

RAM BALA

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EDUCATION

UCLA Anderson School of Management, Los Angeles, USA

Ph.D., Management Science, 1999-04

Indian Institute of Technology, Bombay, India

B. Tech, Mechanical Engineering, 1994-98

ACADEMIC EXPERIENCE

Leavey School of Business, Santa Clara University, Santa Clara, USA

Associate Professor, Business Analytics, 2017-Present

Co-founder & Director, MS in Supply Chain Management & Analytics, 2015-2018

Assistant Professor, Business Analytics, 2011-17

Indian School of Business, Hyderabad, India

Assistant Professor, Business Analytics, 2006-11

INDUSTRY EXPERIENCE

GrandCanals Inc, Los Gatos, CA

Chief Data Scientist, 2017-Present

Health Products Research, Somerset, NJ

Senior Analyst, Strategic Planning, 2004-06

Tata Technologies, Bombay, India

Software Consultant, 1998-99

GRANTS & AWARDS

1. California Governor's Office of Business and Economic Development (GO-Biz), 2017

California Defense Diversification: Commercialization Pilot Program

2. IBM Faculty Award, 2008

Teaching, Research and Initiative in Business Optimization and Operations Transformation

RESEARCH

Publications

1. Bala, Ram and Scott Carr (2009), "Pricing Software Upgrades: The Role of Product Improvement and User Costs". *Production and Operations Management*. **18**(5) 560-580.

2. Bala, Ram and Pradeep Bhardwaj (2010), "Detailing vs. Direct-to-Consumer Advertising in the Prescription Pharmaceutical Industry". *Management Science*. **56**(1) 148-160.

3. Bala, Ram and Scott Carr (2010), “Usage-based Pricing of Software Services under Competition”. *Journal of Revenue and Pricing Management*. **9**(3) 204-216.
4. Mehra, Amit, Ram Bala and R. Sankaranarayanan (2012), “Competitive Behavior-Based Price Discrimination for Software Upgrades”. *Information Systems Research*. **23**(1) 60-74.
5. Bala, Ram (2012), “Pricing Online Subscription Services under Competition”. *Journal of Revenue and Pricing Management*. **11**(3) 258-273.
6. Bala, Ram, Pradeep Bhardwaj and Yuxin Chen (2013), “Offering Pharmaceutical Samples: The Role of Physician Learning & Patient Payment Ability”. *Marketing Science*. **32**(3) 522-527.
7. Bala, Ram, V. Krishnan and Wenge Zhu (2014), “Distributed Development & Product Line Decisions”. *Production and Operations Management*. **23**(6) 1057-1066.
8. Bala, Ram (2014), “Book Review - Value & worth: Creating new markets in the digital economy”. *Journal of Revenue and Pricing Management*. **13**(2) 158-159. **(Invited article)**
9. Bala, Ram and Pradeep Bhardwaj, “Direct-to-Consumer Advertising”. *Wiley Encyclopedia of Management, Third Edition – Marketing Volume*. Wiley, USA. November 2014. **(Invited article)**
10. Bala, Ram, Sumit Kunnumkal and Milind Sohoni (2016) “Evergreening and Operational Risk under Price Competition”. *Naval Research Logistics*. **63**(1) 71-89.
11. Bala, Ram, Pradeep Bhardwaj and Pradeep Chintagunta, “Product Recalls, Category Effects and Competitor Response”. *Marketing Science* . **36** (6), 931-943.
12. Jain, Aditya and Ram Bala “Service Differentiation and Capacity Strategy for Joint Product-Service Offerings”. *European Journal of Operational Research*. **266** (3), 1025-1037.

Papers under review

1. Bala, Ram and Sripad Devalkar, “Delayed Payments in Supply Chains: The Role of Moral Hazard vs. Bankruptcy”. Under review at *Management Science*
2. Yenipazarli, Arda, Asoo Vakharia and Ram Bala, “Accentuate or Architect? Green product strategies under competition”. Under review at *Marketing Science*
3. Bala, Ram, Anand Nandkumar and Mridula Anand, “The Emerging Market Conundrum: How do de facto and the de jure Intellectual Property Rights Influence multinational firm entry strategies?”. Under review at *Research Policy*
4. Bala, Ram, Sumit Kunnumkal and Milind Sohoni, “Capacity Investment for Product Upgrades under Competition”. Under review at *Production & Operations Management*

Working Papers

- Mehra, Amit and Ram Bala, “Competitive Advertising Strategy for Internet Retailers”.

