

Ravi Ramamurti
Northeastern University
International Business and Strategy
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Education

DBA, Harvard University, 1982.
Major: Business Administration

MBA, Indian Institute of Management, 1974.

BS, St. Stephens College, Delhi University, 1972.
Major: Physics
Supporting Areas of Emphasis: Chemistry, Mathematics

Academic, Military and Professional Positions

Academic

Member, Editorial Board, Journal of Frugal Innovation. (March 2014 - Present).

Member, Editorial Board, South Asian Journal of Global Business Research. (March 2014 - Present).

Track Chair--Emerging Markets, Academy of International Business. (July 2008 - July 2009).

Senior Fellow, Wharton School, U. of Pennsylvania. (January 2007 - June 2007).

Professional

Advisory Board member, Associated Industries of MA, International Business Council. (January 2012 - December 2012).

Advisory Board member, India-US Business Network. (January 2012 - December 2012).

Chair-Elect and Member of Executive Board, Academy of Management, International Management Division. (August 2003 - August 2008).

TEACHING

Teaching Experience

Northeastern University

BUSN 6291, International EMBA Residency, 1 course.

BUSN 6312, Competing In and With China and India, 2 courses.

INTB 6292, Global Economic and Political Environments, 4 courses.

INTB 6294, International Residency in China and Hong Kong, 4 courses.

Non-Credit Instruction

Residency, EMBA, 30 participants. (January 11, 2009 - Present).

RESEARCH

Published Intellectual Contributions

Books

- Cuervo-Cazurra, A., Ramamurti, R. (2014). *Understanding Emerging Market Multinationals*. Cambridge University Press.
- Williamson, P., Ramamurti, R., Fleury, A., Fleury, M. T. (2013). *The Competitive Advantage of Emerging Market Multinationals*. Cambridge University Press (under production).
- Ramamurti, R., Hashai, N. (2011). *The Future of FDI and the Multinational Enterprise*. Emerald Publishing.

Book Chapters

- Cuervo-Cazurra, A., Meyer, K., Ramamurti, R. (2014). *Internationalization of Emerging Economy MNCs: The Relative Resource Specialization of Firm and Environment*. Edward Elgar.
- Ramamurti, R., Cuervo-Cazurra, A. (2014). "Conclusion: An agenda for EMNC Research," In Cuervo-Cazurra & Ramamurti, *Understanding multinationals from Emerging Markets (book)*.
- Cuervo-Cazurra, A., Ramamurti, R. (2014). "Introduction," In Cuervo-Cazurra & Ramamurti, *Understanding Multinationals from Emerging Markets (book)*. Cambridge University Press.
- Ramamurti, R., Williamson, P., Fleury, A., Fleury, M. T. (2013). "Conclusions: Dynamics of Learning by Emerging Market Multinationals," In Williamson, Ramamurti, & Fleury (eds.) *The Competitive Advantage of Emerging Market Multinationals..*
- Ramamurti, R. (2013). "Introduction", In Williamson, Ramamurti & Fleury, *The Competitive Advantage of Emerging Market Multinationals..* Cambridge University Press.
- Ramamurti, R. (2013). *The role of international MA& in building the competitive advantage of Indian firms*. Cambridge University Press.
- Hashai, N., Ramamurti, R. (2011). *Research on FDI and the MNE in a Changing World*. Emerald Publishing.
- Ramamurti, R. (2011). *New players in FDI: SWFs, PEs, and EMNEs*. Emerald Publishing.
- Aharoni, Y., Ramamurti, R. (2011). *The evolution of Multinationals*. Emerald Publishing.

Refereed Journal Articles

- Govindarajan, V., Ramamurti, R. (2013). Delivering World-Class Healthcare Affordably. *Harvard Business Review*(Nov 2013), 117-122.
- Ramamurti, R. (2012). Competing with Emerging-Market Multinationals. *Business Horizon*, May 2012.
- Govindarajan, V., Ramamurti, R. (2011). Reverse innovation, emerging markets, and global strategy. *Global Strategy Journal*, 1(3/4), 191-205.

Periodicals

Govindarajan, V., Ramamurti, R. (in press). *Indian Hospitals Could Show US Hospitals how to Save Money Without Reducing Quality*. Washington Post.

