

Karan Girotra

Cornell Tech,
2 West Loop Rd.
10044

karan@girotra.com
girotra.com
@GirotraK

Academic Employment

INSEAD

Paul Dubrulle Chaired Professor of Sustainable Development, INSEAD, 2014-
On leave 2017-18

Associate Professor of Technology & Operations Management (with tenure), INSEAD, 2014-

Assistant Professor of Technology & Operations Management, INSEAD, 2007-2014

Cornell Tech

Visiting Professor of Operations, Technology and Information Management, Cornell Tech and The S.C. Johnson College of Business, Cornell University, 2017-

Education

PhD, Managerial Sciences and Applied Economics, Wharton, Univ. of Pennsylvania, 2007

A.M., Managerial Sciences and Applied Economics, Wharton, Univ. of Pennsylvania, 2007

B. Tech. in Mechanical Engineering, Indian Institute of Technology, Delhi, 2002

Research Interests

Smart Transportation, Urban Living, Environmental Sustainability

Marketplaces, Operations Management

Business Model Innovation, Startup Science, New Venture Management, Ideation

Books

- [1] Girotra K. and S. Netessine, "The Risk Driven Business Model: Four Questions that will Define your Company," *Harvard Business Review Press, 2014.*

Silver Medalist, Axiom Best Business Books of 2014.

Russian Ed.: Оптимальная бизнес-модель. Четыре инструмента управления рисками, Alpina Publishing, 2014

Portuguese: Gestão de Riscos Nos Modelos de Negócio: Quatro Perguntas Que Definem Seu Negócio, Elsevier, 2014

Mandarin: 风险驱动型商业模式 / (法)吉洛特拉, (新加坡)奈特西 著; 宁钟译. —北京:电子工业出版社, 2016.4

Korean Ed.: 비즈니스 모델의 절대강자 세계 최고의 경영대학원 인시아드 연구보고서 카란 지로트라, 세르게이 네티신 지음 | 김은지 옮김 | 전략시티 | 2016년 12월 01일 출간, 2017

Articles in Refereed Journals

- [2] Pennetier C., K. Girotra and J. Mihm, "R&D Spending: Dynamic or Persistent?" Forthcoming at *M&SOM*, 2018.
- [3] Marinesi S., K. Girotra and S. Netessine, "Operational Advantages and Optimal Design of Threshold Discounting Offers," Forthcoming at *Management Science*, 2017.
1st Prize, POMS student Paper Competition (Marinesi S.)
Results covered by INSEAD knowledge and prominent e-commerce blogs
- [4] Tang W. and K. Girotra, "Using Advance Purchase Discounts," *POMS*, 26(8), 2017, 1553–1567.
1st Prize, POMS Student Paper Competition, 2010 (Tang W.)
- [5] Belavina E., K. Girotra and A. Kabra, "Online Grocery Retail: Revenue Models and Environmental Impact", *Management Science*, 63:6, June 2017, pp. 1781-1799.
Results covered by Capital Ideas, INSEAD Knowledge, On Earth Magazine and sustainability related blogs.
- [6] Avci B., K. Girotra and S. Netessine, "Electric Vehicles with a Switching Station: Adoption and Environmental Impact," *Management Science*, 61:4, April 2015, pp. 772-794.
Finalist, MSOM Student Paper Competition (Avci B.)
2nd Prize, POMS Student Paper Competition (Avci B.)
Results covered by many sustainability related blogs.
- [7] Jain N., K. Girotra and S. Netessine, "Managing Global Sourcing: Inventory Performance," *Management Science*, 60:5, May 2014, pp.1202-1222.
Finalist, MSOM Student Paper Competition (Jain N.)
1st Prize, POMS Student Paper Competition (Jain N.)
- [8] Girotra K. and S. Netessine, "Business Model Innovation for Sustainability," *M&SOM*, 15:4, 2013, pp.537-544.
- [9] Belavina E. and K. Girotra, "The Relational Advantages of Intermediation," *Management Science*, 58:9, September 2012, pp. 1614-1631.
3rd Prize, JFIG, Best Paper Competition
- [10] Girotra K., C. Terwiesch and K. T. Ulrich, "Idea Generation and the Quality of the Best Idea," *Management Science*, 56:4, April 2010, pp. 591-605.
Selected as the lead article
Related Article in MIT Sloan Management Review, Summer, 2008
Results discussed in the Financial Times, BusinessWeek and over 25 other mentions in the popular press and on high-traffic blogs
- [11] Girotra K., C. Terwiesch and K. T. Ulrich, "Valuing R&D Projects in a Portfolio: Evidence from the Pharmaceutical Industry," *Management Science*, 53:9, September 2007, pp. 1452-1466.
Finalist, Student paper competition, Annual meeting of the Eastern Finance Association, 2006
- [12] Anand K. S. and K. Girotra, "The Strategic Perils of Delayed Differentiation," *Management Science*, 53:5, May 2007, pp. 697-712.
Selected as the lead article

