of the 1991 Jamna Lal Bajaj Award.

Dr. Rajiv Kumar
Secretary General, FICCI

Rajiv Kumar, a well known economist, and the author of several books, took over as Secretary General of the Federation of Indian Chambers of Commerce and Industry (FICCI) in May 2011. He joined FICCI as Director General in October 2010. Prior to FICCI, he was Director & Chief Executive of the Indian Council for Research on International Economic Relations (ICRIER), one of India’s leading independent economic policy think tanks. He is a non-executive member of the Central Board of Directors of the State Bank of India; a member of the Ministry of Finance, G-20 Advisory Group; Board Member of India Brand Equity Foundation and of the United States-India the Educational Foundation (USIEF). He was a member of the National Security Advisory Board for 2006-2008. From 1987-1989, Dr Kumar taught at the Indian Institute of Foreign Trade. Subsequently, he worked for the Government of India from 1989 to 1995, first in the Bureau of Industrial Costs and Prices, Ministry of Industry and then as Economic Adviser in the Department of Economic Affairs, Ministry of Finance. In 1995, Dr. Kumar joined the Asian Development Bank in Manila and served a ten year term both in research and operational departments. In 2004, he returned to India to join the Confederation of Indian Industries, New Delhi as its Chief Economist. He has a D.Phil. in Economics from Oxford University and a Ph.D from Lucknow University. His latest book, Many Futures of India, published in April 2011 is a compilation of his columns in some of India’s leading dailies. His views on matters relating to the economy are widely sought.
Mr. B. Madhivanan
Executive Director, ICICI Prudential Life Insurance

As Executive Director at ICICI Prudential Life Insurance, Mr. Madhivanan leads the “Service Delivery Center” which includes customer service, operations, technology, marketing, product management and infrastructure. Prior to joining ICICI Prudential Life, Mr. Madhivanan was the Senior General Manager, ICICI Bank and Head Customer Service & Retail Risk division. He was also in charge of the Internet Banking division for the bank. He joined ICICI Bank in 1999, with a strong background in sales and marketing and business development across consumer business companies such as Pepsi Foods Ltd. and Goodlass Nerolac paints Ltd. Mr. Madhivanan was a part of the team that launched the ICICI Bank card product and later, he was made responsible for all aspects of the card business. Under his leadership, ICICI Bank emerged as one of the leading players in the Indian credit card market and the personal loans business. Mr. Madhivanan completed his formal education in Management from Indian Institute of Management - Calcutta, in 1992. Mr. Madhivanan is a member of advisory forums for the payment industry and IBA forums. He has also worked with RBI Committee on micro-payments.

Mr. Harsh Mariwala
President FICCI, Chairman and Managing Director, Marico Limited

Over the last three decades, Harsh Mariwala has transformed a traditional, commodity-driven business into a leading consumer products company in the beauty and wellness space. Marico markets well-known brands such as Parachute, Saffola, Kaya, Mediker, Revive, among others. Under his leadership, Marico was awarded the NDTV Profit Business Leadership Award 2009 for Best Business Leadership in the FMCG (Personal Hygiene) category and the Ernst & Young Entrepreneur of the Year Award 2009 in the manufacturing category. Individually, Mr. Mariwala has won the India Talent Management Award in 2009, the Silver Edge Award instituted by Diamond Edge Awards by Network Computing for Automation of Banking Transaction and the Red Hat Consumer Showcase Award 2010. To drive innovation, Mr. Mariwala founded the Marico Innovation Foundation in 2003. To give back to his community, he mentors emerging entrepreneurs in association with TiE’s mentor program (The Indus Entrepreneurs). Mr. Mariwala is currently the President of Federation of Indian Chambers of Commerce and Industry (FICCI). In the past, Mr. Mariwala has held several positions as FMCG Committee Chairman of FICCI and CII. Mr. Mariwala is a current member of the Young President Organization (YPO) and the World Presidents Organization (WPO).

Prof. Amit Mookerjee Ph.D.
Head of Research & Analytics, NCAER, Center for Macro Consumer Research, and Professor, IIM Lucknow

Amit is currently working as the Head of Research & Analytics at the Center for Macro Consumer Research, NCAER, New Delhi. Prior to this position, he was in the Marketing Area at Indian Institute of Management, Lucknow, as the BPCL Chair Professor. Over the years, he has worked as a practitioner experience that continues to help him better
understand the challenges of industry. Dr. Mookerjee’s research interest is in the area of consumer choice, trust and commitment. He has engaged in consulting and training in CRM and consumer insights for a wide variety of clients in industries as diverse as telecom, construction, automotive and finance. He has also undertaken projects for NORAD and FICCI in the developmental sector. He holds an MBA and Ph.D. from Udaipur University.

**Mr. Mayank Pareek**
Executive Officer, Marketing and Sales, Maruti Suzuki Limited

As head of marketing, Mr. Pareek has led major product launches, shifted perceptions of the company from small car provider to all car provider and evolved the company’s design philosophy. He has worked on many brands, including Dzire, SX4, Ritz, A-star, Estilo and the corporate brand “Maruti Suzuki India Comes Home.” In his long career at Maruti, he has been highly involved in dealer expansion, new business initiatives, penetration in semi-urban and rural cities and incremental growth among new segments like Panchayat, Wheels of India and Teachers. Mr. Pareek is CMO in World CMO Council, member of the MRUC governing body and member of the supervisory board of NCAER-Center for Macro Consumer Research. He was the chairman of SIAM Retail Group and has always been an active participant in different forums of CII and FADA.

