

RAVI ARON

EDUCATION

1999 Leonard N. Stern School of Business, NYU
Ph.D., Information Systems

1996 Leonard N. Stern School of Business, NYU
M.Phil., Information Systems

1990 Indian Institute of Management, Bangalore
PGDIM (MBA), Finance

1987 Osmania University
Bachelor of Arts, Sociology & Public Administration

EXPERIENCE

2006 – The Marshall School of Business, University of Southern California
Assistant Professor

1999 – 2005 The Wharton School, University of Pennsylvania
Assistant Professor

1992 – 1993 BBMB & Software Alliance Group of Companies, Kuala Lumpur, Malaysia
Systems Consultant

1990 – 1992 Citicorp, Inc., New Delhi & Madras, India
Assistant Manager

1986 - 1988 I-Telsoft-I Ltd., Madras, India
Technical Director

HONORS AND AWARDS

David Hauck Teaching Excellence Award – 2004, The Wharton School.

MBA Teaching Excellence, 2004, The Wharton School.

Undergraduate Teaching Excellence Award, 2004, The Wharton School.

Undergraduate Teaching Excellence Award, 2003, The Wharton School.

Herman E. Kross Doctoral Dissertation Award, 1999, Leonard N. Stern School of Business, NYU.

Teaching Excellence Award, 1998, Leonard N. Stern School of Business, NYU.

PUBLICATIONS & COMPLETED RESEARCH

- Aron, R., and Singh, J. "Getting Offshoring Right" *Harvard Business Review*, December 2005, pp. 135-143.
- Aron, R., Clemons, E.K., and Reddi, S. "Just Right Outsourcing: Understanding and Managing Strategic Risk," *Journal of Management Information Systems*, Fall 2005, Vol. 22, No. 2, pp. 37-55.
- Aron, R., and Liu, Y. "Determinants of Operational Risk in Global Sourcing of Financial Services," *Brookings Institute Forum Journal of Trade & Economics* 2005.
- Anand, K.S., and Aron, R. "Group-Buying On The Web: A Comparison Of Price Discovery Mechanisms", *Management Science*, Vol. 49, No. 11 November 2003, pp. 1546-1562.
- Anand, K.S., and Aron, R. "Forward Aggregation in Electronic B2B Markets: Model and Experimental Findings," *Production and Operations Management* (under review).
- Aron, R., Sundararajan, A., Viswanathan, S. "Intelligent Agents in Electronic Markets for Information Goods: Customization, Preference Revelation and Pricing," *Decision Support Systems*, Volume 41, Issue 4, May 2006, Pages 764-786 .
- Amar, G., Seshasai, S., and Aron, R. "Towards a 24 Hour Knowledge Factory, A Prognosis For Research" *Information Systems Research* (under review).
- Aron, R., Ungar, L., and Valluri, A. "A Model of Market Power and Efficiency in Private Electronic Exchanges," *European Journal of Operations Research*, Volume 187, Issue 3, 16 June 2008, Pages 922-942.
- Aron, R., and Pathak, P.S. "Impact of Internet-Based Distributed Monitoring Systems on Off-Shore Sourcing of Services" *ACM Transactions on Internet Technology*, Vol. 7, No. 3, Article 16, August, 2007.
- Anand, K.S., and Aron, R., "Quality, Incentives and Inspection Regimes In Service Supply Chains: Theoretical Predictions Behavioral Outcomes," *Manufacturing and Services Operations Management* (under review).
- Aron, R., Bandopadhyay, S., Jayanty, S., and Pathak, P.S. "Monitoring Process Quality in Offshore Outsourcing: A Model and Findings from Multi-Country Survey," *Journal of Operations Management*, Volume 26, Issue 2, March 2008, Pages 303-321.
- Anand, K.S., and Aron, R., and Pathak, P.S. "Inspection Regimes, And Incentives in Offshore Service Production: Theory and Evidence" *Management Science* (under review).
- Aron, R., and Clemons, E. "Achieving the Optimal Balance Between Investment In Quality and Investment in Self-Promotion for Information Products," *Journal of Management Information Systems*, Fall 2001, Vol. 18, No. 2, pp. 65-88.
- Aron, R., and Liu, Y. "Offshore Outsourcing Of Services: A Model Of The Extended Organizational Form And Survey Findings." *Information Systems Research* (under review).
- Aron, R., and Sundararajan, A. "An Economic Analysis of Electronic Secondary Markets: Installed Base, Technology, Durability and Firm Profitability," *Decision Support Systems* 24, December 1998, 3-16.
- Markopoulos, P., Aron, R., and Ungar, L. "Information Market For Product Attributes: A Game Theoretic, Dual Pricing Mechanism," *Decision Support Systems* (under final Review).
- Clemons, E.K., and Aron, R. "Online Distribution: A Taxonomy of Channel Structures, Determinants of Outcome, And Determinants of Strategy," Proceedings of the 35th Annual Hawaii International Conference on System Sciences, HICSS-35.