Articles in Practitioner-Oriented Journals

- [13] Girotra K. and S. Netessine, "Four Paths to Business Model Innovation," July-August 2014, *Harvard Business Review*.

Article reprinted in Harvard Business Review China, Harvard Business Review France, Harvard Business Review Korean, Harvard Business Review Brazil, and Harvard Business Review Russia.

- [14] Girotra K. and S. Netessine, "How to build Risk into your Business Model," May 2011, *Harvard Business Review*.

Article reprinted in Harvard Business Review Russia

Excerpts in INSEAD Knowledge, most widely read article in the issue, reprinted in many leading newspapers incl. Economic Times (India), Business Times (Singapore), etc.

Articles under Revision/Review

- [15] Momot R., E. Belavina and K. Girotra, "The Use and Value of Social Network Information in Selective Selling," Minor revision invited at *Management Science*, 2017.

- [16] Kabra A., E. Belavina and K. Girotra, "Bike Share Systems: Accessibility and Availability," Under third review at *Management Science*, 2018.

1st Prize, MSOM Student Paper Competition, 2015 (A. Kabra)

3rd Prize, Service Science Student Paper Competition (A. Kabra)

Runner-up POMS College of Sustainability Best Student Paper Award, (A. Kabra)

Results covered by Capital Ideas and in many high-traffic urbanism related blogs

- [17] Zheng F., P. He, E. Belavina and K. Girotra, "Customer Preference and Station Network Design for the London Bike Share System," Under review at *Management Science*, 2018.

- [18] Jain N., K. Girotra and S. Netessine, "Recovering from Disruptions: The Role of Sourcing Strategy," Resubmission invited at *M&SOM*, 2016.

- [19] Marinesi S. and K. Girotra, "Information Acquisition through Customer Voting Systems," Revision invited at *M&SOM*, 2014. [Dormant]

Working Papers

- [20] Kabra A., E. Belavina and K. Girotra, "Designing Promotions to Scale Marketplaces," 2017.

- [21] Marinesi S. and K. Girotra, "Kick-start through Kickstarter or Go for Indiegogo? Design of Crowdfunding Systems," 2016.

- [22] Stouras K., K. Girotra and S. Netessine, "First Ranked First to Serve: A Tournament Approach to Call Centers," 2015.

- [23] Girotra K. and K. T. Ulrich, "Empirical Evidence for the Role of the Domain Name Itself in Website Performance", 2011. [Dormant]

Results discussed in many high traffic blogs.

- [24] Girotra K. and C. Lee, "Optimal Choice of Drug Development Projects," 2009. [Dormant]

Ongoing Projects

- [25] Moon K., E Belavina and K. Girotra, "Managing Flexibility and Relationships in Online Marketplaces", 2018.

- [26] Yao D., K. Girotra and N. Jain, "Purchase Uncertainty and Product Return Behavior," 2018.

