

ANIRUDH DHEBAR

Marketing Division
Babson College

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Teaching Interests Strategic marketing management, product and technology strategy, marketing high-tech products, managing the technology-intensive enterprise, pricing strategy; leading in a hyperconnected world; disruptive change and enterprise transformation

Research Interests Dynamics of products, product lines, and product technology; pricing and product policy; managing the technology-intensive enterprise; managing and leading in a hyperconnected world, especially in the midst of tectonic plate shifts.

Education

1979-83	PhD	Engineering-Economic Systems Stanford University, California,
	AM	Economics Stanford University, California
1973-75	MBA	Financial and Operations Management Indian Institute of Management, Calcutta, India
1968-73	BTech	Electrical Engineering Indian Institute of Technology, Bombay, India

Experience

Teaching

Sept. 1997-
to present Faculty member, Babson College
Appointments: Associate Professor of Marketing (September 1997–November 2001),
Professor of Marketing (December 2001 to present)

MBA teaching assignments: “Designing Marketing Systems,” “Business-to-Business Marketing,” “Marketing High-Tech Products,” “Science, Technology, and the Enterprise,” “Full-Time MBA Capstone Course,” “Leading in a Hyperconnected World,” “Pricing in the Information Industries,” “Disruptive Change and Enterprise Transformation.”

MBA teaching awards: “Thomas Kennedy Outstanding Teaching Award,” 2002-03, 2003-04, and 2004-05.

Babson Executive Education: Various programs.

July 1995-
June 1997 Visiting Professor of Marketing, Sloan School of Management, Massachusetts Institute of Technology. “Excellence in Teaching Award,” 1995-96.

July 1983-
June 1995 Faculty member, Graduate School of Business Administration, Harvard University.
Appointments: assistant professor (September 1983–June 1989), associate professor (July 1989–June 1992), lecturer (July 1993–June 1995).

Taught courses on marketing management, product-change management, technology and product-line management, quantitative methods, computer modeling, information systems, and production and operations management in the MBA and executive-education programs at the Harvard Business School.

Other Executive education/development and consulting at Scotland's Saltire Foundation, Novartis, Fresenius, EMC, Siemens, IBM, Infineon, Molex, Ingersoll-Rand, JP Morgan Chase, MetLife, Fidelity Investments, The Weather Channel, the UK's Associated Newspaper Group, and others.

Research

Theoretical/conceptual Managing product change: decisions on nature and speed of product change; tactical vs. strategic products; change in the context of complementarities, network effects, and the product line.

Pricing theory: market segmentation and price discrimination, product-line pricing, dynamic pricing, pricing in the presence of direct and indirect network externalities.

Information technology and the transformation of the information-, entertainment-, and education-products industries.

Field-based Examination of nature of – and reasons and reasoning behind – product, product line, and product mix change in technology-intensive contexts.

Investigation of information-technology application to – and transformation of – the media, entertainment, and financial-services industries.

1979-83 Research Assistant, Stanford University

Program in information policy: application of economics and systems theory to information service markets and policy; program in health policy: analysis of clinical decisions and health-care technology.

Industry Experience

2009-13 Member, Board of Directors and Board's Audit and Technology Committees, Molex Incorporated.

1976-79 Corporate finance
Manager (budgets) and executive assistant to the director (finance), Tata Engineering and Locomotive Co., Ltd., India.

1975-76 Management consulting
Assistant consultant, A.F. Ferguson & Co., India.

Publications: Research Materials*Journal Articles*

- “Bringing New High-Technology Products to Market: Six Perils Awaiting Marketers,” *Business Horizons*, **59**, November-December 2016, 713-722.
- “Razor-and-Blades Pricing Revisited,” *Business Horizons*, **59**, May-June 2016, 303-310.
- “Toward Compelling Customer Touchpoint Architecture,” *Business Horizons*, **56**, Spring 2013, 199-205.
- “Six Chasms In Need of Crossings,” *Sloan Management Review*, **42**, Spring 2001, 95-99.
- “Information Technology and Product Policy: ‘Smart’ Products,” *European Management Journal*, **14**, October 1996, 477-485.
- “New-and Improved High-Tech Products: Speeding Producer, Meet the Balking Consumer,” *Sloan Management Review*, **37**, Winter 1996, 37-49.
- “Using Extensive, Dynamic Product Lines for Listening in on Evolving Demand,” *European Management Journal*, **13**, June 1995, 187-192.
- “Rethinking Executive Education,” *Training and Development*, **49**, July 1995, 55-57.
- “Complementarity, Compatibility, and Product Change: Breaking with the Past?,” *Journal of Product Innovation Management*, **12**, March 1995, 136-152.
- “Durable-Goods Monopolists, Rational Consumers, and Improving Products,” *Marketing Science*, **13**, Winter 1994, 100-120.
- “Managing the Quality of Quantitative Analysis,” *Sloan Management Review*, **34**, Winter 1993, 69–75.
- “Decision Calculus Models for Planning Retailer Sales Promotions: An Application to Automobile Dealerships,” with Scott A. Neslin and John Quelch, *Journal of Retailing*, **63**, Winter 1987, 333-364.
- “Dynamic Nonlinear Pricing in Networks with Interdependent Demand,” with Shmuel S. Oren, *Operations Research*, **34**, May-June 1986, 384-394.
- “Optimal Dynamic Pricing for Expanding Networks,” with Shmuel S. Oren, *Marketing Science*, **4**, Fall 1985, 336-351.