Ramamurti, R. (2012). *Reverse innovation's big impact for consumers* (pp. 1).

Other

Cuervo-Cazurra, A., Ramamurti, R. (2015). *The escape motivation of emerging market multinational enterprises* (143rd ed.). Columbia Center on Sustainable Investment, Columbia U.

Govindarajan, V., Ramamurti, R. (2015). *Three ways businesses are addressing inequality in emerging markets*. Harvard Business Review.

Govindarajan, V., Ramamurti, R. (2013). *Why Can't US Healthcare Costs be Cut in Half?*

Govindarajan, V., Ramamurti, R. (2013). *Secret of India's Low-Cost Healthcare* (pp. 1). HBR.org Blog.

Ramamurti, R. (2013). *Trickle-Up Innovation* (pp. 2). Wired Magazine (UK).

Ramamurti, R. (2011). *Impact of the Crisis on New Players in Global FDI*. Transnational Corporation.

Presentations Given

Ramamurti, R., Academy of Management Annual Meeting, "Succeeding as a Researcher III: Increasing the odds of getting published," AOM, Vancouver Canada. (August 8, 2015).

Ramamurti, R., Academy of Management Annual Meeting, "Jr. Doctoral Consortium," AOM, Vancouver Canada. (August 7, 2015).

Ramamurti, R., Academy of International Business Annual Meeting, "Innovation in emerging markets and its global diffusion," AIB, Bengaluru. (June 29, 2015).

Ramamurti, R., Academy of International Business Annual Meeting, "Global networks as forces for good," AIB, Bengaluru, India. (June 28, 2015).

Ramamurti, R., Research Seminar--ITESM Guadalajara Mexico, "Innovating in Emerging Markets for Emerging Markets," ITESM, Monterrey, MEXICO, Guadalajara, Mexico. (October 13, 2014).

Ramamurti, R., Global Conference of Knowledge Economy, "Innovation in emerging markets," BIT, China, Qingdao, CHINA. (September 17, 2014).

Ramamurti, R., Academy of Management Annual Meeting, "Chair cum Discussant, Session on Management of Emerging Market Firmsh Methods and Strategy," International Management Division, AOM, Philadelphia PA. (August 4, 2014).

Ramamurti, R., Academy of Management Annual Meeting, "Junior Faculty Consortium, Speaker on Research Methods and Strategy," International Management Division, AOM, Philadelphia PA. (August 2, 2014).

Ramamurti, R., Academy of Management Annual Meeting, "PDW on Institutional Diversity Perspective of Global Strategy," International Management Division and BPS, AOM, Philadelphia PA. (August 2, 2014).

Ramamurti, R., Annual Meeting of Academy of International Business, "Home-country institutions and the internationalization of emerging market firms," AIB, Vancouver Canada. (June 25, 2014).

Ramamurti, R., Annual Meeting Academy of International Business, "International Management in EMNEs," AIB, Vancouver, Canada. (June 24, 2014).

Ramamurti, R., Special Seminar--U of Cape Town business school, "The Promise of Reverse Innovation in Healthcare," U of Cape Town, Cape Town, S Africa, Cape Town. (June 19, 2014).

Ramamurti, R., SMS India Conference, "Doing Business in China v India: Prospects and Challenges," Strategic Management Society, Mohali, India. (December 17, 2013).

Ramamurti, R., IP/Innovation Conference, "Chinese and American Cultures of Innovation," NU School of Law, Northeastern U. (November 21, 2013).

Ramamurti, R., AIB Annual Meeting, "Panelist, Session on Business Groups and Internationalization," Academy of International Business, Istanbul, Turkey. (July 6, 2013).

Ramamurti, R., AIB Annual Meeting, "Panelist, Session on Innovation in the TRICs (Turkey, Russia, India, China)," Academy of International Business, Istanbul, Turkey. (July 5, 2013).

Ramamurti, R., AIB Annual Meeting, "Panelist, Competitive Advantage of Emerging Market MNCs," Academy of International Business, Istanbul, Turkey. (July 4, 2013).

Ramamurti, R., AIB Fellows' Guru Session for Turkish Executives, "Strategies of Emerging Market MNCs," AIB Fellows, Istanbul, Turkey. (July 3, 2013).

