

# CURRICULUM VITAE

## **Raj Echambadi**

Dunton Family Dean  
D'Amore-McKim School of Business  
Northeastern University  
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## POSITIONS AND EDUCATION

Dunton Family Dean (August 2017 – present)  
D'Amore-McKim School of Business  
Northeastern University, Boston

## PAST POSITIONS AT THE UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

Alan J. and Joyce D. Baltz Endowed Professor (August 2016 – August 2017)  
Professor in Business Administration, College of Business (August 2012 to present); joint appointment with both Strategy and Marketing groups.

Senior Associate Dean for Strategic Innovation (August 2016 to present)

**Primary job responsibilities:** I provided **faculty leadership** to the entire suite of MBA programs to achieve reputation targets. My job also entailed **developing strategic partnerships** including creating **innovative business models** with other colleges within the campus, corporate entities, and academic universities so that the College continues to be perceived as a **thought-leader in the domain of graduate education around the world**.

In addition, I provided **executive, operational, and budget oversight** for three units to create an **integrated learning innovations center** and to evaluate and develop innovative approaches to teaching and learning. These units are (i) eLearning and Assurance of Learning, (ii) Action Learning (including Illinois Business Consulting, one of the largest student-run and student-managed consulting organizations in the country) and (iii) the Academy for Entrepreneurial Leadership (AEL). The goal for this integrated unit is to serve as a **resource for our entire portfolio of programs**, including both undergraduate and graduate programs, and across both face-to-face and online formats.

Senior Associate Dean for MBA programs and Strategic Innovation (August 2015 to August 2016)

**Primary job responsibilities:** I provided **executive, operational, and financial leadership** to the entire suite of MBA programs – fulltime, professional, executive, and online MBA programs – and executive education to achieve both reputation and revenue targets. I also oversaw the Academy of Entrepreneurial Leadership (AEL).

Associate Dean of Outreach and Engagement (July 2013 to August 2015)

**Primary Job responsibilities:** I oversaw the following four units: **Academy of Entrepreneurial Leadership (AEL)**, **Educational Engagement** including Executive Education and inter-collegiate collaborations, **Alumni and Corporate Engagement**, and **Strategic Communications**.

Faculty Affiliate (by courtesy), Institute for Genomic Biology  
University of Illinois at Urbana Champaign, (August 2011 to June 2015)

Academic Director, Executive MBA Program (Chicago) and Executive Programs  
University of Illinois at Urbana-Champaign (December 2010 to June 2013)

Academic Director, Executive MBA Program (Warsaw)  
University of Illinois at Urbana-Champaign (August 2012 to June 2013)

Associate Professor (with tenure), Department of Business Administration  
University of Illinois at Urbana-Champaign (August 2009 to July 2012)

#### PAST FACULTY POSITIONS

Associate Professor (with tenure), Department of Marketing  
University of Central Florida (August 2004 to August 2009)

Assistant Professor, Department of Marketing  
University of Central Florida (August 1998 to July 2004)

#### EDUCATION

Ph.D., Business Administration, University of Houston. 1998.

M.B.A., Anna University, India. 1992.

B.S., Mechanical Engineering, College of Engineering, Anna University, India. 1989.

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#### RESEARCH

##### RESEARCH AWARDS & HONORS

Keynote speaker, Strategy in digital and data-rich environments, University of International Business and Economics (UIBE), Beijing, China, June 2017.

James F. Towey Fellow, August 2009 – July 2016.

Co-chair, Marketing Strategy track, American Marketing Association Summer Educator's Conference, August 2014

Keynote speaker, Innovation and Economic Development Conference, Hunan University, China, June 2014

Award given in 2013 for best exemplifying the scholarship category, selected as one of 50 people/organizations that helped shape the College of Business at the University of Central Florida over the past five decades, 1963-2013.

Keynote speaker, DC Marketing Colloquium, George Mason University, September 2008.

Research Incentive Award (RIA), University of Central Florida, awarded in 2003 and 2008. University-wide competitive award recognizing outstanding research productivity during 1999-2003 and 2003-2008, respectively.

