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1. Appointments

2007 Onwards	Director, Retail Management Institute Santa Clara University
2006 Onwards	Faculty Director, EMBA Program Santa Clara University
2006-2007	Acting Director, Retail Management Institute Santa Clara University
2004 Onwards	J.C. Penney Research Professor Director, Internet Retailing, Retail Management Institute
2002	Visiting Associate Professor Graduate School of Business Stanford University
2000-2001	Senior Vice President and Chief Marketing Officer SpinCircuit Inc. (On leave of absence)
1999-2000	Director, E*Commerce Initiatives Leavey School of Business, Santa Clara University
1999-Present	Associate Professor, Dept of Marketing Leavey School of Business, Santa Clara University
1996-Present	Research Director, Retail Workbench Research & Education Center, Santa Clara University
1994-1999	Assistant Professor, Dept. of Marketing, Leavey School of Business, Santa Clara University
1992-1994	Visiting Instructor, Dept. of Marketing, Charles H. Kellstadt School of Business, DePaul University

1990-1991 Visiting Instructor, Dept. of Consumer Sciences and Retailing, Purdue University

2. Education

a). Higher Education

Ph.D. (December, 1993) Krannert School of Management, Purdue University
Major: Marketing
Minor: Econometrics

B.Communication Osmania University, Hyderabad, India
& Journalism. (June,1985) Major: Advertising
Minor: Org. Communication

B.Commerce. (June,1984) Osmania University, Hyderabad, India

b). Theses and Dissertations

Ph.D. (December, 1993) “Optimal Pricing Decisions Under Demand Uncertainty: A Bayesian Mixture Model Approach”.

Thesis Director: Ward Hanson
Title: Assistant Professor
Affiliation: Purdue University

B.C.J. (June, 1984) “Organizational Communication: A Case Study of the State Bank of India”.

Thesis Director: PradeepKrishnatray
Title: Professor
Affiliation: Osmania University

c). Academic Honors

American Marketing Association

Finalist, 1997 American Marketing Association’s Paul E. Green Award for Impact on the practice of Marketing

Santa Clara University

Dean’s Outstanding Teaching Award, 2006

Dean's Outstanding Faculty List, 2005

Dean's Outstanding Faculty List, 1999

Dean's Outstanding Faculty List, 1997

Paul J. Locatelli Junior Faculty Fellowship, Fall, 1997

Junior Faculty Fellowship, Santa Clara University, Fall, 1996

Dean's Innovation in Teaching Grant, Leavey School of Business, Jan., 1996

Research Grant, Vice President for Academic Affairs, January 1996

Dean's Teaching Innovation Award, Santa Clara University, Fall 1995.

Research Grant, Vice President for Academic Affairs, January 1995

Purdue University

Purdue Research Foundation Grant, 1991-92.

Purdue Research Foundation Grant, Summer 1989.

3. Scholarly Work

a). Publications

1. "From Cost Plus to Optimization: An Evolutionary Perspective of Pricing Sophistication", Proceedings of the *21st Albert J. Haring Symposium*, Indiana University, Bloomington, April 1991, (Kirthi Kalyanam).
2. "A Cost Plus Trap: Pricing Heuristics & Demand Identification", *Marketing Letters*, 5, 3, 1994, 199-209 (Ward A. Hanson and Kirthi Kalyanam).
3. "Estimating the Cells of a Contingency Table with Limited Information With GeoDemographic Applications", *Case Studies in Bayesian Statistics*, Volume 3, pp.347-369, New York: Springer-Verlag, (James Hodges, Kirthi Kalyanam and Daniel S. Putler).
4. "A Bayesian Approach to Estimating Target Market Potential with Limited GeoDemographic Information", *The Journal of Marketing Research*, 1996, Vol. 33, (May), 134-49, (Daniel S. Putler, Kirthi Kalyanam and James Hodges), *Lead Article*.