Ramamurti, R., AIB Istanbul, "Panelist, Doctoral Consortium," Academy of International Business, Istanbul, Turkey. (June 28, 2013).

Ramamurti, R., Politecnico di Milano Conf on Emerging Market Multinationals on Global Development, "Keynote," Politecnico di Milano, Milan Italy, Milan Italy. (May 30, 2013).

Ramamurti, R., Harvard Pensions and Capital Stewardship, "Panels on "Investing in Em Markets," and "Infrastructure Investments in India"," Harvard Law School, Cambridge MA. (May 2, 2013).

Ramamurti, R., Collegiate Alternative Investments Summit, "Moderator--Panel on Investing in Emerging Markets," NU-CAIS club, NU, Boston. (April 7, 2013).

Ramamurti, R., Doing Business in Colombia--Inaugrated by Gov Patrick, "Moderator and Speaker," Associated Industries of MA, Cambridge, MA. (March 25, 2013).

Ramamurti, R., AOM Africa Conference, "Co-organizer and Panelist, Session on "Emerging Market MNEs: Theory Meets Practice"," Academy of Management, Johannesburg, South Africa. (January 9, 2013).

Ramamurti, R., Academy of Management annual meeting, "Symposium on "Challenges of Global Leadership" organized by Schon Beechler and Allan Bird," AOM, Boston, MA. (August 6, 2012).

Ramamurti, R., Academy of Management annual meeting, ""Leveraging India and China to inform the world"," AOM, multiple divisions, Boston, MA. (August 4, 2012).

Ramamurti, R., Academy of International Business annual meeting, Washington DC, "AIB Fellows panel on "International Business-Government Relations: Quo Vadis" featuring Steve Kobrin (Wharton), Jean Boddewyn (Baruch), Ted Moran (Georgetown) and Rob Grosse (George Mason)," AIB, Washington DC. (July 2, 2012).

Ramamurti, R., ALPFA Investment Summit, "Keynote Speaker: Investing in Emerging Markets," ALPFA, Boston, Ma. (February 17, 2012).

Ramamurti, R., European International Business Association Conf, "What is really different about EMNEs?," EIBA, Bucharest Bulgaria. (December 8, 2011).

Ramamurti, R., Research Seminar Series, "Emerging Markets and Innovation," HEC Montreal (U of Montreal), Montreal Canada. (November 3, 2011).

Crittenden, W., Nyaga, G., Ramamurti, R., Robertson, C., "Corporate Citizenship in Emerging Markets," South East Association for International Business, Winter Park, FL. (October 27, 2011).

Ramamurti, R. (Presenter & Author), Govindarajan, V. (Presenter & Author), All Academy Symposium AOM Annual Conference, "Innovation, Strategy, and Leadership as East Meets West," Academy of Management, San Antonio, TX. (August 14, 2011).

Ramamurti, R., AIB Annual Meeting, "Panel on Emerging Market MNEs," AIB, Nagoya Japan. (June 28, 2011).

Ramamurti, R., AIB Fellows Plenary, AIB Annual Conference, "Reverse innovation, emerging markets, and global strategy," Academy of International Business, Nagoya, Japan. (June 26, 2011).

Ramamurti, R., Economist Conference 2011 Innovation Summit, "Innovation in Emerging Markets," Economist Conferences, Berkeley, CA. (March 24, 2011).

Ramamurti, R., Monteiro, F. (Presenter Only), Yakubovich, V. (Presenter Only), Peng, M. (Presenter Only), Mudambi, R. (Presenter Only), SMS Special Conference on Latin America, "Competition Among Emerging Market Multinationals in the 21st Century," Strategic Management Society, Rio de Janeiro, Brazil. (March 11, 2011).

Ramamurti, R., 2011 Harvard Social Enterprise Conference, "Reverse Innovation: A New Mindset for Social Entrepreneurs," Harvard Business School and Harvard Kennedy School Students, HBS, Boston. (March 6, 2011).

Ramamurti, R., Carr, E. (Presenter Only), Narayana, K. (Presenter Only), Agarwal, A. (Presenter Only), Economist Conferences: India Business Summit, "Understanding India's Innovative Global Enterprises," Economist Conferences, Paris, France. (January 25, 2011).