- [27] Pennetier C., K. Girotra and S. Netessine, "Startups as a Process: Increase Your Chances of Success via a Just-In-Time Approach," 2017.
- [28] Arora K., F. Zheng and K. Girotra, "Estimating Customer Preferences for Pooled V/s On-Demand Transportation," 2017.
- [29] Jain N., K. Girotra and A. Musalem, "The Impact of Fast and Reliable Delivery in Online Apparel Retail," 2017.

Other Articles

- [30] Girotra K. and W. Tang, "Strategic Behavior in Supply Chains: Information Acquisition," in C. Tang and S. Netessine, editors, *Consumer Driven Demand and Operations Management Models*, volume 131, chapter 18, pages 459–477, Springer, 2009.
- [31] Kumar A., G. Batra, K. Girotra and S. Juneja, "Demand Estimation for Delhi Transport Corporation," *Proceedings of National Conference on Transportation Systems*. pp 733-744, 2002, Phoenix Publishing House, New Delhi.

Pedagogical Material Developed

Courses

- [32] Interactive Online Course on Business Model Innovation (8 weeks) (joint with Serguei Netessine, Online Executive Education)
 - Course based on our book, *The Risk Driven Business Model*, HBP, 2014.
 - Double Gold Medal, Brandon Hall Excellence in Learning Awards, 2015; Double Gold, Sales Enablement. 2016
 - Finalist, Chief Learning Officer Award for excellence in content, 2015
 - Customized for Microsoft and Accenture
- [33] Week-long boot-camp on the Science and Practice of Startups (EMBA/Company Specific Programs), 2014.
 - Twice Runner-up, Best Key Management Challenge (Elective) in the INSEAD EMBA program.
- [34] 16 Session Workshop-course on Identifying New Business Opportunities (MBA/EMBA), 2011.
 - All teaching materials available at www.ideatournaments.com, Also available as a 3-5 day executive education program.
 - Five times Runner-up, Best Key Management Challenge (Elective) in the INSEAD EMBA program.
 - Course adopted by other faculty at INSEAD and the MBA and EMBA programs at London Business School, Georgetown, Georgia Tech.
- [35] 12 Session MBA Core class on Operations Management, Business Model Analysis and Innovation, 2008 (jointly with S. Netessine)
 - Course based on our book, *The Risk Driven Business Model*, HBP, 2014.
 - Twice voted as best course in MBA program.
 - Course adopted by other faculty teaching the class at INSEAD. Adopted (in part or full) at Columbia Business School, Booth School @ Chicago, Kenan-Flagler @ UNC, Olin @ Wash U St. Louis, McDonough @ Georgetown, David Eccles @ Univ. of Utah, and HEC, France.

Tools for Experiential Learning, Exercises

- [36] "The Amazing Race: Silicon Valley", A Scavenger-hunt style game/simulation to expose participants to business opportunities in new regions, 2014

- [37] Darwinator.com, A free online tool to run Tournaments (joint with K. T. Ulrich and C. Terwiesch).
Used in executive programs, MBA and undergraduate classes, and corporate events at Microsoft, Accenture, Harvard Business School, MIT, LBS, Georgetown, GeorgiaTech, UNC, SDSU, U Maryland, PayPal, Reebok, etc. Premium version licensed by multiple large corporations
- [38] Girotra, K., C. Terwiesch, K. T. Ulrich, "Pharmanopoly," A board game to illustrate basic principles of managing the drug development pipeline.
Used in executive education programs at Wharton and INSEAD
Licensed by Merck & Co. for extensive internal use

Cases

- [39] "LiveOps: The Contact Centre Reinvented.", INSEAD Case (joint with Serguei Netessine), 2016.
- [40] "Performance based Logistics at Rolls Royce", INSEAD Case (joint with Serguei Netessine), 2015.
- [41] "Diapers.com", INSEAD Case (joint with Serguei Netessine), In Progress, 2014.
- [42] "The Electric Vehicle Renaissance: Better Place Inc.", INSEAD Case (joint with Serguei Netessine), 2011
- [43] "Hypios, Inc." INSEAD-Wharton Teaching Case, 2010 (joint with C. Terwiesch)
- [44] "From Blockbuster to Video on Demand: The Video Rental Industry", INSEAD Case (joint with Serguei Netessine), 2010
- [45] Girotra, K., C. Terwiesch, K. T. Ulrich, "New Drug Development at Merck & Co.," Case Study, The Wharton School, November 2004.