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5. "Pricing Decisions Under Demand Uncertainty: A Bayesian Mixture Model Approach", *Marketing Science*, 1996, Vol. 15, No. 3, 207-221, *Lead Article*.
 6. "Incorporating Demographic Variables in Brand Choice Models: An Indivisible Alternatives Approach", *Marketing Science*, 1997, Vol. 16, No. 2, 166-181, (Kirthi Kalyanam and Daniel S. Putler).
 7. "Estimating Irregular Pricing Effects: A Stochastic Spline Regression Approach", *The Journal of Marketing Research*, 1998, Vol 35, No. 1, 16-29. (Kirthi Kalyanam and Thomas S. Shively).
 8. "On the Modeling of Customer Survey Data: A Comment", *Case Studies in Bayesian Statistics*, 1999, Vol. 4, Pages 48-51, New York: Springer-Verlag, (Eric Bradlow and Kirthi Kalyanam).
 9. "Hewlett Packard Consumer Products Division: Distribution Through E*Commerce Channels", *Journal of Interactive Marketing*, 1999, Vol. 13, No. 4, Autumn (Kirthi Kalyanam and Shelby McIntyre).
 10. "A Decision Support System for Vendor Managed Inventory", *Journal of Retailing*, 2000, Vol. 76, No. 4, 430-454, (Dale Achabal, Stephen S. Smith, Shelby S. McIntyre and Kirthi Kalyanam).
 11. "The E-Marketing Mix: A Contribution of the e-Tailing Wars", *Journal of The Academy of Marketing Science*, 2002, Vol. 30, No. 4, (Kirthi Kalyanam and Shelby McIntyre).
 12. "When is the New What", *Harvard Business Review*, 2005, Breakthrough Ideas for 2005, February (Kirthi Kalyanam and Monte Zweben), 33-34.
 13. "Future Store Technologies and their Impact on Grocery Retailing", *Retailing in the 21st Century: Current and Future Trends*, 2005, Manfred Kraft and Murali Mantrala (Eds), Springer, 95-112. Book chapter, (Kirthi Kalyanam, Rajiv Lal and Gerd Wolfram).
 14. "The Perfect Message at the Perfect Moment", *Harvard Business Review*, 2005, November, 112-120, (Kirthi Kalyanam, and Monte Zweben), Product # R0511G, *Most Popular Article*.
 15. "Deconstructing Every Item's Category Contribution", 2007, (Kirthi Kalyanam, Sharad Borle and Peter Boatwright), *Marketing Science*, 26, 3, May-June, 327-341.

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16. "Adaptive Experimentation in Interactive Marketing: The Case of Viral Marketing at Plaxo", (Kirthi Kalyanam, and Shelby McIntyre, Todd Masonis), *Journal of Interactive Marketing, Summer 2007, Vol. 21, No. 3, 72-85.*

b) Books

17. "Internet Marketing & eCommerce", 2007, Ward Hanson & Kirthi Kalyanam, Thomson.

c) Cases

18. "A Stockout in Cupertino: Will Substitution Lead to Salvation?", *Retailing Management*, Michael Levy and Barton Weitz, (Kirthi Kalyanam).
19. "Nolan's Finer Foods (A): Introducing Category Management", *Retailing Management*, Michael Levy and Barton Weitz. 2005, April 20, (Kirthi Kalyanam).
20. "Nolan's Finer Foods (B): Assessing Customer Behavior", 2004 April 5, (Kirthi Kalyanam)
21. "Nolan's Finer Foods (C): Assortment Planning", 2004, April 7, (Kirthi Kalyanam)
22. "Nolan's Finer Foods (D): Setting Every Day Price Levels", 2004, April 7, (Kirthi Kalyanam)
23. "Nolan's Finer Foods (E): Merchandising Strategies". 2004, May 12th, (Kirthi Kalyanam)
24. HP Consumer Products Business Organization: Distributing Printers Via the Internet, *Harvard Business School Case 9-500-021*, Rajiv Lal, Edith Prescott, and Kirthi Kalyanam, 1999, October 8.
25. Rightworks Inc: VC Financing, 2003, May 19, (Kirthi Kalyanam)
26. Palm Inc: Piloting the Palm Café, 2004, August 12, (Kirthi Kalyanam)
27. Ariba ORMS: Market Entry Strategy, 2005, Oct 29, (Kirthi Kalyanam).
28. Ariba: Strategic Decisions in the Rapidly Evolving eCommerce Industry, 2000, June 19, (Kirthi Kalyanam)
29. Hi Fly Company: Ramping a Startup, 2004, November 13, (Kirthi Kalyanam).

30. Plaxo Inc: The Viral Marketing Campaign, 2007, March 30, (Kirthi Kalyanam and Shelby McIntyre)

31. Cisco Systems Inc: Restoring Partner Profitability in the IT Bust of 2001, 2007, July 17, (Kirthi Kalyanam)

d) Works in Progress

Research Papers

32. “The True Benefits of Multi-Channel Retailing: Cross Channel Leverage and Optimization”, (Dale Achabal and Kirthi Kalyanam), Under Review at *Sloan Management Review*.