Ramamurti, R., India-Us Trade & Investments Conference 2011, "Ready to do Business with India," India New England Business Council, Westin Hotel, Waltham, MA. (January 14, 2011).

Contracts, Grants and Sponsored Research

Other

Ramamurti, R., "Supporting the mission of NU's Center for Emerging Markets," Sponsored by Anonymous donor. (January 1, 2015 - December 31, 2019).

Ramamurti, R., "David R Nardone Seminar Series," Sponsored by David R Nardone. (September 2014 - September 2019).

Ramamurti, R., "CEM Research Project on Emerging Market MNEs," Sponsored by DMSB Dean's Office--Faculty Investment Fund. (July 1, 2012 - June 30, 2014).

Awards and Honors

Keynote Speaker, UW Vienna (UW Wein) business school. (December 11, 2014).

Keynote Speaker, Copenhagen Business school. (October 9, 2014).

Invited on a sponsored trip to Israel--the Start-up Nation, Combined Jewish Philanthropies. (June 2014).

Featured Webinar, Harvard Business Review. (February 11, 2014).

Keynote presenter, Copenhagen Business School 2012 Conf on Emerging Market Multinationals. (October 26, 2012).

EBS First Prize for Best article on Innovation Management published in 2011, European Business School. (September 24, 2012).

Intellectual Contributions in Submission

Refereed Journal Articles

Ramamurti, R. (2012). What is really different about Emerging Market Multinationals? *Global Strategy Journal*, 2(1), 41-47..

Research Currently in Progress

"Enriching Theory in the Emerging Markets Context" (Writing Results).

This is for a virtual Special Issue being produced by Strategic Management Society. I have been invited to compile the most important articles on Emerging Markets published in GSJ, SMJ, and SEJ, along with a video introduction.

Emerging markets have provided a rich new context in which to test existing theories. We review a recent body of influential work that illustrates the value of exploring topics such as internationalization and innovation in emerging markets and suggest directions for further research

"Reach Maximization: Turning Non-consumers into Consumers in Emerging Markets" (On-Going).

Studying how products and services reached large swaths of the population, including in the middle and bottom of the pyramid, in emerging markets. Describes the four elements that allow firms in emerging economies to "maximize reach": creating the market, achieving high quality with ultra-low costs, managing the rich-poor nexus, and using a compelling purpose to

integrate these efforts. Argues that, counter-intuitively, maximizing reach can actually maximize profits.

"Rethinking catch-up by emerging market MNEs: the role of "capability holes"" (On-Going).
Argues that there is a learning race going on between emerging-market MNEs and developed-country MNEs, with each trying to plug its "capability holes" before the other. Article identifies the capability holes that each faces and the strategies each uses to plug those holes. It concludes with an assessment of which type of firm seems to be winning this learning race.

"The Mature Revolution: Catch it before it catches you" (Writing Results).
Paper explores why firms from emerging markets have led the global consolidation of many industries, including steel, cement, white goods, beverages, aluminum, personal computers, etc. It also recommends strategies that developed-country MNCs can use to respond to this trend.

SERVICE

Editorial and Review Activities

Editorial Board Member, "Journal of Asian Business Studies." (October 2015 - October 2018).

Editorial Board Member, "Journal of Frugal Innovation." (June 2015 - June 2018).

Editorial Board Member, "Journal of Cross Cultural Management." (February 1, 2015 - February 1, 2018).

Editorial Board Member, "Journal of Teaching International Business," Editorial Board Member. (September 2010 - August 2016).

Editorial Board Member, "Management International," Editorial Board. (August 2000 - August 2016).

Editorial Board Member, "Global Strategy Journal," Editorial Board Member. (June 2010 - June 2016).

Editorial Board Member, "International Journal of Emerging Markets." (January 2011 - January 2016).

Ad Hoc Reviewer, Papers, "Evaluation letter for promotion to Full Professor of L-A Barclay U of West Indies," University of West Indies, Mona School of Business. (September 1, 2015 - December 20, 2015).

"Evaluation letter of Prof Aldo Mussachio for appointment with Tenure," Brandeis U, International Business School. (November 2014).

Ad Hoc Reviewer, Papers, "National Science Foundation," Research Grants division. (November 1, 2014).