Invited Presentations

1. *University of Chile*, December 2016. “Green product strategies under competition”
2. *Warrington College of Business, University of Florida*, February 2016. “Delayed Payments in Supply Chains: The Role of Moral Hazard vs. Bankruptcy”.
3. *Lally School of Management, Rensselaer Polytechnic Institute*, February 2016. “Delayed Payments in Supply Chains: The Role of Moral Hazard vs. Bankruptcy”.
4. *Katz School of Business, University of Pittsburgh*, January 2016. “Delayed Payments in Supply Chains: The Role of Moral Hazard vs. Bankruptcy”.
5. *College of Business Administration, University of Central Florida*, November 2015. “Delayed Payments in Supply Chains: The Role of Moral Hazard vs. Bankruptcy”.
6. *Paul Merage School of Business, UC Irvine*, October 2015. “Delayed Payments in Supply Chains: The Role of Moral Hazard vs. Bankruptcy”.
7. *Leavey School of Business, Santa Clara University*, June 2011. ‘Competition, Capacity and Evergreening’
8. *London Business School*, April 2011. ‘Competition, Capacity and Evergreening’
9. *University College London*, April 2011. ‘Competition, Capacity and Evergreening’
10. *Novartis India*, June 2010. ‘The Patent Expiration Challenge: How Should Pharmaceutical Firms Respond?’
11. *Sauder School of Business, University of British Columbia*, May 2010. ‘Distributed Development and Product Line Decision Making’.
12. *Insead, Singapore*, September 2009. ‘Distributed Development and Product Line Decision Making’.
13. *Rady School of Management, UC, San Diego*, April 2007. ‘Detailing versus DTCA in the prescription pharmaceutical industry’.
14. *Indian School of Business, Hyderabad, India*, September 2005. ‘Pricing and market segmentation for software upgrades’.
15. *Kellogg School of Management, Northwestern University*, January 2005. ‘Pricing and contracting strategies for software products and services’.
16. *Southern Methodist University, Dallas, TX – USA*, April 2004. ‘The market implications of product-process choice in the software industry’.

17. *Simon Fraser University, Vancouver, BC – Canada*, March 2004. ‘The market implications of product-process choice in the software industry’.
18. *Singapore Management University, Singapore*, March 2004. ‘The market implications of product-process choice in the software industry’.
19. *Health Products Research, Whitehouse, NJ – USA*, March 2004. ‘The market implications of product-process choice in the software industry’.

Refereed Conference Presentations

1. ‘Accentuate or Architect? Green product strategies under competition’. *MSOM Conference*, Seattle, June 2014
2. ‘Competitive Advertising Strategies for Internet Retailers’. *Utah Product and Service Innovation Conference*, Utah, February 2012
3. ‘Competitive Advertising Strategy for Internet Retailers’. *Conference on Information Systems and Technology (CIST)*, Charlotte, Nov 2011.
4. ‘Competition, Capacity and Evergreening’. *MSOM Conference*, Ann Arbor, June 2011
5. ‘Distributed Development and Product Line Decision Making’. *Production and Operations Management Conference*, Vancouver, May 2010.
6. ‘Software upgrades with price competition’. *Conference on Information Systems and Technology (CIST)*, Washington D.C., Oct 2008.
7. ‘Detailing versus DTCA in the prescription pharmaceutical industry’. *UTD Marketing Science Conference*, Dallas, February 2008
8. ‘Software upgrades with price competition’. *Workshop on Information Systems and Economics (WISE)*, Montreal, Dec 2007
9. ‘Metered pricing of software services under competition’. *MSOM Conference*, Atlanta, June 2006

Other Conference Presentations

- ‘Capacity Investment for Product Upgrades under Competition’. POMS Conference, Seattle, May 2017
- ‘Green product strategies under competition’. POMS Conference, Seattle, May 2017
- ‘Delayed Payments in Supply Chains: The Role of Moral Hazard vs. Bankruptcy’. POMS Conference, Seattle, May 2017