Student Advising

PhD: Elena Belavina, 2012 (Committee Chair, Assistant Professor, Booth School, U. of Chicago)
Simoné Marinesi, 2014 (Committee Chair, Assistant Professor, Wharton School, U of Penn.)
Nitish Jain, 2014 (Committee Co-chair, Assistant Professor, London Business School)
Buket Avci, 2014 (Committee Co-Chair, Assistant Professor, Singapore Management Univ.)
Konstantinos Stouras, 2016 (Committee Co-chair, Post-Doc, Darden, University of Virginia)
Ashish Kabra, 2017 (Committee Co-Chair, Assistant Professor, University of Maryland)
Christophe Pennetier, 2018 (Committee Co-chair)
Ruslan Momot, 2018 (Committee Co-Chair)
Ekaterina Astashkina, 2018 (Committee Member)

MBA: 90+ independent study projects supervised for INSEAD MBAs and EMBA's.

Awards

Career

Wickham Skinner Early Career Research Award, 2014

Poets and Quants, 40 under 40 Outstanding MBA professors, 2016

Research

Advisor to 1st Prize Winner, MSOM Student Paper award, 2015 (joint with E. Belavina)

Silver Medal, Axiom Best Business Book Award, 2014

Advisor to Finalist, MSOM Student Paper award, 2013 (joint with S. Netessine)

Advisor to Finalist, MSOM Student Paper award, 2012 (joint with S. Netessine)

Junior Faculty Interest Group, Best Paper Award, 3rd Place, 2011 (joint with E. Belavina)

Classroom Teaching

Best Professor in the MBA Program, INSEAD; Winner: 2014, 2013; Runner-up: 2015

Best Professor in the Executive MBA Program, INSEAD; Runner-up: 2015(SPS), 2015 (INBO), 2014, 2013, 2012

Dean's Award for excellence in Teaching, MBA Program, 2016, 2015, 2014, 2013, 2012, 2011, 2010, 2009

Online Teaching

Gold Medal for Sales Enablement, Brandon Hall Excellence in Learning Awards, 2016 (Microsoft MOOC)

Gold Medal, Brandon Hall Excellence in Learning Awards, 2015 (Microsoft MOOC)

Finalist, Chief Learning Officers Award for excellence in content, 2015 (Microsoft MOOC)

Service

Distinguished Service Award, Management Science, 2013, 2010

Meritorious Service Award, Management Science, 2012, 2011

Meritorious Service Award, M&SOM, 2013, 2012, 2011, 2010

Student

OPIM Outstanding Scholar Award, 2005, 2003 (The award recognizes excellence in research and teaching, among PhD students at the OPIM Department, Wharton School)

Wharton Doctoral Fellowship, 2002-2006

Students Undergraduate Research Award, Indian Institute of Technology, 2000

Finalist, Indian National Math Olympiad, 1997-98

National Talent Scholarship, Government of India, 1996-2002

Teaching

Customized Corporate Massive Online Course on Business Model Innovation (8 weeks)

Recent Clients: Microsoft Corporation (global sales force, 5K participants), Accenture (Mid-career Consultants, ~3K participants)

Module on Disruption for INSEAD Advanced Management Program

Flagship INSEAD open enrollment program for C-level Executives

Evaluations: 2012/13: 4.6, 4.4, 4.0, 3.8

Executive Modules on Business Model Audit, Evaluation and Innovation (1-3 days)