"Evaluation letter of Prof Gammeltoft to Full Professor," Copenhagen Business School. (September 2014).

Ad Hoc Reviewer, Papers, "Federal Govt of Canada," Canada Research Chairs Tier 2. (September 2014).

"Evaluation letter of Prof AJai Gaur, Asst Prof for tenure," Rutgers U. (August 2014).

"Evaluation letter for Prof Aya Chacar, Florida Intl U," Florida International U Business school. (July 2014).

Editorial Board Member, "Management International Review," Editorial Board Member. (June 2010 - June 2014).

Ad Hoc Reviewer, Papers, "Journal of International Business Studies." (January 2013 - December 2013).

Ad Hoc Reviewer, Papers, "Strategic Management Journal." (January 2013 - December 2013).

Editor, "Track Chair," Strategic Management Society--India Conf. (February 2013 - December 19, 2013).

"Evaluation letter for Prof Raj Choudhury, Wharton School," US Immigration Service. (November 2012).

Ad Hoc Reviewer, Papers, "External evaluator for Phd Student at Copenhagen Business School," Copenhagen Business School. (October 22, 2012).

"Evaluation letter for Prof Farok Contractor for appt as to University Professor," Rutgers University. (October 23, 2011).

General Service

College

Guest Speaker, Luncheon Speaker to visiting U of Ghana EMBA's. (February 26, 2015 - Present).

Alternate, Full Professor Promotion Committee. (April 2014 - May 2016).

Guest Speaker in Prof Robertson's course on Emerging Markets. (October 29, 2015).

Guest Speaker, New World Scholars Oxbridge Dinner talk. (October 22, 2015).

Committee Member, Member, EMBA Redesign committee. (April 1, 2015 - May 31, 2015).

Helped with Beanpot Case Competition team practices. (February 2015 - March 2015).

Guest Speaker, New World Scholars--Oxbridge Dinner. (November 20, 2014).

IB&S Green Paper for Prof Annique Un. (September 2014 - October 2014).

EMBA Admissions Webinar, EMBA Program Office. (May 14, 2014).

Luncheon Speaker, Deans Office--Speaking to visiting EMBA's from Ghana. (February 27, 2014).

Committee Member, McDonald Professor Search Committee. (September 2012 - January 2014).

Committee Member, Helping Dean's Office with Recruiting a Marketing & Communications director for DMSB. (November 1, 2013 - November 22, 2013).

Guest Speaker, New World Scholars--Oxbridge Dinner. (November 5, 2013).

Guest Speaker, Huntington Management Club--Beanpot preparation. (January 1, 2013 - March 1, 2013).

Committee Member, Events Manager, DMSB, search help. (September 2012 - December 2012).

Guest Speaker, New World Scholars program, DMSB. (November 13, 2012).

Fulbright letter of support for NU grad Mike Cantalno. (October 2012).

Participated with Dean Courtney, Kate Klepper, and David Abdow in teleconferences to explore this topic, Exploring creation of a new business school in India by large business group with NU as a partner. (August 2012 - October 2012).

Organizer and speaker, panel on reverse innovation,, DMSB Naming event. (September 28, 2012).

Committee Member, Mentoring Committee, General Management Group, Member. (September 2010 - July 2012).

Guest Speaker, Emerging Markets minor--capstone course guest speaker. (February 17, 2012).

Committee Member, T&P Committee, Member. (September 2009 - June 2011).

Other

Selected Secretary-Treasurer of AIB Fellows, AIB Fellows--Secretary and Treasurer, Secretary. (June 2009 - June 2011).

Committee Member, SMS-Rio Conference Advisory Committee, Member. (July 2010 - March 2011).

Professional

Luncheon speaker to U of Ghana EMBA's. (February 26, 2015).

Guest Speaker, Harvard Program for Asian and International Relations. (February 19, 2012).

Public/Community

Board of Advisors of a Company, US-India Business Network, Member, Advisory Board. (October 2010 - September 2012).

University

Advisor to Emerging Markets (students) Club, Advised and helped students' Emerging Markets Club get speakers. (January 1, 2015 - December 31, 2015).

Director, Center for Emerging Markets. (January 1, 2015 - December 31, 2015).

Coop placements with Li & Fung. (January 2015 - December 2015).