Winner, Best Paper Award for 2004, *Academy of Management Journal*.

## RESEARCH INTERESTS

Business Strategy Issues; especially strategic innovations and technology entrepreneurship

Method Issues; especially collinearity issues pertaining to testing multiplicative interactions

## RESEARCH GRANTS & SPONSORED RESEARCH

- Forecast models, Anheuser-Busch InBev, 2014-2015, \$170,000
  - Led an integrated team from marketing, supply chain, industrial engineering, and statistics to obtain this grant.
- Kauffman Foundation Grant, Co-principal Investigator, 2005-2010, \$665,511.

## RESEARCH PUBLICATIONS

Citation count (as of November 18<sup>th</sup> 2018): ISI Web of Science: 1552 citations; Google Scholar: 4171 citations

“Why Do Crown Jewels Walk Away Together? Exploring the Motivations & Team Building Processes of Employee Entrepreneurs” (with Sonali Shah and Rajshree Agarwal), Conditionally accepted, *Strategic Management Journal*.

“The Tale of Uncertain Choices: Inclusion versus Exclusion.” (With Rajani Ganesh-Pillai, and Xin He). *Thinking and Reasoning*, forthcoming.

“Customer Satisfaction with Consumption Systems” (With Vishal Bindroo, Babu John Mariadoss, and Kumar Sarangee). *Journal of Business-to-Business Marketing*, forthcoming.

“The Roles of Consideration Set Size and Price Consciousness in Managing Loyalty.” (With Vishal Bindroo and Xin He). *Customer Needs and Solutions*, 2016.

“Designed to Succeed: Dimensions of Product Design and Their Impact on Product Performance.” (With Rupinder Jindal, Kumar Sarangee, and Sangwon Lee). *Journal of Marketing*, 2016.

“Diagnosing Harmful Collinearity in Moderated Regression Models: A Roadmap” (with Pavan Chennamaneni, James Hess, and Niladri Syam). *International Journal of Research in Marketing*, 2016.

“Firm-Specific Determinants of Product Line Technology Strategies in High Technology Markets,” *Strategic Entrepreneurship Journal*, 2014 (with Kumar Sarangee).

“Subsistence Entrepreneurship, Value Creation, and Community Exchange Systems: A Social Capital Explanation,” *Journal of Macromarketing*, 2014 (with Madhu Viswanathan, Srinivas Sridharan, and Srini Venugopal).

“Evaluating and Managing Brand Repurchase Across Multiple Geographic Markets,” *Journal of Retailing*, Winter 2013 (with Rupinder Jindal and Edward Blair).

“Brand Extensions Via Complements Or Substitutes: The Moderating Role of Manufacturing Transferability,” *Marketing Letters*, Vol 23, 2012 (with H. Mao, B.J. Mariadoss, and P. Chennamaneni).

“The Role of Perceived Difficulty in Making the Product on Brand Extension Evaluations,” *Journal of the Academy of Marketing Science*, Vol 38 (6), 2010 (with Babu John Mariadoss, Mark J. Arnold, and Vishal Bindroo).

“Swift and Smart: The Moderating Effects of Technological Capabilities on the Market Pioneering—Firm Survival Relationship,” *Management Science*, Vol 55 (11), 2009 (with April Franco, Rajshree Agarwal, and MB Sarkar).

"Mean-Centering Does Not Alleviate Collinearity Problems in Moderated Multiple Regression Models," *Marketing Science*, Vol. 26 (3), 2007 (with James D. Hess).

“Empirical Generalizations From Brand Extension Research: How Sure Are We?” *International Journal of Research in Marketing*, Vol. 23 (6), 2006 (with Inigo Arroniz, Werner Reinartz, and Junsoo Lee).

“Encouraging Best Practices in Quantitative Strategy Research: An Incomplete List of Opportunities.” *Journal of Management Studies*, Vol. 43 (8), 2006 (with Rajshree Agarwal and Benjamin Campbell).

“The Effect of the Innovative Environment on Exit of Entrepreneurial Firms,” *Strategic Management Journal*, Vol 27 (June), 2006 (with MB Sarkar, Rajshree Agarwal, and Bisakha Sen).