**Prof. Debu Purohit Ph.D.**
Bob J. White Professor of Business Administration at the Fuqua School of Business at Duke University, Chair, Duke University’s Emerging Markets Initiative, Faculty Director for India

Debu Purohit has served as an Associate Dean at the Fuqua School and has been a professor at the Haas School of Business, University of California, Berkeley. He received his PhD from the Graduate School of Industrial Administration at Carnegie Mellon University. His research interests are primarily in the marketing of technology products and durable goods. His dissertation, “A Theoretical and Empirical Analysis of Product Obsolescence,” won the Best Dissertation Award given by the American Marketing Association. He has also won the John Little Award for the best paper from the Institute for Operations Research and Management Science. His research appears in journals such as *Management Science, Marketing Science, Journal of Consumer Research, and Journal of Marketing Research*. He is an Associate Editor of *Management Science* and of *Quantitative Marketing and Economics*, and is on the editorial boards of *Marketing Science, International Journal of Research in Marketing*, and *Journal of Interactive Marketing*. He has won many teaching awards including the Daimler-Chrysler Award for Innovation and Excellence in Teaching in the fulltime MBA program as well as in Duke’s Executive MBA program. He currently teaches a course on the Marketing of Innovations. He is also involved in executive education and has worked closely with companies such as ABB, Bayer, Daewoo, Ericsson, Ford, IBM, Kimberly Clark, Johns Manville, Lenovo, Microsoft, Parkson, Progress Energy, Rank, Red Hat, Siemens, and Stryker in developing marketing strategies.
Mr. Atulit Saxena  
COO, Brands, Futurebrands Limited

Atulit is the Chief Operating Officer, Brands of Futurebrands Ltd. Futurebrands is India’s first brand IPR Company that manages brands as intangible assets and offers consumer insights, brand consulting, India Entry advisory, brand licensing and brand partnerships services. At Futurebrands, Atulit’s mandate is to develop the Brand Licensing and Brand Partnerships practices. Within the Brand Licensing practice, he leads the team to develop new private brands across fashion, FMCG, and consumer electronics & durables and evolve them into national brands. The Brand Partnerships practice is Futurebrand’s tribute to Indian entrepreneurial energy. Through this practice, Atulit leads his team to completely manage partner company’s brands and change their leagues. With an MBA from University of Rajasthan, Jaipur, Mr. Saxena has over 23 years of experience in advertising & marketing, spanning strategic account planning, brand management and business operations. His areas of interest and research are applied cultural anthropology, consumer marketing and teaching. Atulit has given lectures at franchising & brand licensing conferences, FICCI seminars, universities, and management schools in India.

Prof. Bernd Schmitt, Ph.D.
Robert D. Calkins Professor of International Business and Faculty Director of the Center on Global Brand Leadership at Columbia Business School in New York and Executive Director, Center on Asian Consumer Insight, Nanyang Technological University, Singapore

Professor Schmitt is currently a Nanyang Visiting Professor at Nanyang Technological University in Singapore, where he directs the Institute on Asian Consumer Insight. Widely recognized for his major contributions to customer experience, Schmitt has authored or co-authored more than 50 articles in marketing and psychology journals and six books including Experiential Marketing, Customer Experience Management and Big Think Strategy. His academic articles have appeared in the Journal of Consumer Research, Journal of Marketing, Journal of Marketing Research, Journal of Consumer Psychology, Journal of Personality and Social Psychology and many others. Schmitt has consulted for clients in consumer package goods, automobile, electronics, software, financial services, pharmaceuticals, beauty, hospitality and media industries. His clients have included American Express, Audi, Dupont, Eli Lilly, Ericsson, Estee Lauder, Henkel, Hewlett-Packard, Hilton Hotels, Intel, LVMH, McKinsey & Co., Microsoft, Motorola, Philip Morris, Pfizer, Procter and Gamble, Samsung, SAP, Siemens, Sony, Telefonica, Unilever, Vodafone and Volkswagen. He is a frequent keynote speaker at conferences and has been profiled on CNN’s “Business Unusual” show. He has appeared on BBC, CNBC, CNBC-Asia, CNN, NHK and the Daily Show with Jon Stewart. He has contributed articles on business issues to the New York Times, the Asian Wall Street Journal, and the Financial Times.
Dr. Rajesh Shukla
Director, NCAER, Center for Macro Consumer Research

