

VENKAT RAMASWAMY

[\[www.venkatramaswamy.com\]](http://www.venkatramaswamy.com)

CURRENT ADDRESS:

827 Real Quiet Ct,
Saline, MI 48176
(734) 717 2107

OFFICE ADDRESS:

Ross School of Business
701 Tappan Street, Room R5440
Ann Arbor, MI 48109
(734) 763 5932

PERSONAL PROFILE

Nickname: "Venkat"
Date of Birth: December 17, 1963
Marital Status: Married (Wife's name: Bindu Venkatram)
Citizenship: USA

EDUCATIONAL BACKGROUND

1989 The Wharton School, University of Pennsylvania
Doctor of Philosophy, Marketing

1984 Indian Institute of Technology
Bachelor of Technology, Mechanical Engineering

PROFESSIONAL EXPERIENCE

2000 – present Professor of Marketing and Hallman Fellow of Electronic Business

1996 - 2000 Associate Professor of Marketing

1995 - 1996 Assistant Professor of Marketing
& NBD Bancorp. Assistant Professor of Business Administration,
The University of Michigan Business School, Ann Arbor

1990 - 1994 Assistant Professor of Marketing
The University of Michigan Business School, Ann Arbor

1988 - 1990 Assistant Professor of Marketing
The University of Texas, Austin

Summer 1985 - 1987 SAMI/BURKE Cincinnati, Ohio

Summer 1985 BASES; Burke Marketing Research

Summer 1986 The Burke Institute; Strategic Business Development Group

Summer 1987 BASES/Test Marketing Group;

ARTICLES

[\[Google Scholar Profile\]](#)

- [001.](#) DeSarbo, Wayne S., Geert De Soete, Douglas Carroll, and Venkatram Ramaswamy (1988), "A New Stochastic Ultrametric Tree Unfolding Methodology for Assessing Competitive Market Structure and Deriving Market Segments," **Applied Stochastic Models and Data Analysis**, 4 (September), 185-204.
- [002.](#) Ramaswamy, Venkatram and Wayne S. DeSarbo (1990), "SCULPTRE: A New Methodology for Deriving and Analyzing Hierarchical Product-Market Structures from Panel Data," **Journal of Marketing Research**, 27 (November), 418-427.
- [003.](#) DeSarbo, Wayne S., Michel Wedel, Marco Vriens, and Venkatram Ramaswamy (1992), "Latent Class Metric Conjoint Analysis," **Marketing Letters**, 3, 273-288.
- [004.](#) Ramaswamy, Venkatram, Wayne S. DeSarbo, David J. Reibstein, and William T. Robinson (1993), "An Empirical Pooling Approach for Estimating Marketing Mix Elasticities with PIMS Data," **Marketing Science**, 12 (Winter), 103-124.
- [005.](#) Jedidi, Kamel, Venkatram Ramaswamy, and Wayne S. DeSarbo (1993), "A Maximum Likelihood Method for Latent Class Regression Involving a Censored Dependent Variable," **Psychometrika**, 58 (September), 375-394.
- [006.](#) DeSarbo, Wayne S., Venkatram Ramaswamy, and Peter Lenk (1993), "A Latent Class Procedure for the Structural Analysis of Two-way Compositional Data," **Journal of Classification**, 10, 159-193.
- [007.](#) Ramaswamy, Venkatram, Eugene W. Anderson, and Wayne S. DeSarbo (1994), "A Disaggregate Negative Binomial Regression Procedure for Count Data Analysis," **Management Science**, 40 (March), 3, 405-417.
- [008.](#) Ramaswamy, Venkatram, Hubert Gatignon, and David J. Reibstein (1994), "Competitive Marketing Behavior in Industrial Markets," **Journal of Marketing**, 58 (April), 45-55.
- [009.](#) Wedel, Michel, Wayne S. DeSarbo, Jan Roelf Bult, and Venkatram Ramaswamy (1994), "A Latent Class Poisson Regression Model for Heterogeneous Count Data," **Journal of Applied Econometrics**, 8, 397-411.
- [010.](#) Majumdar, Sumit and Venkatram Ramaswamy (1994), "On the Role of Social Asset Specificity in Channel Integration," **Journal of Institutional and Theoretical Economics**, 150, 2 (June), 375-400.
- [011.](#) DeSarbo, Wayne S. and Venkatram Ramaswamy (1994), "CRISP: Customer Response-Based Iterative Segmentation Procedures for Response Modeling in Direct Marketing," **Journal of Direct Marketing**, 8, 3 (Summer), 7-20.