33. “From Volume to Value: Lessons from Channel Management at Cisco Systems”, (Kirthi Kalyanam and Surinder Brar), Under Review at *Harvard Business Review*.

34. Investigating the Unique Benefits of an Internet Channel: A Two State Shopping Costs Model, (Kirthi Kalyanam, Subom Rhee and Peter Lenk), Manuscript Under Revision. Targeting *Journal of Marketing Research*.

35. “Biases in Sales Potential due to Limited Geo-Demographic Information”, (Kirthi Kalyanam and Dan Putler), Manuscript under revision, Targeting *Journal of Retailing*.

36. “Jack of All Trades, Master of None: An Investigation of Diversification and Customer Churn Rates”, (Kirthi Kalyanam, Jacques Delacroix and Peter Lenk), Manuscript Under Preparation, Targeting *Journal of Marketing*.

37. “The Internet Quick Order Channel”, (Kirthi Kalyanam and Xiaojing Dong), Data Analysis in progress.

38. “The Profitability of Internet Retailing: A Google Effect?”, (Kirthi Kalyanam, and Peter Lenk), Manuscript in preparation.

39. “Search Engine Marketing: Position and Performance”, (Kirthi Kalyanam, Peter Boatwright and Sharad Borle), Analysis in progress.

e) Unpublished Manuscripts

40. “Brand and Category Influences on the Representativeness of Household Price Elasticities”, (Makoto Abe and Kirthi Kalyanam).

41. “Returns to Reputation in Online Auction Markets”, (Kirthi Kalyanam and Shelby McIntyre).

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42. “Activity Based Weighting of Internet Panels”(Kirthi Kalyanam and James Hodges).
 43. “Reconciling Differences between Internet Panel and Log File Measurements” (Kirthi Kalyanam and Bruce MacEvoy).
 44. “A Hierarchical Bayesian Approach to Estimating Contingency Tables with Limited Information ”, (James S. Hodges, Kirthi Kalyanam).
 45. Price Induced Patterns of Competition: Generalizations and Additional Evidence, (Kirthi Kalyanam and Mark Moriarty)

f) Selected Conference Presentations

46. “The Profitability of Internet Retailing: A Google Effect” (with Peter Lenk), AMA Summer Educator’s Conference, Washington DC, August 2007.
47. “The Unique Benefit of an Internet Channel” (with Subom Rhee and Peter Lenk), Informs Marketing Science Conference, Singapore, June 2007.
48. “Biases in Sales Potential Estimates due to Limited Geo-Demographic Information” (with Daniel S. Putler), Informs Marketing Science conference, Pittsburgh, June 2006.
49. “Modeling Key Item Effects” (with Peter Boatwright and Sharad Borle), QME Conference, Chicago, October 2005.
50. “Modeling Key Item Effects” (with Peter Boatwright and Sharad Borle), Informs Marketing Science Conference, Atlanta, 2005.
51. “Future Store Technologies and Their Impact on Grocery Retailing” (with Rajiv Lal and Gert Wolfram), Metro Conference on Future Technologies in Retailing, Summer, 2005.
52. “The eMarketing Mix” (with Shelby McIntyre), MSI Conference on Marketing and Serving Consumers through the Internet, Fall, 2001.
53. Assessing the Potential for Micro Assortment” (with Shelby McIntyre and Dale Achabal), Informs Marketing Science conference, INSEAD, June 7-8, 1998.
54. “The Ecological Inference Problem in Internet Measurement: Leveraging Web Site Log Files to Uncover Population Demographics and Psychographics” (with Xavier Dreze and Rex Briggs), Informs Mini Conference on Marketing Science and the Internet, March 7-8, MIT, 1998.