Recent Clients: Oliver Wyman (Global), ABB (US, EMEA, Asia), Johnson and Johnson (EMEA), Sonepar (France, US), International Flavors & Fragrances (US), Business Kolding (Denmark), DNV (Norway), Alfa Telecom (Lebanon), Yapi-Kredi (Turkey), Wargaming (Belarus), Bayer Pharma (EMEA), Gazprom Trading (Russia/UK), Univ. Adolfo Ibanez (Chile), Govt. of UAE (Abu Dhabi)

Executive Modules on Identifying New Business Opportunities (1-3 days)

Recent Clients: PingAn Bank (China), Johnson and Johnson (EMEA), Alfa Telecom (Lebanon), ABB (US, EMEA, Asia), Yapi-Kredi (Turkey), Wargaming (Belarus), Bayer Pharma (EMEA), Gazprom Trading (Russia/UK), Metinvest (Ukraine), Univ. Adolfo Ibanez (Chile), Govt. of UAE (Abu Dhabi), Lundbeck Pharmaceuticals (Denmark)

Design and Direction of Customized Programs on Innovation

Recent Clients: Alfa Orascom, ABB

EMBA elective on Science and Practice of Startups (1 week)

Evaluations: 2016: 4.8
2015: 4.8 (1-5 Scale, N=~50 for each evaluation)

EMBA elective on Identifying New Business Opportunities (3.5 days)

Evaluations: 2016: 4.8
2015: 4.8
2014: 4.7
2013: 4.9, 4.9
2012: 4.7
2011: 4.5 (1-5 Scale, N=~50 for each evaluation)

MBA elective on Identifying New Business Opportunities (16/8 sessions)

Evaluations: 2016: 4.7, 4.6, 4.6, 4.5
2015: 4.5, 4.4, 4.6, 4.6, 4.7
2014: 4.6, 4.7, 4.8, 4.6, 4.6, 4.6
2013: 4.7, 4.7, 4.8, 4.6
2012: 4.5, 4.4
2011: 4.6, 4.4
2009: 4.6 (1-5 Scale, N=~50 for each evaluation)

MBA Core Course on Operations (12 sessions)

Evaluations: 2014: 4.8, 4.6, 4.6, 4.6, 4.5, 4.7, 4.4, 4.7
2012: 4.9, 4.9, 4.8, 4.7
2011: 4.6, 4.5, 4.4, 4.3
2010: 4.5, 4.5, 4.1, 4.3, 4.1, 3.7
2009: 4.7, 4.6, 4.5, 4.4, 4.6, 4.5
2008: 4.6, 4.7, 2.7, 3.0 (1-5 Scale, N=~75 for each evaluation)

PHD course on Supply Chain Management

Service to Academic Community

Associate Editor, Revenue Management and Market Analytics department, Management Science, 2018-

Associate Editor, Operations Management department, *Management Science*, 2014-

Associate Editor, *M&SOM Journal*, 2016-

Senior Editor at *Production and Operations Management*, 2013-

Judge, Public Sector Operations Research Paper Competition, 2017

Judge, Best Published Paper Award, INFORMS TIMS Section, 2017

MSOM, Student Paper Competition, Co-Chair, 2015

Guest Associate Editor for *Management Science*, 2011-2014

Ad-hoc Referee for Journals: *Management Science*, *Operations Research*, *Production and Operations Management*, *Manufacturing and Service Operations Management*, *IIE Transactions*, *Naval Research Logistics*

Ad-hoc reviewer for Grant Agencies: The Netherlands Organisation for Scientific Research (NWO), Social Sciences and Humanities Research Council of Canada (SSHRC).