Opinion Pieces

- “Avoiding the Unbearable Entropy of Entrepreneurial Being,” *Babson Entrepreneurial Review*, Spring 2000, pp. 4-11.
- “Of Thinking Caps and Computer Traps,” *The New York Times*, March 26, 1995.

“Customizing Satisfaction,” *Business Today*, March 22 – April 6, 1995, pp. 255-256.

Working Papers

“Through the Pharma-Pricing Looking-Glass, and What We Find There,” working paper, Babson College, December 2014.

Publications: Teaching Materials

Written at Babson

Grupo SALA: Improving Lives, Spaces, and the Environment (case, teaching note; Babson Entrepreneurial Leader Collection) (BAB237C and BAB237TN)

F.P. Journe – *Invenit et Fecit* (case, teaching note; published in “Babson Global Collection”) (BAB154C and BAB154TN)

Intelligent Medicine: The Novartis-Proteus Alliance (case, teaching note) (BAB696C and BAB696TN)

Telegraph Media Group: The Newspaper Is Dead, Long Live the ... (A): Change, A Business and Leadership Imperative (case study)

Telegraph Media Group: The Newspaper Is Dead, Long Live the ... (B): Editorial Change: Taking the Telegraph into the 21st Century (case study)

Telegraph Media Group: The Newspaper Is Dead, Long Live the ... (C): Editorial Change – The Key Word Is Integration (case study)

Telegraph Media Group: The Newspaper Is Dead, Long Live the ... (D): Making It All Worth: Closing the Loop with Advertisers (case study)

Telegraph Media Group: The Newspaper Is Dead, Long Live the ... (E): Change – A Work in Progress (case study)

OnePIN, Inc.: Going to Market (case study)

Improving Durable Products: “Buy Now or Wait for a ‘New-and-Improved’ Version?” (study note)

Bringing a Next-Generation Handset to Market (A), (B), and (C) (case series)

A New Fizz at Vending Machines: Extracting the Last Drop (of Profits) (A), (B), and (C) (case series)

Written at Harvard Business School (pre-Babson)

1. Managing Product Change

A. THE PACE OF CHANGE

Intel Corporation: Going Into OverDrive™ (case, teaching note)

B. THE NATURE OF CHANGE

Complementarity, Compatibility, and Product Change: Breaking with the Past?—A Conceptual Framework (study note)

Breaking with the Past?: Four Examples of Product Change (case, teaching note)

Nintendo and Its Three Video-game Systems—The Technology and the Business of Fun (case)

The Introduction of FM Radio (A), (B), and (C) (case series, teaching note)

Microsoft Word for MS-DOS Systems: Changing the User Interface? (case, teaching note)

American Airlines, Inc.: Proposal for a Three-Class Transcon Service (case, teaching note)

HBS Publishing Group: The Case of the (Electronic) Case (case)

C. TACTICAL vs. STRATEGIC PRODUCTS

IBM: A Product for Managing Local Area Networks (A) and (B) (case series)

D. MANAGING TECHNOLOGY AND PRODUCT TRANSITIONS

McGraw-Hill, Inc.: New Information Products and the Changing Role of IS&T (A) and (B) (case series, teaching note)

“Big Bang” at the International Stock Exchange, London (A) and (B) (case series)

Reuters Holdings PLC 1850-1987: A (Selective) History (case)

Reuters Holdings PLC Network Renewal and Product Integration (A) and (B) (case series)

2. Pricing

Price-Quantity Determination (study note)

21-Speed Gizmos, Inc. (case)

The Economics of Product Variety (study note)

Cambridge Software Corporation (case, teaching note)

Price Discrimination (study note)

American Airlines, Inc.: Revenue Management (case, teaching note)