- ‘Capacity Investment for Product Upgrades under Competition’. INFORMS Conference, Nashville, November 2016
- ‘Product Recalls, Category Effects and Competitor Response’. INFORMS Conference, Philadelphia, November 2015
- ‘Operational Investment and the Reverse Factoring Decision’. INFORMS Conference, San Francisco, November 2014
- ‘Competitive Advertising Strategy for Internet Retailers’. *INFORMS Conference*, Minneapolis, October 2013
- ‘Competition, Capacity and Evergreening’. *POM Conference*, Chicago, April 2012
- ‘Integrated vs. Dedicated: Service System Design for a Vertically Differentiated Product Line’. *POM Conference*, Chicago, April 2012
- ‘Offering Pharmaceutical Samples: The Role of Physician Learning and Patient Payment Ability’. *Marketing Science Conference*, Houston, June 2011.
- ‘Advertising Strategy for Internet Retailers’. *Marketing Science Conference*, Cologne, Germany, Jun 2010.
- ‘Advertising Strategy for Internet Retailers’. *INFORMS Conference*, San Diego, Oct 2009.
- ‘Global Product Design’. *INFORMS Conference*, Washington D. C., Oct 2008.
- ‘Offering Pharmaceutical Samples: The Role of Physician Learning & Insurance Coverage’. *INFORMS Conference*, Washington D. C., Oct 2008.
- ‘Software upgrades with price competition’. *International Symposium of Information Systems (ISIS)*, Hyderabad, Dec 2007.
- ‘Pricing software upgrades: The role of product improvement & user costs’. *International Symposium of Information Systems (ISIS)*, Hyderabad, Dec 2007.
- ‘Detailing versus DTCA in the prescription pharmaceutical industry’. *Marketing Science Conference*, Singapore, Jun 2007.
- ‘Renting of software services under competition’. *ISB-IBM Workshop on OR Analytics*, Hyderabad, Feb 2007.
- ‘Usage-based pricing of software service under competition’. *International Symposium of Information Systems (ISIS)*, Hyderabad, Dec 2006.
- ‘Renting of software services under competition’. *Marketing Science Conference*, Pittsburgh, Jun 2006.
- ‘Renting of software services under competition’. *INFORMS Conference*. Denver, Oct 2004

- ‘Metered pricing of software services under competition’. *INFORMS Conference*. Atlanta, October 2003
- ‘Pricing and market segmentation for software upgrades’. *INFORMS Conference*. San Jose, November 2002

MEDIA APPEARANCES

- “Pushing western medicine with fear in India”. *Reuters Health*, June 7, 2011
- “Edible bar code to crack down on counterfeits”. *NBC Bay Area*. January 9, 2013

TEACHING

Santa Clara University

Teaching ratings at the 96th percentile of all faculty at the Leavey School

MBA core course: “Business Analytics”, 2017-Present

MS-SCMA core course: “Supply Chain Foundations”, 2016-Present

MBA elective: “Supply Chain Management”, 2014-Present

MBA core course: “Operations Management”, 2013-Present

Undergraduate core course: “Operations Management”, 2011-13

Undergraduate honors core course: “Operations Management”, 2011-14

Indian School of Business

MBA core course: “Operations Management”, 2006-11

MBA elective: “Managing Product & Service Development”, 2006-09

Faculty advisor for 11 MBA student Experiential Learning Projects (ELP)

Executive Education for Accenture: Quantitative Project Management, Operations Strategy

PROFESSIONAL SERVICE

Editorial Board Member (2013 & 2014)

- Journal of Revenue and Pricing Management

Referee work for top tier journals (since 2006)

- Management Science
- Operations Research
- Marketing Science
- Information Systems Research
- Production & Operations Management

- MIS Quarterly
- European Journal of Operational Research
- Decision Science
- Applied Stochastic Models for Business and Industry
- Electronic Commerce Research Journal
- British Medical Journal
- Transportation Research
- Sustainability
- Economic Modelling

Referee work for top tier conferences

- IEEE Conference of Automation Science and Engineering 2010
- International Conference on Information Systems 2013

Chair / Judge for top tier conferences

- Chair for an invited session at POMS 2017
- Chair for “New Product Development” cluster at INFORMS 2014
- Chair for an invited session at INFORMS 2013
- Chair for an invited session at POMS 2012.
- Chair for contributed papers sessions at INFORMS 2002 and 2003
- Chair for a sponsored session at INFORMS 2004.

Chair / Judge for Industry conferences

- Moderator at the ISB Leadership Summit, ISB, 2010
- Judge at the Health Care Conclave Business Case Competition, ISB, 2010
- Moderator at Responsible Supply Chains Conference, Stanford University, 2014

INSTITUTIONAL SERVICE

Santa Clara University

- Co-founder & Director, MS in Supply Chain Management & Analytics, 2015 - 2018
- Co-chair of the “4th Annual Supply Chain Management Directors’ Conference” at Santa Clara University, March 2015
- Faculty coordinator for the Supply Chain Management Concentration, 2012-Present
- OMIS area coordinator for the “Chair Seminar Series”, 2012-2013

Indian School of Business

- Member of the Academic Committee, 2006-07
- Member of the Honor Code Committee, 2007-2011
- Seminar coordinator for the “Operations Management Seminar Series”, 2007-2011