Conference Chair, Production Innovation and Technology Management College Mini-conference, 2013

Conference Co-Chair, Supply Chain Special Interest Group Conference of M&SOM Society, 2013

Conference Organizer, LBS conference on Innovations in Operations, 2009, 2010, 2011, 2013, 2014

Program Committee, POMS annual conference 2010 (Track chair for Empirical Operations Management)

Member, POMS Education Committee 2008-2009

Service to School

Cornell Tech

Cornell Tech MBA Program Committee, 2017-18

INSEAD

Teaching Mentor for Ville Satopää, 2016-17

Keynote Speaker, INSEAD Dutch Alumni Association, 2015
Program Director, Silicon Valley Module of the EMBA Program, San Francisco 2016, 2015, 2014.
Organized school-wide Risk Assessment, Business Model Audit, and Innovation Exercise, 2015
Keynote Speaker, INSEAD Global Business Leaders Conference, Abu Dhabi, 2014
Teaching Mentor for Florin Dragos Ciocan and Andre du Pin Calmon, 2014-17
Keynote Speaker, INSEAD German Alumni Association Annual Meeting, Stuttgart, 2013
Keynote Speaker, INSEAD Best of Management at World Knowledge Forum, Seoul, Korea, 2012
Lunch Speaker, INSEAD Washington DC Alumni Association, Washington DC, 2012
Committee member, School Committee on Quality of Life Issues, 2011
Master Classes for the INSEAD MBA Program, 2009, 2010
Department Seminar Coordinator, INSEAD, 2010-2013
Mentor for Sameer Hasija, 2008

Research Grants

INSEAD Research Grant on Bike-Share Systems (€ 15,000) (joint with E. Belavina)
INSEAD Research Grant on Business Model Innovation (SGD 21,000) (joint with S. Netessine)
INSEAD Development Grant on Business Model Innovation (SGD 55,000) (joint with S. Netessine)
INSEAD Research Grant on Global Supply Chains (€26,000) (joint with S. Netessine)
INSEAD Research Grant on Global Sourcing (€4,000)
Merck & Co., New Drug Development 2004-2005 (\$60,000) (joint with Christian Terwiesch and Karl T. Ulrich)
Wharton-NSF, Grant on Supply Chain Collaboration, 2004 (\$9,000)
Costume Gallery Inc., Demand forecasting 2004-2005 (\$15,000)

Professional Affiliations

American Economic Association, Econometric Society, INFORMS, Production and Operations Management Society

Non-Academic Positions

Board Member: Beauty Bureau, (2013-15); eYamakan (2012-14).
Co-Founder, OpinionStar Inc. (a revolutionary approach to online recommendations, venture formed with students from MBA elective class on problem solving), 5/05-12/05
Co-Founder, TerraPass Inc., (provider of environmental impact remediation services with over 3000 customers, and US\$3MM in annual sales, venture formed with students from MBA elective class on problem solving), 8/04-7/05

Researcher, Mechatronic Systems, ABB Corporate Research Center, Heidelberg, Germany, 4/01-9/01

Research Associate, E-commerce and Auctions, IBM India Research Labs, Delhi, India, 4/00-7/02

Selected Academic Talks

- 2017: The Wharton School, University of Pennsylvania
- 2016: Cornell Tech, New York.
Johnson School, Cornell, Ithaca
- 2015: Scheller School, Georgia Tech
Marketplace Innovation Workshop, Columbia Business School
Multiple talks at annual professional meetings (Informs and MSOM)
- 2014: Tepper School, Carnegie Mellon University
Wharton Empirical OM Workshop
Multiple talks at annual professional meetings (Informs and MSOM)
- 2013: Johnson School, Cornell University
Carlson School of Management, University of Minnesota
Harvard Business School, Harvard University
Multiple talks at annual professional meetings (7 at Informs, 5 at MSOM)
- 2012: Multiple talks at annual professional meetings (9 at Informs, 5 at MSOM)
- 2011: Wharton Empirical OM Workshop
Supply Chain SIG, Ann Arbor, University of Michigan
Judge School of Business, Cambridge University
London Business School, OM group
Kenan-Flagler School, University of North Carolina (Global Supply Chain workshop)
Fuqua School of Business, Duke University
Multiple talks at Annual Professional meetings (9 at Informs, 4 at MSOM)
- 2010: Kellogg School of Business, Northwestern University (OM Workshop)
Wharton School of Business, University of PA (Empirical OM workshop)
Haas School of Business, University of California, Berkeley
Multiple talks at Annual Professional meetings (7 at Informs, 3 at MSOM)
- <2010: Harvard Business School, Harvard University
TOM Seminar Series, INSEAD, France
Sloan School of Management, MIT