- [012.](#) Bockenholt, Ulf, Hamparsum Bozdogan, Wayne S. DeSarbo, William R. Dillon, Sunil Gupta, Wagner Kamakura, Ajith Kumar, Venkatram Ramaswamy, and Mike Zenor (1994), "Issues in the Specification and Application of Latent Structure Models of Choice," **Marketing Letters**, 5, 4 (October), 323-334.
- [013.](#) Majumdar, Sumit and Venkatram Ramaswamy (1994), "Explaining Downstream Integration," **Managerial and Decision Economics**, 15, 119-129.
- [014.](#) DeSarbo, Wayne S., Venkatram Ramaswamy, and Steve Cohen (1995), "Market Segmentation with Choice-based Conjoint Analysis", **Marketing Letters**, March, 6, 2, 137-147.
- [015.](#) Majumdar, Sumit and Venkatram Ramaswamy (1995), "Going Direct to Market: The Influence of Exchange Conditions," **Strategic Management Journal**, 16, 5, 353-372.
- [016.](#) DeSarbo, Wayne S., Venkatram Ramaswamy, and Rabikar Chatterjee (1995), "Analyzing Constant-Sum Multiple Criterion Data: A Segment-Level Approach," **Journal of Marketing Research**, 32 (May), 222-232.
- [017.](#) Ryan, Michael J., Thomas Buzas, and Venkatram Ramaswamy (1995), "Making CSM a Power Tool", **Marketing Research**, 7, 3 (Summer), 11-16.
- [018.](#) DeSarbo, Wayne, Venkatram Ramaswamy, Michel Wedel, and Tammo Bijmolt (1996), "A Spatial Interaction Model for Mapping Bundle Compositions with Pick-Any Data," **Marketing Letters**, 7, 2, 131-145.
- [019.](#) Bucklin, Louis P., Venkatram Ramaswamy, and Sumit Majumdar (1996), "Analyzing Channel Structures of Business Markets via the Structure-Output Paradigm," **International Journal of Research in Marketing**, 13, 1, 73-87.
- [020.](#) Jedidi, Kamel, Venkatram Ramaswamy, Wayne S. DeSarbo, and Michel Wedel (1996), "On Estimating Finite Mixtures of Multivariate Regression and Simultaneous Equation Models," **Structural Equation Modeling**, 3 (3), 266-289.
- [021.](#) Ramaswamy, Venkatram, Rabikar Chatterjee, and Steven H. Cohen (1996), "Joint Segmentation on Distinct Interdependent Bases with Categorical Data," **Journal of Marketing Research**, 33 (August), 337-350. **Finalist for Paul E. Green Award.**
- [022.](#) Chatterjee, Rabikar and Venkatram Ramaswamy (1996), "An Extended Mover-Stayer Model for Diagnosing the Dynamics of Trial and Repeat for a New Brand," **Applied Stochastic Models and Data Analysis**, 12, 165-178.
- [023.](#) Ramaswamy, Venkatram (1997), "Evolutionary Preference Segmentation with Panel Survey Data: An Application to New Products," **International Journal of Research in Marketing**, 14, 1, 57-80. **Finalist for Best IJRM Paper in 1997. Received an Honorable Mention.**