"Reap Rewards: Maximizing Benefits from Reviewer Comments," *Academy of Management Journal*, Vol. 49 (2), 2006 (with Rajshree Agarwal, April Franco, and MB Sarkar).

"Knowledge Transfer through Inheritance: Spin-out Generation, Development and Survival," *Academy of Management Journal*, Vol. 47 (4), 2004 (with Rajshree Agarwal, April Franco, and MB Sarkar).

**Won the 2004 best paper of the year award.**

Translated into Chinese: “Collection of Award Winning Papers in AMJ,” 2006, Peking University Press.

“The Effect of Interpersonal Trust, Need for Cognition, and Social Loneliness on Shopping, Information Seeking and Surfing on the Web,” *Marketing Letters*, Vol 14 (3), 2003 (with Samar Das, Michael, McCardle, and Michael Luckett).

“Marketing Strategy Development Styles, Implementation Capability, and Firm Performance,” *Marketing Letters*, Vol. 14 (2), 2003 (with Chris White and Jeffrey Conant).

Reprinted in “Marketing Strategy,” John Cadogan (Editor), SAGE Publications, London, April 2009.

“The Conditioning Effect of Time on Firm Survival: An Industry Life Cycle Approach,” *Academy of Management Journal*, Vol. 45 (5), 2002 (with Rajshree Agarwal and MB Sarkar).

Reprinted in “Competitive Strategy,” Catherine A. Maritan and Margaret A. Peteraf (Editors), Edward Elgar Publishing, Cheltenham, 2011.

“Why Brands Grow?” *Journal of Advertising Research*, Vol. 42 (1), 2002 (with Allan Baldinger and Edward A. Blair). Lead Article.

"Generating Non-normal Data for Simulation of Structural Equation Models Using Mattson's Method," *Multivariate Behavioral Research*. Vol. 37 (2), 2002 (with Werner Reinartz, and Wynne W. Chin).

“Alliance Entrepreneurship and Firm Market Performance,” *Strategic Management Journal*, Vol. 22 (July) 2001 (with MB Sarkar and Jeff Harrison).

“The Influence of Complementarity, Compatibility, and Relationship Capital on Alliance Performance,” *Journal of the Academy of Marketing Science*, Vol. 29(4), Winter 2001 (with MB Sarkar, S. Tamer Cavusgil, and Preet Aulakh).

“Cross-National Diffusion Research: What Do We Know and How Certain Are We?,” *Journal of Product Innovation Management*, Vol. 15 (3), 1998 (with V. Kumar and Jaishankar Ganesh).

## RESEARCH IN PROGRESS

“Shifting Competitive Dynamics within Innovation Ecosystems: A Collision of Collaborators” (with Anand Krishnamoorthy and Philip Anderson). Revise and resubmit requested.

“Advancing the Resource-based View: Human Capital Resource Investments, Customer Satisfaction, and Firm Stock Performance” (with Amit Chauradia, Chad Milewicz and Jai Ganesh).

“Entry Timing and the Survival of Startup and Incumbent Firms in New Industries” (With Barry Bayus and Rajshree Agarwal).

“Entry Timing and Firm Survival: The Moderating Effects of Pace of Market Evolution and Technological Change” (with MB Sarkar, Inigo Arroniz, and Rajshree Agarwal).

#### CURRENT EDITORIAL BOARD APPOINTMENTS

*Strategic Management Journal; Strategic Entrepreneurship Journal; International Journal of Strategic Change Management; Journal of Hospitality Marketing & Management*

#### PAST EDITORIAL SERVICE

- Associate Editor, *MIS Quarterly*, Special Issue on Partial Least Squares, 2007
- Chair, Marketing Research track, American Marketing Association Conference, 2009

#### BOOK REVIEWS

- *Emotional Design: Why We Love (or Hate) Everyday Things* by Donald A. Norman (2006), *Journal of Marketing*, Vol 70(1).
- *Emerging Trends in Sales Thought and Practice*, *Journal of Business-to Business Marketing*, Vol 6(2), Pages 73-77

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#### TEACHING

##### TEACHING INTERESTS

Strategic Innovations, Technology Entrepreneurship, Strategy, Customer Centricity in Organizations, Innovation Strategies in Nascent Industries, Innovation Strategies for Emerging Markets, New Product Development.

