

Rajita Varma

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EDUCATION

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|---|-------------|
| Indian School of Business Doctoral Program, Marketing (Proposal defended on 29 th May 2023) | 2018 – 2024 |
| King's College London, UK MSc International Marketing | 2017 – 2018 |
| University of Hyderabad, India MA Economics | 2013 – 2015 |
| Lady Shri Ram College (LSR), Delhi University, India BA (Hons) Economics | 2010 – 2013 |

RESEARCH AREA

Substantive: Upper Echelon, Diversity, Equity and Inclusion, Marketing-Finance Interface

Method: Panel Data Econometrics, Multi-Method Research

RESEARCH (Published/ Working Papers)

Female Chief Marketing Officers: When and Why Do Their Marketing Decisions Differ from Their Male Counterparts? (with Raghu Bommaraju and Siddharth S. Singh)

Accepted for publication at **Journal of Marketing Research**

Link: <https://doi.org/10.1177/00222437231156902>

Firms have appointed a significant number of female chief marketing officers (CMOs) over the past decade. However, the question of how female CMOs differ from their male counterparts is yet to be explored. This research uses a multimethod approach to examine when and why female CMOs' marketing decisions differ from those of male CMOs. In Study 1, the authors use secondary data to examine the effect of CMO gender on multiple marketing decisions and find that female CMOs make less risky decisions. Further, the authors find evidence that female CMOs' risk-taking behavior is contingent on structural, organizational, and environmental factors (CEO gender, relative firm performance, and demand uncertainty). In Study 2, the authors employ the MarkStrat simulation, in which participants assume the role of CMO, to test the main finding from Study 1 in a controlled setting and provide evidence for the differential effect of gender on radical versus incremental new product introductions. In Study 3, the authors examine survey data to find evidence for the underlying mechanisms (overconfidence, failure avoidance orientation, and scrutiny) behind female CMOs' lesser risk-taking behavior.

Insiders vs Outsiders: The Impact of Marketing TMT Origin on Marketing Outcomes and Firm Performance (with Raghu Bommaraju and Siddharth S. Singh)

In this study, we examine firms' dilemma of internally transitioning executives (insiders) vs. hiring them from outside the firm (outsiders) to take up marketing Top Management Team (TMT) roles. It is a pertinent question, given 84% of top marketing roles in 2021 were hired externally, yet marketing executives have the shortest tenures in the C-suite, leading to a "succession crisis" within marketing departments. Here, we examine the effect of marketing TMT origin on innovation, marketing capability and firm performance. We address this question using a multi-method approach which combines evidence from secondary data and a classroom experiment, conducted using the MarkStrat simulation. Preliminary empirical results suggest that a higher fraction of externally hired executives in marketing TMT is associated with more new product introductions. However, a greater fraction of externally hired executives is also associated with lower marketing capability and lower firm performance.

RESEARCH (Work in Progress)

Examining the Impact of Brand Managers in Shaping the Marketing Mix (jointly, Aritra Bhattacharya, Rajita Varma, and Raghu Bommaraju)

The Role of Financial Incentives: Examining the Effect of CMO's Compensation Structure on Marketing Decisions

TEACHING EXPERIENCE

Teaching

Research Methodology Workshop

(2022)

- Taught researchers at Parliamentary Research & Training Institute, Lok Sabha Secretariat (Virtual)
- Workshop on Survey Design and Experimental Methods

Teaching Assistance

Marketing Decision-Making

(2020, 2021, 2022)

- PGP Core Course (MBA program- ISB)
- Assisted Prof. Raghu Bommaraju, Indian School of Business

Teaching Interests: Marketing Research, Marketing Analytics, Marketing Strategy, Marketing Management, and Digital Marketing

PROFESSIONAL EXPERIENCE

HSBC

2015-16

Analyst- Business Consulting, Procurement Analytics

National Bank for Agriculture and Rural Development (NABARD)

2014

Research Intern

Council of Scientific & Industrial Research (CSIR)