Graduate School of Business, Stanford University
Wharton-Lehigh-NSF Consortium, Philadelphia, PA
Wharton Applied Economics Workshop, Philadelphia, PA.
TOM Seminar Series, INSEAD, France
Multiple talks every year at Annual Professional Meetings (Informs, MSOM, POMS)

Selected Industry Keynote Speeches

2016: Zurich Insurance
2015: Flipkart, Abbott Pharmaceuticals, Biocon Pharmaceuticals, Landmark Retail, Jabong, Genpact, Conexsys, Government of India.
2014: German Cardiac Surgeons Association, Italian Cardiac Surgeons Association, Medtronic, INSEAD Global Business Leaders Conference 2014
<2014: Executive Roundtable at Business Kolding, World Knowledge Forum 2012

In the Media

TV

Squawk Alley CNBC, 14 August 2014: Comments on New Business Models and News of the day
First Business 11 July 2014, New Business Models and Disruption, Business News
First Business 5 May 2014, Alibaba IPO, Business News

Selected Columns, Editorials and Interviews

INSEAD Knowledge, 8 Aug, 2017, "Designing Deals to Improve Demand Forecasts", Article
Insead Knowledge, 7 July 2017, "Unpacking the Amazon-Whole Foods Deal", Opinion Article
Insead Knowledge, 24 March 2017, "Rethinking Resilience in Global Supply Chains", Opinion Article
Forbes Magazine, 26 December 2016, "Geolocation is changing the Retail Business Model Again", Opinion Article
Al Eqtisadiyah, 3 January 2017, "E-commerce and the Future of Brands", Opinion Article
Insead Knowledge, 2 August 2016, "Welcome to the Social Media Shopping Mall", Opinion Article
Insead Knowledge, 14 January 2016, "How Bike Sharing Could Become Mainstream", Opinion Article
Economic Times (India), 20 March 2015, "Organizations Need to do a Business Model Audit Every Year" Interview
American Management Association, 3 December 2014, Webcast and Online Discussion
Risk Management, November 2014, "Reinventing Business Models through Risk Management", Column
Business Standard (India), November 2014, "Placing the Right Bets", Book Excerpt
The Business Times (Singapore), 16 October 2014, Invention and Innovation, Editorial
Biz Daily, 26 September 2014, "Interview with Karan Girotra and Serguei Netessine"
Harvard Business Review, 16 September 2014, "A Simple Framework for Business Model Innovation", Video Interview
EBSCO Webcast, 15 September 2014, Video Interview.

Lianhe Zaobao (China) 20 August 2014, 商业模式创新推动世界发展, Editorial on Business Models

Mint India, 11 August 2014, "Four Ws to Outsmart Risk", Q&A with Karan Girotra

Harvard Business Review, 7 August 2014, "Is Apple Looing its Creative Mojo?" Digital Article

Big Think, 29 July 2014, "How Uber Disrupted an Industry", Interview with Karan Girotra

Chicago Tribune, 23 July 2014, "The simple questions behind business-model innovation" Interview

South China Morning Post, 5 July 2014, "Innovation Must extend to Business Models" Editorial

Business Mirror, 29 June 2014, "How Xiaomi beats Apple at Product launches"

Harvard Business Review, 17 June 2014, "Tesla Goes Big not Home" Digital Article

Harvard Business Review, 10 June 2014, "What Uber should do with the Money" Digital Article