- [024.](#) Ben-Akiva, Moshe, Daniel McFadden, Makoto Abe, Ulf Bockenholt, Denis Bolduc, Dinesh Gopinath, Takayuki Morikawa, Venkatram Ramaswamy, Vithala Rao, David Revelt, and Dan Steinberg (1997), "Modeling Methods for Discrete Choice Analysis," **Marketing Letters**, 8, 3, 273-286.
- [025.](#) Ramaswamy, Venkatram and Srinivasa S. Srinivasan (1998), "Coupon Characteristics and Redemption Intentions: A Segment-level Analysis," **Psychology and Marketing**, 15 (1), 59-80.
- [026.](#) Cohen, Steven H. and Venkatram Ramaswamy (1998), "Latent Segmentation Models," **Marketing Research**, 10, 2 (Summer), 14-21.
- [027.](#) Krishnan, Mayuram and Venkatram Ramaswamy (1998), "An Empirical Analysis of Customer Satisfaction for Intranet Marketing Systems," **Decision Support Systems**, 24, 45-54.
- [028.](#) Venkatram Ramaswamy and Steven H. Cohen (1999), "Latent Class Models for Conjoint Analysis," *Conjoint Measurement: Methods and Applications*, in Anders Gustafsson, Andreas Herrmann, and Frank Huber (eds.), Springer-Verlag
- [029.](#) Ramaswamy, Venkatram, Rabikar Chatterjee, and Steven H. Cohen (1999), "Reply to a Note on Ramaswamy et al.'s Latent Joint Segmentation Models," **Journal of Marketing Research**, 36 (February), 115-119.
- [030.](#) Krishnan, Mayuram, Venkatram Ramaswamy, Mary C. Meyer, and Paul Damien (1999), "Customer Satisfaction for Financial Services: The Role of Products, Services, and Information Technology," **Management Science**, 45 (9), 1194-209.
- [031.](#) Batra, Rajeev, Venkatram Ramaswamy, Dana L Alden, JBE Steenkamp, and S Ramachander (2000), "Effects of Brand Local and Non-Local Origin on Consumer Attitudes in Developing Countries," **Journal of Consumer Psychology**, 9 (2), 83-95.

ARTICLES (since being granted Full professorship in 2000)

- [032.](#) Prahalad, C. K. and Venkatram Ramaswamy (2000), "Co-opting Customer Competence," **Harvard Business Review**, January-February. **Bestselling article.**
- [033.](#) Prahalad, C. K., Venkatram Ramaswamy, and M. S. Krishnan (2000), "Consumer Centricity," **Information Week**, Cover Story, 781, 67-76.
- [034.](#) Liechty, J., Ramaswamy, V., & Cohen, S. H. (2001), "Choice menus for mass customization: An experimental approach for analyzing customer demand with an application to a web-based information service," **Journal of Marketing Research**, 38, 2, 183-196.
- [035.](#) Prahalad, C. K. and Venkat Ramaswamy (2001), "Managing in an Era of Discontinuities: The Challenge of Organizational Transformation," **International Consortium for Executive Development Research**, June.
- [036.](#) Prahalad, C. K., and Venkatram Ramaswamy (2001) "The Collaboration Continuum," **Optimize**, November.
- [037.](#) Prahalad, C. K. and Venkatram Ramaswamy (2002), "The Co-Creation Connection," **Strategy and Business**, Summer.
- [038.](#) Prahalad, C. K., M. S. Krishnan, and Venkat Ramaswamy (2002), "The Essence of Business Agility," **Optimize**, September.
- [039.](#) Prahalad, C. K. and Venkatram Ramaswamy (2003), "The New Frontier of Experience Innovation," **Sloan Management Review**, Summer. **Winner of the MIT PriceWaterhouseCoopers Award for Best Article in 2003 that most contributed to the enhancement and advancement of management practice.**
- [040.](#) Prahalad, C. K., M.S. Krishnan. and Venkat Ramaswamy (2003), "Manager as Consumer - The Essence of Agility," **The ICFAI Journal of Managerial Economics**. August. 1, 1.
- [041.](#) Prahalad, C. K. and Venkat Ramaswamy (2004), "Co-creating Value with Customers," **Optimize**, January.
- [042.](#) Prahalad, C. K. and Venkat Ramaswamy (2004), "Co-creation Experiences: The Next Practices of Value Creation," **Journal of Interactive Marketing**. **Top Article.**
- [043.](#) Prahalad, C. K., & Venkat Ramaswamy (2004), "Co-creating unique value with customers," **Strategy & Leadership**, 32(3), 4-9. **Top Article.**