Rajesh Shukla has been involved for over 18 years in primary and secondary data based socio-economic studies and has executed over 30 national level studies covering a range of topics such as household income, expenditure and saving; Income Distribution and Inequality; Financial Inclusion; Tourism; Science and Technology; Public Understanding of Science; Indian Youth; and Energy. He has authored 11 books, more than 30 national research reports, a number of research papers and popular articles. Some of his distinctive publications include first India Science Report (NCAER, 2004-05, released by Prime Minister Dr. Manmohan Singh), Domestic Tourism Survey (Ministry of Tourism and Culture, Government of India, 2002-03), The Great Indian Middle Class (NCAER and Business Standard, 2004), The Great Indian Market (NCAER and Business Standard, 2004), How India Earns, Spends and Saves: Results from MNYL and NCAER Indian Financial Protection Survey (NCAER and MNYL, 2007, released by Deputy Chairman Sri Montek Singh Ahluwalia); The Next Urban Frontier: Twenty Cities to Watch (NCAER and FCH, 2008, released by Mr. Nandan Nilekani), How India Earns, Spends and Saves: Unmasking the Real India (Sage, 2010); Caste in Different Mould (Business Standard, 2010) and India Youth: Demographics and Readership (National Book Trust and NCAER, 2010). He has worked as technical advisor to several institutions such as UN, WTO, Spain; McKinsey Global Institute, Washington; Government of Sultanate of Oman; Asian Development Bank, Manila and Yale Center for Consumer Insight. He has been engaged in compiling, integrating and analyzing GESIS longitudinal datasets of European Countries. He is part of the collaborative research on ‘Construction of Global Indicators of Science and Technology’ at the London School of Economics since 2002.

Prof. K. Sudhir, Ph.D.
James L. Frank Professor of Private Enterprise and Management, Yale School of Management and Director, Yale China India Consumer Insights Program

Professor K. Sudhir is Professor of Marketing and Director of the Yale China India Consumer Insights (CICI) Program. Professor Sudhir’s research focuses on gaining market insights by analyzing consumer and firm actions through econometric modeling. As director of the China India Consumer Insights Program, he also specializes in research on consumers in emerging markets. He has consulted for Fortune 500 US firms and Indian firms across many industries such as technology, financial services, entertainment, and retailing, specializing in analyzing their internal data to obtain actionable managerial insights. Professor Sudhir’s research has been honored with numerous best paper awards across all major quantitative marketing journals. Two of his papers have been voted thrice to be among the top 10 papers with most long-term impact published in Marketing Science. He serves as an Associate Editor at Marketing Science, Management Science and Quantitative Marketing and Economics and on the editorial boards of Journal of Marketing Research and Journal of Marketing.
**Prof. Gerard J. Tellis, Ph.D.**

Professor of Marketing, Management, and Organization, Neely Chair of American Enterprise, and Director of the Center for Global Innovation, at the USC Marshall School of Business

Prof. Tellis specializes in the areas of innovation, advertising, global strategy, market entry, new product growth, promotion, and pricing. He has published over 100 articles and 4 books, which have won over 20 awards, including four of the most prestigious in Marketing: the Frank M. Bass, William F. Odell, Harold D. Maynard (twice), and Fellow of INFORMS Society of Marketing Science. He is an Associate Editor for *Marketing Science* and *Journal of Marketing Research* and has been on the editorial review boards of the *Journal of Marketing Research, Journal of Marketing* and *Marketing Science* for several years. Prof. Tellis is Distinguished Visitor of Marketing Research, Erasmus University, Rotterdam and has been Visiting Chair of Marketing, Strategy, and Innovation at the Judge Business School, Cambridge University, UK.

**Mr. Gopal Vittal**

Executive Director, Home and Personal Care, Hindustan Unilever Ltd.

Gopal has a Bachelors in Commerce followed by an MBA from Indian Institute of Management, Kolkata. He has 21 years experience across sales, marketing and general management in a range of categories including skin cleansing, laundry, skin care, personal care and telecom. His experience spans markets such as India, Thailand, Indonesia, Vietnam and China. Gopal currently leads the $3 billion Home and Personal Care business for Hindustan Unilever and is a member of the board of HUL. He has served in this role since September 2008. Prior to this, Gopal worked as Director for Marketing, Communication and Distribution strategy for Bharti Airtel for a period of two years.

**Ms. Ireena Vittal**

Partner, McKinsey and Co.

Ireena is a partner with McKinsey & Co. and works in two areas: consumer (FMCG, retail, media) and economic development (urbanisation and agriculture). She has studied consumer behavior across emerging markets for the last ten years. Her journey with consumers started over 20 years ago when she worked with Nestle and Hutchison Max Telecom (now Vodafone).

**Mr. Rajeev Weimin Yao**

Senior Vice President, Huawei India

Mr. Rajeev Weimin Yao is currently vice president for corporate affairs at Huawei India and was formerly executive president of Huawei Corporation University for Huawei Technologies, a leading global telecom solution provider. Mr. Yao has over twenty-five years of professional and management experience in the public and private sectors, local
and multinational businesses, and corporate and start-up settings in China, Asia and the U.S.A., in the fields of education & research, international business, and general business management. Prior to joining Huawei, Mr. Yao served as senior consultant to Microsoft Research Asia and other multinational companies, CEO of ChinaHR.com, COO of MeetChina.com, managing director of Motorola University-China and assistant professor at Nanjing University, China. Mr. Yao was educated at Nanjing University, M.I.T and the University of Cambridge.