RESEARCH IN PROGRESS

- Aron, R., and Liu, Y. (2005): "The Effectiveness of Instruments of Governance on Output Quality in Offshore Outsourcing of Services: Evidence From Field Research"
- Aron, R. (2003) "A Framework to Measure the Impact of Risk on the Nature and Extent of Cross-Border Outsourcing of IT-Enabled Services – An Empirical Study."
- Aron, R. "The Value Hierarchy Index: An Approach To Measuring Operational Risk In Outsourcing Business Processes." OPIM Working Paper 02-12-03.
- Aron, R., and Olivares, M. (2003): "Monitoring Precision in Outsourcing Contracts with Output Verification Costs." OPIM Working Paper 02-01-04.
- Aron, R., and Jayanty, S. (2002-03): "Rightsourcing Services: Effectiveness of the Instruments of Governance – A Comparative Panel Survey."
- Aron, R., Singh, J., (2003): "Offshore Sourcing of Services: The Extended Organizational Form and the IT-Enabled Right Sourcing of Processes – An Empirical Study," OPIM Working Paper 02-12-03.
- Aron, R., (2002-2003): "BPO: Pricing, Productivity and Risk – An Empirical Study" Wharton-Gartner Group Research Initiative.
- Aron, R., Croson, D., Croson, R., (2002-03): "Pricing and Surplus Division in Standard vs. Reverse Auctions: An Experimental Comparison".
- Aron, R., Krishnan, J., (2002-03): "Services Off-Shoring And The Make or Buy Decision: Demand Uncertainty and Residual Capacity as a Deterrent."
- Aron, R., Gessner, M., Kunreuther, H., (2002-03): "Formation of Seller Reputation: Evidence from Experiments."
- Aron, R., Singh, J., Tan, C.T., (2002-03): "Information-Based Alliances And Shared Marketplaces: A Study Of Inter-Organizational Information Sharing In Knowledge Intensive Markets".
- R. Aron, "Impact of Search Engine Characteristics and Product Complexity on Electronic Markets," OPIM Working Paper, 00-04-03.
- Aron, R. (2002-03): "Information Sharing in B2B Markets – An Empirical Study" Wharton-Gartner Group Research Initiative.
- R. Aron, A. Sundararajan (1999). "A Model of Quality Uncertainty, Signaling and Seller Reputations in Electronic Secondary Markets", Accepted at *WISE 1999* (Workshop on Information Economics), OPIM Working Paper, 99-12-24.
- R. Aron, D. Croson, D. Lucking-Riley (2002): "The Impact of Demand Uncertainty on Electronic Markets and Electronic Auctions."