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55. Invited Chair, Session on Non-parametric statistics in Marketing, Informs, Dallas, TX, Fall, 1997.
 56. "Price Point Effects: Why Some Prices are Better than Others for Stealing Sales from the Competition", 4th Workshop in Bayesian Statistics in Science and Technology, Carnegie Mellon University, September 28-30, 1997, with Tom Shively.
 57. "On the Use of Demographic Variables in GeoDemographic Marketing Applications", Invited Speaker, University of Texas-Austin, Statistics Workshop, Jan. 1997.
 58. "A Disaggregate Approach to Estimating Market Potential for Retail Trading Areas"(with Dan Putler), Workshop on Channel Productivity: Efficiency in Retailing & Merchandising, Mons, Belgium, October 1996.
 59. "Price Induced Patterns of Competition: Generalizations and Additional Evidence", TIMS XXXII, Anchorage, Alaska, June, 1994, with M.M. Moriarty
 60. Invited Chair, Econometrics Session, International Workshop on Hierarchical Models, Rio-de-Janeiro, December, 1993
 61. "Posterior Probabilities for Linear Regression Models: An Intrinsic Bayes Approach", Invited Paper, The America's Workshop on Recent Advances in Bayesian Statistics & Econometrics, Caracas, Venezuela, December, 1992 (with L.R.Pericchi).
 62. "A Logit Model of Variety Pack Choice", TIMS/ORSA, Orlando, Florida, May 1992.

4. Teaching

a) Interests

Internet Marketing/E*Business, Retailing, Marketing Channels, Marketing Management.

b) Executive Education

Design and Teaching of the E*Business Theme, Executive MBA Program, *Santa Clara University, 2006-Present.*

Design and Teaching of Pricing and Merchandising Theme, Retail Masters Program, Retail Management Institute, *Santa Clara University, 2000-Present*

Design and Teaching of Distribution Channels and Internet Marketing Modules,
Strategic Marketing Management Program, Stanford Executive Education Program,
Stanford University 2000-Present

c). Recent Teaching Ratings

QTR	Course Number	Title	Program	Overall Instructor Rating (5 point scale)
Spring 2007	Mktg.165	Multi Channel Retailing	Undergraduate	4.63
Spring 2006	eMBA 906	Taking Technology to Market	eMBA	4.80
Spring 2006	Mktg. 592	Intro to e*Commerce	MBA	4.78
Spring 2006	Mktg.165	Multi Channel Retailing	Undergraduate	4.43
Spring 2005	Mktg.165	Multi Channel Retailing	Undergraduate	4.41
Spring 2005	Mktg. 592	Internet Marketing & eCommerce	MBA	4.76
Fall 2005	Mktg. 592	Internet Marketing & eCommerce	MBA	4.37
Fall 2005	Mktg. 590	Channel Marketing	MBA	4.70

5. Consulting

- Expert witness for market research, Internet marketing, retailing and database marketing.
- Advisory board appointments for retail software and eBusiness companies. Recent appointments include Boorah, Symphoniq, Xambala, Propel, Comscore networks.

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- Executive Educations and research for HyperParallel, The Gap, IBM, Milward Brown Interactive, AAFES, Overstock.com, Hewlett-Packard, and Cisco Systems.

6. Service to the University and Profession

a). Service to University

Department

1996-2007

Recruiting Committee: Served on the recruiting committee for new faculty. Along with other members of the recruiting committee, I reviewed vitas, scheduled interviews at American Marketing Association (AMA) meetings, conducted interviews at AMA, prepared recruiting report, coordinated candidates campus visits, collected information regarding salaries. I have served on the committee every year that we have recruited.

1997-98

Chair, Recruiting Committee: Chaired the recruiting committee for new faculty. Reviewed vitas, scheduled interviews at AMA meetings, conducted interviews at AMA meetings, prepared recruiting report, coordinated candidates campus visits, collected information regarding salaries. We were successful in recruiting two very promising new faculty.

College

1994-95

Technology Task Force for Accreditation, Fall 1994.

Designed survey of current hardware resources and faculty needs to establish the state of the art in terms of technology and any gaps with respect to faculty needs. Data collected from all business school faculty and analyzed. Co-authored a report with findings and recommendations.

CD ROM Test Site: Winter 1995

In collaboration with Dryden Press, beta tested interactive CD ROM software in Marketing 181 class. The infrastructure in Kenna 104 and the computers labs in Varsity hall were developed to support the test. A controlled experiment was used to empirically evaluate the impact on student learning. Because of this test:

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- (1) LSB has refined the technological infrastructure to incorporate multi-media material into our curriculum.
 - (2) We have some empirical evidence of how these new media should be deployed in the class room, i.e. what works and what does not and why.