Committee Member, Asian Studies Executive Committee. (January 2014 - December 2015).

Playing host to alumni and parent visitors like Dave Nardone, CindyChaw Khin, and Karen Koh. (October 2015 - November 2015).

Guest Speaker, Talk on Reverse Innovation to NU's Young Global Leaders. (October 28, 2015).

Speaker, University Scholars Program, NU. (March 24, 2014).

Center for Emerging Markets Annual Symposium--Organizing, Director CEM. (October 5, 2013).

Discussant, University Honors Program--First Reads Event. (August 30, 2013).

Conference-Related, Alternative Investments club. (September 2012 - April 7, 2013).

Guest Speaker, NU-Charlotte Campus--Speaker for Local Leaders, Global Impact Series. (March 28, 2013).

Helped secure Vijay Govindarajan as a speaker, President Aoun's Profiles in Innovation Series. (March 11, 2013).

Keynote Speaker on India and China, Nichols College, Keynote speaker. (October 11, 2012).

International Coop--Ketty Rosenfeld. (September 2012).

Center for Emerging Markets--4th Annual Symposium, Director. (July 19, 2012).

Guest Speaker, Speaker at Parents' Weekend. (October 21, 2011).

Director, Center for Emerging Markets. (July 2008 - July 2011).

Mentor, NU Torch Scholar Program. (May 2010 - June 2011).

Committee Member, Committee to recommend faculty to be appointed as Distinguished or University Professors, Member. (December 2010 - April 2011).

Consulting

Management, Harvard Business Review of Brazil and HIRIA, Sao Paulo Brazil. (December 2, 2015 - Present).

Management, Institute for Healthcare Innovation, Cambridge. (May 12, 2015 - Present).

Management, American College of Healthcare Executives (ACHE), Chicago IL. (March 17, 2015 - Present).

Management, Lab Products Association, New Orleans. (March 11, 2015 - Present).

Management, Harvard HPAIR, Cambridge, MA. (February 15, 2015 - Present).

Management, Associated Industries of MA, Boston. (June 2012 - December 2016).

Management, US India Business Network, Cincinnati OH. (January 2010 - December 2016).

Academic, Macquarie University Australia, Sydney. (December 10, 2015 - December 12, 2015).

Management, Annual Investment Meeting, Dubai. (March 30, 2015 - March 31, 2015).

Management, Keio University, Yokohama, Japan. (March 5, 2015).

Management, Government of India, Bureau of Public Enterprises, New Delhi, India. (January 13, 2015 - January 14, 2015).

Management, Thermo Fisher, Tewksbury Ma. (November 19, 2014).

Management, Albert Einstein Hospital, Sao Paulo. (August 16, 2014).

Management, U of Oregon Executive Education, Eugene OR. (May 30, 2014).

Management, Apollo Hospital Group, Chennai India. (November 2013).

Management, Thermo Fisher--thru DMSB Exec Ed, Tewksbury Ma. (November 2013).

Academic, U of Minnesota CIBER, Minnesota, MN. (November 2013).

Management, Ivey Global Healthcare Summit, Toronto. (November 25, 2013 - November 26, 2013).

Management, U of Oregon, Eugene OR. (May 2013).

Management, General Electric, Lima Peru. (June 2011).

Management, General Electric, Sao Paulo Brazil. (April 2011).

Academic, The Economist Group--Education division, New York City, NY. (December 1, 2010 - March 31, 2011).

Management, Nielsen Inc, Tampa FL. (February 2011).

Awards and Honors

Service, Professional

Invited to Moderate a panel on Doing Business in the United Kingdom, inaugurated by Gov Deval Patrick, Associated Industries of MA. (October 28, 2014).

Invited to Moderate a panel on Doing Business in Israel, inaugurated by Gov Deval Patrick, Associated Industries of MA. (July 11, 2014).

Invited to Chair, AIB Fellows Exec of the Year Selection Committee, AIB. (June 2014).

Plenary Speaker, Harvard Program in Asian and International Relations Annual Conference. (February 16, 2014).

Keynote Dinner Speaker, "China Goes Global Conference", Harvard U (Kennedy School) and Rollins College. (2013).

Board member, Associated Industries of Massachusetts-IBC. (October 2012).