REFEREED CONFERENCE PUBLICATIONS & PRESENTATIONS

- "Structure Of The Inspection Regime, Inspection Intensity & Extent, And Output Quality, In Offshore Outsourcing Of Services: Theory & Evidence" *WISE 2007*, Montreal, December 2007.
- "Quality, Incentives and Inspection Regimes in Offshore Service Production: Theory and Evidence" *WISE 2006* Evanston, Illinois, December 2006.
- "Is Online Product Information Availability Driven by Quality or Differentiation?" *International Conference on Information Systems* – 2005.
- "Determinants Of Operational Risk & Effectiveness of Instruments of Governance In Off-Shore Outsourcing Of Business Process: Evidence From Field Research" *WISE 2005* Los Angeles, December 2005.

- “Off-Shore Outsourcing of Services: The Impact of Process Complexity on Productivity, Risk and Governance Structures” *WISE 2004* Baltimore, December 2004.
- “Forward And Reverse Aggregation Equilibria In Electronic B2B Markets: Pricing And Market Efficiency” *WISE 2003* at Seattle, December 2003.
- “Value Hierarchy Index and Operational Risk in Outsourcing Business Processes” *WISE 2003* at Seattle, December 2003.
- "Pricing and Surplus Division in Standard vs. Reverse Auctions: An Experimental Comparison " *WISE 2001* at New Orleans, LA., December 2001.
- "A Comparison Of Price Discovery Mechanisms: Group-Buying and Posted Prices On The Web," *WISE 2001* at New Orleans, LA., December 2001.
- “Quality uncertainty and seller reputation in electronic secondary markets – ‘the market for lemons’ revisited”, Workshop on Information Economics - WISE 1999 at Charlotte, NC., December 1999.
- Talking Shop with Intelligent Agents: Customization, Preference Revelation and Pricing," *WISE 1998* at New York, NY., December 1998
- "Search Characteristics and Equilibrium in Internet-based Electronic Marketplaces," Workshop on Information Economics - *WISE 1997* at Atlanta, GA., December 1997.

INVITED TALKS, PANELS AND SEMINARS

- “Outsourcing: Innovation and Organization” Moderator, *World Economic Forum*, Davos Switzerland, 2006.
- “Outsourcing: It is not about Economics?” Panelist, *World Economic Forum*, Davos Switzerland, 2006.
- “Global Outsourcing of Services: Emerging Destinations and Trends” Panel Chair, *World Economic Forum*, Davos Switzerland, 2005.
- “Making Global Outsourcing Work” Panelist, *World Economic Forum*, Davos Switzerland, 2005.
- Trade in Services and Offshoring - *Brookings Institute*, Washington DC, 2005
- “Offshore Outsourcing Of Services: A Model Of The Extended Organizational Form And Survey Findings” The Harvard Business School, 2005.
- “The Extended Organizational Form & The Global Sourcing Of Services,” Leonard N. Stern School of Business, New York University April, 2004.
- “The Extended Organizational Form – An Emerging Governance Structure In The Global Sourcing Of Services,” The Tepper School of Management, Carnegie Mellon University, October 1, 2004.
- “Global Sourcing of Services” London Business School, 2003.
- Outsourcing of Services, The Economist CIO Meet, New York, March 16, 2004.
- ITES and Building Great Firms, Nasscom i-Tech Conference, Hyderabad, India, January 12, 2004.
- The Supply Chain of Expertise – How BPOs impact Knowledge-Intensive-Firms, Emerging Markets Conference on Outsourcing, London, UK, June 19, 2003.

PRESS CITATIONS OF RESEARCH

- The Wall Street Journal, The New York Times.
- The Economist, Economic Times (India).
- Fortune, Forbes, BusinessWeek.

- CIO & CFO Magazines.