##### TEACHING AWARDS & HONORS

Campus Excellence Award in Professional and Graduate Teaching, University of Illinois, 2016

Outstanding Professor in the MS (Technology Management) Program, for Graduate and Advanced Cohorts, as voted by students, University of Illinois, 2014

College of Business Alumni Association Award for Excellence in Graduate Teaching, University of Illinois, 2013

Outstanding Professor in the Executive MBA program, for 2<sup>nd</sup> year courses, as voted by students, University of Illinois, 2011, 2012, 2013

Outstanding Professor in the Professional MBA program, as voted by students, University of Illinois, 2012

Outstanding Professor in the MS (Technology Management) Program, for both Advanced and Graduate Cohorts, as voted by students, University of Illinois, 2012

List of Teachers Ranked as “Outstanding,” Advanced Marketing Strategy Course (EMBA), University of Illinois, 2010, 2011, 2012, 2014

List of Teachers Ranked as “Outstanding,” Strategic Innovation course (MBA), University of Illinois, 2010, 2012, 2013

List of Teachers Ranked as “Outstanding,” Undergraduate Strategy course, University of Illinois, 2010, 2011

Teaching Incentive Program (TIP), University of Central Florida, twice in 2003 and 2008, University-wide competitive award recognizing outstanding teaching during 1998-2003 and 2003-2008, respectively.

Excellence in Graduate Teaching, University of Central Florida, 2002, 2008. College-level award, one winner selected

Carl H. Galloway Award for Excellence in Graduate Teaching, University of Central Florida, Marketing Department, University of Central Florida, 2000, 2002

Excellence in Undergraduate Teaching, University of Central Florida, 2002. College-level award, one winner selected

#### TEACHING EXPERIENCE AT THE UNIVERSITY OF ILLINOIS

##### ***Ph.D. teaching***

*Strategy*, 2017

*Current Research Methods in Strategy*, 2013

##### ***Executive M.B.A. teaching***

*Strategic Innovations*, 2010, 2011, 2012, 2014, 2015, 2016

##### ***M.B.A. teaching***

*Genomics™ for Business Applications*, 2016, 2017

*Strategic Innovations*, 2010, 2012, 2015, 2016.

*Strategic Innovations*, 2013, ***blended learning course*** (half online, half face-to-face)

*Marketing Management*, to the Professional MBA cohort, 2010

##### ***M.S. teaching***

*New Product Development*, 2011, 2012, 2013, 2014, 2015

##### ***Undergraduate teaching***

*Business Policy and Strategy*, 2010, 2011

*Principles of Marketing*, 2011 (***completely online***)

#### TEACHING EXPERIENCE AT THE UNIVERSITY OF CENTRAL FLORIDA

##### ***Ph.D. teaching***

*Competitive Strategy*, 2007; 2008

*Theory, Measurement and Scaling*, 1999, 2001, 2003, 2007

*Econometric Models II*, 2000, 2002

##### ***Executive M.B.A.***

*Strategic Innovation*, 2008

**Professional M.B.A.**

*Marketing Strategy*, 2007

**M.B.A. teaching**

*Marketing Strategy*, 2004, 2005, 2007

*Contemporary Marketing Problems*, 2004

*Marketing Research*, 2002

**Undergraduate teaching (small sections: less than 100 students)**

*Principles of Marketing*, 2000, 2004 (*Honors*), 2008 (*Honors*)

*Marketing Strategy*, 1998, 2004

*Marketing Research*, 2001, 2004

**Undergraduate teaching (large sections)**

*Principles of Marketing*, 1999, 2000, 2001 (over 300 students); 2003, 2005 (live section of about 400 students and TV broadcasts simultaneously to multiple area campuses); 2007 (live section of 70 students and simultaneously video streamed to over 1200 students)

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SERVICE

BOARD MEMBERSHIPS

- Member, Board of Trustees, Carle Foundation Hospitals, 2015 – present
- Member, Board of Directors, C3Research, 2003 – 2009.