The Introduction of Telepoint Services in Britain (A), (B), and (C) (case series)

3. Quantitative Methods**A. DECISION MAKING UNDER UNCERTAINTY, DISCOUNTED CASH-FLOW ANALYSIS**

A Supplementary Note on Discounting (study note)

Exercises in Discounting (exercises, teaching note)

Professor Miller's Dilemma (exercise, teaching note)

Novon Cement Company (Condensed) (case, teaching note)

Division of Capital Planning and Operations, Commonwealth of Massachusetts (case, teaching note)

Sierra Resources, Inc. (A) and (B) (case series)

The English Channel Fixed Link Project (A) and (B) (case series, teaching note)

DMA, Inc. (case, teaching note)

B. REGRESSION ANALYSIS

Harmon Foods (teaching note)

Lincoln Community Hospital (case)

C. LINEAR PROGRAMMING

Outdoors, Inc. (teaching note)

Merton Truck Company (case, teaching note)

Kelley Chemicals, Inc. (case, teaching note)

D. QUANTITATIVE MODELING AND DECISION MAKING

Eastern Insurance Company (Updated) (case)

New England Digital – Company Financing and Valuation (case)

Palisades Gas and Electric Company (case, teaching note)

Hercules Incorporated--Specialty Chemicals Company (case, teaching note)

4. Management information systems and information technology

American Hospital Supply Corp.: The ASAP System, (A) and (B) (teaching note)

Pacific Pride Commercial Fueling System, (A) and (B) (teaching note)

Anaquest: The Professional Services Project, (A) and (B) (teaching note)

Batterymarch Financial Management: Information Systems and Technology (case, teaching note)

Editorial Activities

Marketing Science, Management Science, and Sloan Management Review, ad hoc reviewer.

Presentations

- “Interdisciplinary Instruction: Reaching Across Business Disciplines,” panel member, Fall 2016 Marketing Management Association Educators’ Conference, Providence, RI, September 2016.
- “Personal Computers to Network Computers: A Product Trajectory Crossroad?,” Fall 1998, Marketing Division, Babson College; Summer 1998, Marketing Science Conference, INSEAD.
- “The Quest for (Product) Consistency ...,” Spring 1996, Marketing Science Conference, University of Florida in Gainesville, and in the Marketing Seminar series, Sloan School of Management, Massachusetts Institute of Technology.
- “Pricing on the Infobahn: The Teleinfoedutainment Industries,” Fall 1995, Marketing Science Institute conference on Developing Customers, Products, and Markets for Services.
- “New-and-Improved Products: Speeding Producer, Meet the Balking Consumer,” Summer 1997, Innovation Seminar Series, Intel Corporation; and Fall 1995, Massachusetts Institute of Technology’s International Center for Research on the Management of Technology.
- “Launching Network Services: The Role of Prices and Complementarities,” Spring 1994, Harvard Business School (Marketing area), Massachusetts Institute of Technology (Marketing Department, Sloan School of Management), Marketing Science Conference at the University of Arizona in Phoenix, and University of Rochester (Marketing Area, Simon Graduate School of Business)
- “Comments on ‘Interaction of Information and Price in a Model of Diffusion of Innovation’ by Abel P. Jeuland, University of Chicago,” discussant, Pricing Decision Models Conference, Boston, April, 1994.
- “Alternative Market Structures for Products Exhibiting Complementarity-induced Demand Externalities,” Fall 1992, TIMS Conference, San Francisco; and Spring 1993, Marketing Science Conference, Washington University, St. Louis.
- “Complementarity, Compatibility, and Product Change: Breaking With the Past?,” Spring 1993 and Fall 1992, Harvard Business School (Competition & Strategy, Marketing, and Production & Operations Management groups); and Spring 1992, TIMS Conference, Orlando.
- “Durable-Goods Monopolists, Rational Consumers, and Improving Products,” Fall 1993, University of California, Berkeley (Marketing Department, Haas School of Management); Spring 1993, Pennsylvania State University (School of Business Administration); Summer 1992, Marketing Science Conference, London; Spring 1992, University of Delaware (Department of Business Administration), Harvard University (Economics Department), and Massachusetts Institute of Technology (Marketing Department, Sloan School of Management); Fall 1991 TIMS Conference, Nashville; and Spring 1991, Harvard Business School (Marketing area).
- “Dynamic Nonlinear Pricing in Networks with Interdependent Demand,” with Shmuel S. Oren, Spring 1984, TIMS Conference, San Francisco.
- “Optimal Dynamic Pricing for Expanding Networks,” with Shmuel S. Oren, Fall 1983, TIMS Conference, Orlando.