Distance Learning Beta Test with Electronics Arts San Mateo Location: Spring 1995

This initiative was launched to expand the capabilities of the LSB. The Beta test was implemented in my Marketing 551 in Spring 1996. The course materials were redesigned to match this new format. Student feedback indicated that the test was very successful. By the end of the class the technology infrastructure was well enough developed to have an almost 0% failure rate.

I participated with Acting Dean Alex Field and Associate Dean Ed McQuarrie in a conference of Jesuit schools on using video conferencing technology. The conference unambiguously established that the technological capabilities of the LSB are 2x or 3x higher than any of the other participating schools.

1995-96

- Co-Authored a Grant Proposal for Upgrading about 7-8 Classrooms to Multi-media Format 10/25/95.
- Made a presentation to the AACSB accreditation board regarding multimedia in classroom.
- Authored a proposal to the technology steering committee to upgrade distance learning equipment in Kenna 104.
- Made a presentation to the LSB advisory board regarding Distance Learning Beta Test

1996-97

- MBA policy Committee, Departmental representative.

1997-98

- **RMI Internship Survey** Conducted survey of internship experiences of Retail Studies Program Interns. I analyzed the survey data and presented the conclusions at the Internship Forum Organized by RMI, January 29, 1998. Representatives from over 30 retailers attended the forum.
- **Redesign Retail Studies Program:** Some activities like product sourcing and brand development have evolved to greater importance among retail organizations. A merchandise planner/analyst now supplements the traditional buyer function. Our undergraduates are very interested in these employment opportunities. I redesigned the retail studies program (with Dale Achabal) to synchronize the curriculum with these new employment

opportunities. We have also been working with the advisory board regarding this redesign.

1996-1999

- Associate Director, Retail Workbench Research and Education Center
Responsibilities include:
 - Conduct 2 workbench update meetings with sponsors every year.
 - Manage existing computer equipment and new purchases.
 - Hire and manage computer programmers.
 - Liaison and co-ordinate faculty research
 - Manage research projects and deliverables
 - Liaison with retail industry sponsors and enhance relationships

2004-2006

- MBA policy Committee, Departmental representative.

2004-2006

- Member, School of Business Rank and Tenure Committee.

2006 Onwards

- Faculty Director, eMBA Program
- Chair, eMBA Redesign Task Force. Currently leading an effort to completely overhaul and redesign the program. The effort includes building an advisory board for the eMBA program and securing corporate partners.

2005 Onwards

- Secured Ray M. Greenly Scholarship funding for students to attend the shop.org Internet Retailing Conference in February. This scholarship and conference has a tremendous impact on the students and results in students obtaining internships and excellent job opportunities with retailers. Details of scholarships awarded include:
 - 2005 3 Scholarships
 - 2006 4 Scholarships
 - 2007 4 Scholarships

University

1997-2000

- Member, Steering committee for Center for Science, Technology and Society.

2003-2005

- Participant, Ignatian Faculty Forum
- Discussant, Association of Jesuit Business Schools Meetings.

2004-2005

- Member, Faculty Judicial Board.

2006-2007

- Member, Charney Professorship Search Committee
- Participant, Conference on Mission Driven Education at Business Schools, University of St Thomas, MN.

b) Service to Profession

- I am a reviewer for *Marketing Science*, *Management Science* and *The Journal of Marketing Research*, *Journal of the Academy of Marketing Science*.
- I serve on the editorial board of the *Journal of Interactive Marketing*

c) Service to Industry

Because of my research and teaching interests in retailing and Internet Marketing I am very active in industry groups such as the National Retail Federation (NRF) and its Internet retailing subsidiary Shop.org. My activities and appointments are listed below:

2006-Onwards

- Board Advisor to the Commander of the Army and Air force Exchange Services (AAFES), a \$9B retailer ranking #36 in the Top 100 Retailers. Nominal compensation. Activities include attending quarterly board meeting and providing advise on state of the retailing industry and retail operations.

2006

- Advisor to the Shop.org State of Retailing Online research study. This research study is highly visible and is considered a benchmark for Internet retailers.

2005-2006

- Organized and produced Internet Retailing Boot camps in conjunction with Shop.org. The boot camps were designed to be intense one day educational and training events. The 2005 boot camp was held in Las Vegas NV and the 2006 Boot camp was held in New York City. Both boot camps were sold out events with hundreds of attendees. These were extremely high visibility events for both Santa Clara University and for Shop.org. More information can be obtained from the following web link: www.shop.org/Summit06/bootcamp.asp