Harvard Business Review, 2 June 2014, "How Xiaomi Beats Apple at Product Launches" Digital Article

Bloomberg, 10 June 2014, "What Uber should do with the Money"

Bloomberg, 21 May 2014, "A Business Model for Bangladesh"

Harvard Business Review, 21 March 2014, "The Fight Over Tesla Shows How Little Value Dealerships Add" Digital Article

The Hindu, 5 March 2014, "What's Facebook up to"

Harvard Business Review, 20 February 2014, "Is Facebook Paying Too Much for WhatsApp?" Digital Article

Harvard Business Review, 26 December 2013, "Can Groupon Save Its Business Model?" Digital Article

Harvard Business Review, 15 November 2013, "Amazon Constantly Audits its Business Model" Digital Article

Today Business, 3 Nov 2013, "Busting Innovation Myths" Column

Jakarta Post, 9 Nov 2013, "Busting Innovation Myths". Column

Harvard Business Review, 27 September 2013, "Why Large Companies Struggle with Business Model Innovation" Digital Article

Fortune, 4 September 2013, "Four biggest Innovation Myths Debunked" Column

Bloomberg, 2 Jul 2013, "At last a new business model for Tesla", Column

Harvard Business Review, 2 Jul 2013, "At last a new business model for Tesla" Digital Article

Harvard Business Review, 21 May 2013, "A Business Model for Bangladesh" Digital Article

Harvard Business Review, 27 March 2013, "Liberate Your Employees and Recharge your Business Model" Digital Article

Harvard Business Review, 25 February 2013, "Tesla's Model S: Technology Outruns the Business Model" Digital Article

Harvard Business Review, 12 February 2013, "Extreme Focus and the Success of Germany's Mittelstand" Digital Article

Harvard Business Review, 5 December 2012, "Business Model Innovation is the Gift that Keeps on Giving" Digital Article

Harvard Business Review, 5 December 2012, "Business Model Innovation is the Gift that Keeps on Giving" Digital Article

Harvard Business Review, 19 November 2012, "When Business Models Trump Technology" Digital Article

Harvard Business Review, 2 October 2012, "Why Apple Has to Manufacture in China" Digital Article

MIT Sloan Management Review, Summer 2008 "Where the Best and Worst Ideas Come from", Interview

Selected Radio

Money Matters Radio, Secrets of Success w/ Bill Horan, Total Picture Radio, Business for Breakfast, A Closer Look, Innovation Navigation, Breakthrough Business Radio, When Things Go wrong, Profit Express, Smart People, Stu Taylor on Business, A Closer Look with Pam Atherton, The Profit Express, Money Radio / "Financial Review", Financial Spectrum,

The Business of Wisdom, Enterprising People, Local Job Network Radio, Mountain Money, "Capitol City Recap", Secrets of Success Radio, Marilu Henner Show (All in Jun-Aug 2014)

Selected Media Mentions

International: Nikkie/Financial Times (9 Oct 2017), Fortune (13 Nov 2014), Wall Street Journal (1 Aug 2014), Wired (20 Jun 2014), Financial Times (29 Sep 2013), New York Times (17 Jun 2011), Financial Times (14 May 2010),

Americas: Business Insider (5 Jul 2015), San Francisco Chronicle (4 Jun 2014), Globe and Mail (14 Oct 2014), Seattle Times (23 Aug 2014), MIT Sloan Management Review (Dec 2013), Philadelphia Inquirer (23 Mar 2005)

Asia: Economic Times (5 Aug 2017), China Daily Asia Weekly (Sep 16-22, 2016), Middle East News (22 Aug 2016), Economic Times (22 May 2016), Economic Times (9 May 2016), Economic Times (24 Sep 2015), The Hindu (7 Jun 2015), Economic Times, (8 Jan 2015), Economic Times, (5 Jan 2015), Mint (31 Jul 2014), Gulfnews (10 Jul 2014), Forbes India (14 Mar 2014)