PROFESSION

Ad hoc reviewer for *Management Science*, *Journal of Marketing*, *Academy of Management Journal*, *Organization Science*, *Journal of Retailing*, *MIS Quarterly*, *Journal of the Academy of Marketing Science*, *International Journal of Research in Marketing*, *Journal of Product Innovation Management*, *Multivariate Behavioral Research*, *Journal of Business Venturing*, *Academy of Management Executive*, *Kauffman Entrepreneurship Dissertation Fellowship*.

Global Technical Director, Business Policy and Strategy Division, Academy of Management, 2010 – 2012

COLLEGE- AND UNIVERSITY-LEVEL AT THE UNIVERSITY OF ILLINOIS

- Chair, Search Committee for Executive Associate Dean, College of Medicine, 2017
- Member, Search Committee for Associate Dean, Finance, College of Medicine, 2017
- Member, Search Committee for Assistant Provost for Educational Innovation, 2016
- Member, Departmental full professor promotion & tenure committee, 2015-16



- Member, College Executive Committee, 2012, 2013
  - Apart from the traditional responsibilities of serving on the College-level ***promotion and tenure committee***, this six-member committee, elected by members of the Business school, served as the advisory committee for the Dean.
- Search Committees, 2013
  - Chair, Visiting Assistant Professor in Business Administration, 2013
  - Member, Visiting Assistant Professor of Social Work and Business Administration, 2013
- Member, Search Committee, Strategic Excellence Hire, 2012 – 2013
  - This inter-college committee comprised of faculty members from both the College of Business and the School of Social Work worked to recommend hiring a faculty member who works in the interface of Business and Social Work.
- Pro-seminar co-coordinator, Strategy group, 2010 – 2012
- Course Developer, Principles of Marketing Online, an undergraduate-level required course
  - In spring 2011, with the help of the eLearning office, I created a completely online, scalable, introductory marketing course for undergraduate students. The finished product is still being used by other instructors in subsequent semesters.
- Member, Department Advisory Committee, 2010, 2011
  - Apart from the traditional responsibilities of serving on the department-level ***promotion and tenure committee***, this five-member committee, elected by members of the department, conducted ***performance evaluations*** of all the departmental faculty members (approximately 60 tenured and tenure-track faculty members).
- Member, Business Minor Committee, 2009-2010
  - Tasked with developing a proposal including online delivery for efficient and scalable programs in Business education for undergraduate students.

#### UNIVERSITY-LEVEL AT THE UNIVERSITY OF CENTRAL FLORIDA

- Member, University Honors Committee, 2003 – 2006
- Member, Burnett Honors College, Associate Dean Search Committee, 2005-2006
- Member, Faculty Senate, 1998- 2001; 2004- 2009 (Alternate member)
- Member, University Policy and Curriculum Committee, 1998 – 2001

#### COLLEGE-LEVEL AT THE UNIVERSITY OF CENTRAL FLORIDA

- Associate Faculty, Center for Entrepreneurship and Innovation, 2005 – 2009
- Member, College Faculty Promotion and Tenure Committee, 2008 – 2009
- Member, Ad Hoc College Deficit Planning Committee, 2008
- Member, Committee for Developing Video-streaming Courses, 2006 – 2007
- Member, Five-year Evaluation Committee of Chair Dr. Ronald Michaels, 2007
- Member, Five-year Evaluation Committee of Chair Dr. Foard Jones, 2007

- Member, Five-year Evaluation Committee of Chair Dr. Richard Lapchick, 2006
- Honors Coordinator, College of Business, 2004 – 2006
- Member, Research Committee, 2005 – 2009
- Doctoral Program Advisory Committee, 2002- 2003, 2006 – 2009