- [044.](#) Damien, Paul, Mayuram S. Krishnan, Mary C. Meyer, and Venkatram Ramaswamy (2005), "Software product assessment based on customer inputs: metrics and managerial implications," **International Journal of Services and Operations Management**, 1, 1, 44-55.
- [045.](#) Ramaswamy, Venkat (2005), "Experience Co-Creation: The New Frontier of IT", **Leading Edge Forum Journal**.
- [046.](#) Ramaswamy, Venkat (2005), "Co-Creating Experiences of Value with Customers: New Paradigm", **Tata Journal of Management**, July, 6-14.
- [047.](#) Ramaswamy, Venkat (2006), "Co-Creating Experiences of Value with Customers", **Infosys SETLabs Briefings**, 4 (1), 25-36.
- [048.](#) Ramaswamy, Venkat (2007), "Design and Co-Creation", **Science of Machine**, 59, 1, January.
- [049.](#) Ramaswamy, Venkat (2008), "Co-Creating Value through Customers' Experiences - The NIKE Case," **Strategy and Leadership**, 36 (5): 9-14.
- [050.](#) Ramaswamy, Venkat and Francis Gouillart (2008), "Co-Creating Strategy with Experience Co-Creation," **Balanced Scorecard Report**, 10, 4, July-August.
- [051.](#) Ramaswamy, Venkat (2009), "Leading the Transformation to Co-Creation of Value." **Strategy and Leadership**, 37 (2): 32–37. **Emerald Literati Award Winner**.
- [052.](#) Frigo, Mark L., and Venkat Ramaswamy (2009). "Co-Creating Strategic Risk-Return Management," **Strategic Finance** (May): 25–33.
- [053.](#) Ramaswamy, Venkat (2009), "Co-Creation of Value—Towards an Expanded Paradigm of Value Creation." **Marketing Review St. Gallen**, 26 (6): 11–17.
- [054.](#) Ramaswamy, Venkat. 2009. "Are You Ready for the Co-Creation Movement?". **IESE Insights**, Third Quarter (2), 29-35.
- [055.](#) Ramaswamy, Venkat (2010), "Competing through Co-Creation: Innovation at Two Companies," **Strategy and Leadership**, 38 (2): 22–29.
- [056.](#) Coutinho, Andre and Venkat Ramaswamy (2010). "Co-Creation: Innovation in Brazil," **DOM** (Mar-June, 11), 17-23.
- [057.](#) Ramaswamy, Venkat, and Francis J. Gouillart, (2010), "Building the Co-Creative Enterprise," **Harvard Business Review**, 88 (10): 100–109. B-16. Big Idea.

- [058.](#) Ramaswamy, Venkat (2011), "It's about Human Experiences . . . and Beyond, to Co-Creation," **Industrial Marketing Management** 40 (2): 195–96.
- [059.](#) Ramaswamy, Venkat (2011), "Co-Creating Development," **Development Outreach**, 13 (2): 38–43.
- [060.](#) Ramaswamy, Venkat, and Francis J. Gouillart, (2011), "Building a Co-Creative Performance Management System", **Balanced Scorecard Report**, 13 (2), March-April.
- [061.](#) Ramaswamy, Venkat (2011), “Plataforma->CoCriação->desenvolvimento”, **HSM Magazine**.
- [062.](#) Ramaswamy, Venkat (2011), “The Power of Co-Creation,” **Wharton MACK Institute**.
- [063.](#) Ramaswamy, Venkat (2012), "CoCriando O Futuro," **Harvard Business Review Brasil** 90 (6): 20–29.
- [064.](#) Ramaswamy, Venkat, and Kerimcan Ozcan (2012), "CEOs Must Engage All Stakeholders," **Harvard Business Review OnPoint** (Fall): 10–11.
- [065.](#) Ramaswamy, Venkat and Andre Coutinho (2013), "Impulsionando A CoCriacao No Setor Publico," **Symnetics Report** (May).
- [066.](#) Ramaswamy, Venkat and Kerimcan Ozcan (2013), "Strategy and Co-Creation Thinking," **Strategy and Leadership** 41 (6): Special Issue: The Value Co-Creation Innovation. **Winner of Outstanding Paper Award**.
- [067.](#) Leavy, Brian (2013), “Venkat Ramaswamy—a ten-year perspective on how the value co-creation revolution is transforming competition,” **Strategy & Leadership**, 41(6), 11-17.
- [068.](#) Ramaswamy, Venkat and Andre Coutinho (2013), "Engajamento E Empreendedorismo Social”, **DOM**, 22, 58-65.
- [069.](#) Leavy, Brian (2014), “Venkat Ramaswamy—how value co-creation with stakeholders is transformative for producers, consumers and society,” **Strategy & Leadership**, 42(1), 9-16.
- [070.](#) Ramaswamy, Venkat (2014), "Wealth-Welfare-Wellbeing, Private-Public-Social Ecosystem Innovation, and Co-Creation of Value," **European Commission Report**, Open Innovation 2.0.
- [071.](#) Venkat Ramaswamy and Naveen Chopra (2014). “Building a Culture of Co-Creation at Mahindra.” **Strategy and Leadership** 42 (2), 12-18.
- [072.](#) Chakrabarti, Avik and Venkat Ramaswamy (2014), "Re-thinking the Concept of Surplus: Embracing Co-Creation Experiences in Economics," **BE Journal of Economic Analysis & Policy**, 14 (4), 1283-97.