RESEARCH GRANTS

- The Fishman Davidson Center Research Grant 2004 – 2005: “Global Sourcing of Services: Metrics for Predicting Risk.”
- Mack Center & WeBI– Research Grants 2004 – 2005: “Study of Risk in Off-Shore Outsourcing.”
- SMU-Wharton Research Grant - 2003 - 04: “Determinants Of Operational Risk & Effectiveness of Instruments of Governance In Off-Shore Outsourcing Of Business Process.”
- SMU-Wharton Research Grant - 2002 - 03: “IT-Enabled Outsourcing of Business Processes (BPO) and The Extended Organizational Form.”
- SMU-Wharton Research Grant - 2001 - 02: “Strategic Information Sharing in Electronic Markets - An Empirical Study.”
- WeBI – 2001-2002: “The Impact of Online Product Reviews and Electronic Communities on Market Outcomes: An Experimental Study.”
- WeBI – 2000-2001: “The InfoStructure of Search in Electronic Markets: An Experimental Study.”
- *Mack Center* – 2002 "Information Technology-Enabled Alliances: A Study of Strategic Outsourcing of Information Intensive Processes."
- WeBI – 2002 “Strategic Outsourcing: A Study of Technology-Enabled Collaborative e-Commerce.”

TEACHING

The Marshall School, USC: 2006 – 2007:

- IOM 599: Global Businesses & Markets: Strategies Enabled By Technology (Spring 2007, ‘08).
- IOM 499: Technology-Enabled Global Businesses, Markets & Sourcing (Spring 2007, ‘08).
- Taught in the Executive MBA program in LA as well in San Diego (Spring 2007, ‘08).

The Wharton School, UPENN: 2000 – 2006:

- Information, Industry Structure and Competitive Strategy – OPIM 666 (Fall 2005).
- Electronic Commerce and Strategy – EMTM 595 (Spring, 2003, 2004).
- Management Information Systems – OPIM 210 (Fall 2004, 2003, 2002).
- Electronic Markets and IT Enabled Strategies – OPIM 676 (Fall 2004, 2003, 2002).
- Advanced Topics in Information Strategy - OPIM 669 (Spring 20001).
- Information Systems, Strategy and Economics – OPIM 899 (WEMBA - Summer, 2000).
- Research Seminar in Information Technology - OPIM – 960 (Fall, 2004, 2003, 2001).
- Advance Research Topics in ISSE - OPIM 961 (Fall 2000).
- Designed and launched an IS elective for Executive Masters in Technology Program – EMTM 595.

EXECUTIVE TEACHING

The Wharton School, UPENN: 2000 – 2006:

- Academic Director and Lead Faculty of Custom Program for ADP on IT Strategy.
- Academic Director and Faculty for Custom Program on Management Development – Siam Cement Group, Thailand.
- Academic Director and Lead Faculty for Custom Program on IT Strategy and Innovation – to Royal Bank of Scotland, Edinburgh, UK.
- Academic Director and Lead Faculty of Custom Program for DPWN Group on IT Strategy and Innovation in Service Business.
- Co-Academic Director of Open Enrollment Program: Business Process Outsourcing (2002-2004).
- Taught several modules in Open Enrollment Programs on Electronic Commerce, IT Strategy, and Offshoring & Outsourcing.
- Taught a session on Offshoring & Outsourcing in Wharton's AMP and EDP programs (2005, 2002, 2001).
- Taught a 3 day module on IT Strategy and Information Resources Management for the Siam Cement Group of Companies in Thailand (2005, 2004, 2003, 2002, 2001).
- Lead Faculty in a 2 day program on Information Technology and Electronic Markets – ICSEAD, Kitakyushu, Japan (2002, 2003).
- Taught in the Wharton Executive MBA Program: 2000, 2001, 2003 and 2004.

DOCTORAL STUDENTS SUPERVISED

- Siddarth Jayanty – Advisor (The Wharton School, UPENN).
- Ying Liu – Advisor – Advisor (The Wharton School, UPENN).
- Annapurna Valluri - Co-Advisor (The Wharton School, UPENN).
- Xinxin Li – Committee Member (The Wharton School, UPENN).
- Gordon Gao - Committee Member (The Wharton School, UPENN).

JOURNAL REVIEW ACTIVITIES

- Associate Editor, Management Science
- Decision Support Systems
- Information Systems Research
- Journal of Management Information Systems
- Sloan Management Review