#### DEPARTMENT-LEVEL, UNIVERSITY OF CENTRAL FLORIDA

- Ph.D. Method Exam Committee, Chair, 2005 – 2009
- Ph.D. Summer Paper Exam Committee, Member, 2007
- Member, Faculty Recruiting Committee, 1998-2001, 2004, 2006 (Co-chair)
- Marketing Strategy Curriculum Committee, Chair, 2006 – 2009
- Principles of Marketing Curriculum Committee, Chair, 2006 – 2009
- Ph.D. Comprehensive Exam Committee, 2006
- Instructor Search Committee, Chair, 2005
- Teaching & Learning Committee, 2003- 2009
- Doctoral Program Coordinator, 2002 – 2003
- Member, Doctoral Programs Advisory Committee, 1998-2003, 2005 – 2009
- Journal Categorization Committee, 1998 – 2009
- Inter-disciplinary Journals Categorization Committee, 1998 – 2009
- Common Body of Knowledge Assessment Committee, 1998 – 2009

#### DOCTORAL DISSERTATION COMMITTEES

1. Michael McCardle (Marketing, UCF, Fall 2004). Committee Member. Dissertation: Market Foresight Capability and Firm Performance
2. Nacef Mouri (Marketing, UCF, Fall 2005). Committee Member. Dissertation: Twin Routes to Customer Satisfaction and Value
3. Inigo Arroniz (Marketing, UCF, Fall 2006). Committee Member. Dissertation: Text Mining and Market Performance
4. Janet Tinoco (Marketing, UCF, Spring 2007). Committee Member. Dissertation: Ambidexterous Organizations and Firm Performance
5. Isabelina Nahmens (Industrial Engineering, UCF, Summer 2007). Committee Member. Dissertation: Product Modularity and Configurations
6. Jie Guo (Management, UCF, Fall 2007). Committee Member. Dissertation: Organizational Justice and Workplace Deviance
7. Roberto Champney (Industrial Engineering, UCF, Spring 2009). Committee Member. Dissertation: Design and Emotions
8. Vishal Bindroo, (Marketing, UCF, Summer 2009). Chair. Dissertation: Essays on Customer Satisfaction and Loyalty
9. Chad Milewicz (Marketing, UCF, Summer 2009). Co-chair. Dissertation: Essays on the Impact of Service Investments on Stock Value
10. Kumar Sarangee (Marketing, Illinois, Summer 2009). Committee member. Dissertation: Product Technology Strategies and Firm Performance in a Technologically Dynamic Environment
11. Nadia Pomirleanu, (Marketing, UCF, Summer 2009). Committee member. Dissertation: Essays on the Impact of Editor and Consumer Reviews on Firm Performance

12. Rajani Ganesh Pillai (Marketing, UCF, Fall 2009). Co-chair. Dissertation: Essays on Consideration Set Screening Strategies and Accuracy
13. Sangwon Lee (Marketing, UCF, Summer 2010). Chair. Dissertation: Essays on the Impact of Product Design on Performance  
Runner-up: PDMA Dissertation competition, 2009  
Runner-up: Tech-SIG Dissertation competition, 2009
14. Alex Vestal (Management, UCF, Spring 2011). Committee member. Dissertation: Location within a technological cluster and firm performance
15. Joseph Paniculangara (Marketing, UCF, Summer 2011). Committee member. Dissertation: The role of psychological distance in charitable donations
16. Kim Wang (Strategy, Illinois, Spring 2012). Committee member. Dissertation: Predicting the dynamics of a technological laggard's behavior
17. Tanya Yang (Marketing, Illinois, Summer 2012). Committee member. Dissertation: Open innovations and performance
18. Greg Fisher (Marketing, Illinois, Summer 2014). Committee member. Dissertation: Open innovation and performance
19. Srinivas Venugopal (Marketing, Illinois, Summer 2016). Committee member. Dissertation: Subsistence marketplaces and entrepreneurship

#### CORPORATE EMPLOYMENT EXPERIENCE

1. Service Engineer, Tractors and Farm Equipment (TAFE), part of the Amalgamations group, Chennai, India, 1989-1990
2. Sales Executive, Coromandel Aquaculture, Chennai, India, 1992-1993
3. Sales Executive (Rural markets), Castrol Oil, Chennai, India, 1993-1994