- [073.](#) Neal, Douglas, Venkat Ramaswamy, Lewis Richards, David Moschella, and Jim Ginsburgh (2015), “A Guide to Co-Creating Value with Your Customers,” **Leading Edge Forum Report**, January.
- [074.](#) Frigo, Mark, H. Læssøe, and Venkat Ramaswamy (2015) “Integrating Strategic Risks in Managing Co-Creative Enterprises,” **Journal of Enterprise Risk Management**, 1(1).
- [075.](#) Ramaswamy, Venkat and Kerimcan Ozcan (2016), "Brand Value Co-Creation in a Digitalized World: An Integrative Framework and Research Implications," **International Journal of Research in Marketing**, 33 (1), 93-106.
- [076.](#) Ramaswamy, Venkat and Kerimcan Ozcan (2018), “What *is* Co-Creation? An Interactional Creation Framework and its Implications for Value Creation,” **Journal of Business Research**, 84 (March), 193-205.
- [077.](#) Ramaswamy, Venkat and Kerimcan Ozcan (2018), “Offerings as Digitalized Interactive Platforms: A Conceptual Framework and Implications,” **Journal of Marketing**, 82 (July), 19-31.
078. Ramaswamy, Venkat and Kerimcan Ozcan (2019), “Digitalized Interactive Platforms: Turning Goods and Services into Retail Co-Creation Experiences,” **Marketing Intelligence Review**, 11 (1), 19-23.
079. Ramaswamy, Venkat and Kerimcan Ozcan (2020), “The ‘Interacted’ Actor in Platformed Networks - Theorizing Practices of Managerial Experience Value Co-Creation,” **Journal of Business and Industrial Marketing**, 35, 7, 1165-1178.
080. Ramaswamy, Venkat (2020), “Leading the Experience Ecosystem Revolution - Innovating Offerings as Interactive Platforms,” **Strategy and Leadership**, 48, 3, 3-9.
081. Ramaswamy, Venkat (2019), “Foreword to Co-Creating Brands,” in Nicholas Ind, and Holger J. Schmidt. *Co-Creating Brands: Brand Management from a Co-Creative Perspective*. Bloomsbury Publishing.
082. Ramaswamy, Venkat (2020), “Foreword to Strategic Design,” in Andre Coutinho and Anderson Penha: “Strategic Design: Creative Directions for a Changing World.”
083. Ind, Nicholas and Venkat Ramaswamy (2021), “How Enterprises can Create Meaningful Purpose Together With their Stakeholders,” **The European Business Review**, January-February, 76-80.
084. Ramaswamy, Venkat (2021), “Foreword to Interactional Creation of Health,” in Chris Lawer, “Interactional Creation of Health: Experience Ecosystem Ontology, Task, and Method,” Amazon Publishing.
085. Ramaswamy, Venkat and Nicholas Ind (2021), “Company Brands as Purpose-driven Lived Experience Ecosystems,” **The European Business Review**, May-June.

086. Ramaswamy, Venkat and M. K. Pieters (2021), “How companies can learn to operate as co-creational, adaptive, “living” enterprises,” **Strategy and Leadership**, 49, 2, 3-8.

BOOKS (since being granted Full professorship in 2000)

[Pralhad, C. K. and Venkat Ramaswamy \(2004\), *The Future of Competition: Co-creating Unique Value with Customers*. Harvard Business Press. **BusinessWeek Top 10 Book of the Year.**](#)

[Ramaswamy, Venkat, and Francis J. Guillard, \(2010b\), *The Power of Co-Creation: Build It with Them to Boost Growth, Productivity, and Profits*. New York: Free Press.](#)

[Venkat Ramaswamy and Kerimcan Ozcan. 2014. *The Co-Creation Paradigm*. Redwood City: Stanford University Press.](#)