2013

Research Consultant

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| Jawaharlal Nehru University RA with Prof. Manoj Pant (JNU) & Deepika Srivastava (IES; Ex- Faculty LSR) | 2013-2014 |
| Centre for Civil Society Research Intern | 2012 |

CONFERENCES

| | |
|--|------|
| AMA-Sheth Foundation Doctoral Consortium, BI Norwegian Business School, Norway | 2023 |
| Marketing Strategy Consortium, U. of Georgia, Athens, USA | 2023 |
| Doctoral Consortium on Teaching, IIM Bangalore, India | 2023 |
| NBER Conference, ISB, India | 2022 |
| Research Paper Selected for Winter AMA, Las Vegas, USA* | 2021 |
| ISB-Journal of Marketing (JM) Research Development Workshop, ISB, India | 2020 |

*Could not travel to present Female CMOs paper due to non-availability of US visa appointments

ACHIEVEMENTS

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| Nominated for AMA-Sheth Foundation Doctoral Consortium | 2023 |
| Doctoral Fellowship, Indian School of Business | (2018-22) |
| Deakin HDR Scholarship | (2020-23) |
| At Our Best Recognition, HSBC | 2016 |
| Best Research Paper, National Economic Symposium, St Stephen's College, India | 2012 |
| Awarded CBSE certificate for scoring 100% in Psychology in class XII | 2010 |

DISSERTATION COMMITTEE

Raghu Bommaraju (Co-Chair)

Associate Professor of Marketing
Indian School of Business
Raghuram_bommaraju@isb.edu

Siddharth S. Singh (Co-Chair)

Associate Professor of Marketing
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Rajdeep Grewal

The Townsend Family Distinguished Professor of Marketing
Area Chair of Marketing
UNC Kenan-Flagler Business School
rajdeep_grewal@kenan-flagler.unc.edu

Updated on 21st July 2023

Doctoral Coursework

| <i>Course</i> | <i>Faculty</i> | <i>Affiliation*</i> |
|---|---------------------------------|---------------------------|
| <i>Seminar Courses</i> | | |
| PhD Seminar in Marketing Research | Sriram Venkataraman | UNC Chapel Hill |
| Analytical Modeling Seminar | Ahmed Timoumi | ISB |
| Core Models for Empirical Research in Marketing | Vithala R. Rao | Cornell University |
| Marketing Strategy | Raghu Bommaraju | ISB |
| Theories of Firm | Jaya Dixit | ISB |
| <i>Research Method Courses</i> | | |
| Experimental Design | Ashwini Chatter | ISB |
| Cross-Sectional Econometrics (A and B) | Samarjit Das | ISI Calcutta |
| Time-Series Econometrics (C) | Anindya Chakraborty | IIM Ahmedabad |
| Panel Data Econometrics | Samarjit Das | ISI Calcutta |
| Statistical Modeling | Richard Waterman | Wharton |
| Data Analytics for Marketing | Sudhir Voleti | ISB |
| Causal Inference | Sanjay Kallapur | ISB |
| <i>Foundational PhD Courses</i> | | |
| Philosophy of Science | Sanjay Kallapur | ISB |
| Linear Algebra | MR Rao | ISB |
| Marketing | John Roberts | UNSW Sydney |
| Microeconomics A | Parikshit Ghosh | Delhi School of Economics |
| Microeconomics B | Deepal Basak | ISB |
| Probability | Nagadevara | IIM Bangalore |
| Statistics | Pallavi Basu | ISB |
| Industrial Organization A | Prabal Roy Chowdhury | ISI Delhi |
| Industrial Organization B | Abhiroop Mukhopadhyaya | ISI Delhi |
| Optimization A | MR Rao | ISB |
| Multi-Variate Statistics (A and B) | Tathagatha B. | IIM Ahmedabad |
| Doctoral Teaching Workshop | Arun Perraira & Sourav Mukherji | IIM Bangalore |

Affiliation

ISB- Indian School of Business

IIM- Indian Institute of Management

ISI- Indian Statistical Institute