

Srinivasan R

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Research output

Books

1. Srinivasan, R. 2025. Platform Business Models: Text and cases, Third Edition, Singapore: Springer Nature.
2. Srinivasan R, Pranjal Sharma, and Anirban Sarma, Eds., 2025. Decoding Digital Public Infrastructure: Scripting Inclusive Digital Futures, July 2025, Observer Research Foundation (available at <https://www.iimb.ac.in/cdpg/reading.php>).
3. Srinivasan, R. 2023. Plattform-Geschäftsmodelle: Rahmenwerke, Konzepte und Design, Singapore: Springer Gabler (German translation).
4. Srinivasan, R. 2022. Platform Business Models for Executives, Second Edition, Singapore: Springer Nature.
5. Srinivasan, R. 2021. Platform Business Models: Frameworks, concepts and design, Singapore: Springer Nature.
6. Gupta, V., Gollakota, K., and Srinivasan, R. 2013. Business Policy and Strategic Management: Concepts and applications, Second revised edition, New Delhi: Prentice Hall. (First edition: 2005; second edition 2007).
7. Srinivasan, R (Ed.) 2005. The New Indian Industry: Structure and key players, New Delhi: Macmillan.
8. Shukla, A. and Srinivasan, R. 2002. Designing Knowledge Management Architecture: How to implement successful knowledge management programmes, New Delhi: Response Books (Sage).

Journal articles

1. Mahadevan, B. and Srinivasan, R., (2026), The case for network-level interoperability of QR codes in India's digital payments ecosystem, *Journal of Digital Banking*, 10, 4, 347-368. DOI: 10.69554/XTGI3502
2. Kurtz, J., Srinivasan, R., and Roth, A., (2025), Digital Public Goods as an avenue for digital platform design: Insights from India, *Journal of Services Management Research*, 9, 2, 75-91. DOI: 10.5771/2511-8676-2025-2-75
3. Mahadevan, B., and Srinivasan, R. (2025). Combinatorial innovation: unpacking the genius of India's Unified Payments Interface, *Journal of Payments Strategy & Systems*, 19,3, 291-308.
4. Agarwala, R., Satyanarayana, H.S., Chandrashekar, D., and Srinivasan, R. (2025). How does a *digital* business-to-business platform transform logistics management in manufacturing firms? – An examination, *Technovation*, 141.
5. Ahsan, F., Sinha, A., and Srinivasan, R. 2020. Exploring Firm-Level Antecedents that Drive Motives of Internationalization: A Study of Knowledge Intensive Indian Firms, *Management and Organization Review*, Apr. 2020.

6. Abdelkafi, N., Raasch, C., Roth, A. and Srinivasan R., 2019. Multi-sided platforms, *Electronic Markets*, 29 (4). Guest Editors' Introduction.
7. Srinivasan, R. 2017. Organizing the unorganized: Role of platform intermediaries in the Indian real estate market: Round Table Feature, *IIMB Management Review*, 29, 58-68.
8. Srinivasan, R. 2016. Himalaya: Head-to-heel herbal healthcare, *Emerald Emerging Markets Case Studies*, 6, 3, 1-29.
9. Srinivasan R, 2015. Mahindra Powerol: Powering entrepreneurial growth within a corporate group, *Emerald Emerging Markets Case Studies Collection*, 2015. Won the first prize at the Emerald UUM case writing competition.
10. Srinivasan, R. 2014. The management consulting industry: Growth of consulting services in India: Panel discussion, *IIMB Management Review*, 28, 4, 257-270.
11. Srinivasan, R. 2014. Visioning: the method and process, *OD Practitioner*, Vol, 16. No.1, pp.34-41.
12. Srinivasan, R. 2013. Suprajit Engineering Limited, *Asian Journal of Management Cases*, Vol.10, No.1, pp.77-85.
13. Shukla, A., Srinivasan, R., and Chaurasia, S. 2013. Impact of work related attitudes on turnover intention: A study in Indian context, *Indian Journal of Industrial Relations*, Vol.49, No.1, pp.111-122.
14. Agrawal, NM; Khatri, N; and Srinivasan, R. 2012. Managing Growth: Human resources challenges facing the Indian software industry, *Journal of World Business* (Special Issue on India), Vol:47, No.2, pp.159-166.
15. Srinivasan, R. 2011. CavinKare Private Ltd. (A): The entrepreneurial innovation, *Asian Journal of Management Cases*, Vol.8, No.1, pp.29-40.
16. Srinivasan, R. 2011. CavinKare Private Ltd. (B): Vision and strategy, *Asian Journal of Management Cases*, Vol.8, No.1, pp.41-60.
17. Srinivasan, R. 2009. Idea Cellular's acquisition of Spice Telecom, *Asian Journal of Management Cases*, Vol.6, No.2, pp.93-118.
18. Srinivasan, R. 2009. Do corporate annual reports communicate strategy? *Metamorphosis*, Vol.8, No.1
19. Mishra, BP and Srinivasan R. 2008. A framework for classifying innovations: Substantiation through Indian cases, *International Journal of Business Innovation and Research*, Vol.2, No.1, pp.41-56.
20. Srinivasan, R. and Mishra, BP. 2007. Why do firms merge/ acquire?, *IIMB Management Review*, Vol.19. No.4, pp.388-402.
21. Shukla, A and Srinivasan R. 2007. Six sigma implementation at Bharti Infotel, *Asian Case Research Journal*, Vol.11, No.2, pp.364-382.
22. Shukla, A. and Srinivasan, R. 2006. Blondie - Design of a KM Architecture in an educational institution, *Journal of Knowledge Management Practice*, Vol.7, No.2 (available at <http://www.tlinc.com/articl113.htm>)
23. Shukla, A. and Srinivasan, R. 2005. The Uttar Pradesh Lokayukta: Efficient redressal of citizen grievances, *Vikalpa*, Vol.30, No.3, pp.121-134.
24. Shukla, A. and Srinivasan, R. 2005. Uttar Pradesh Housing and Development Board: Journey towards a world-class organization, *Asian Journal of Management Cases*, Vol.2, No.1, pp.67-109.

25. Chandrashekhar, GR and Srinivasan, R. 2005. Founding time and the growth of firms, *New England Journal of Entrepreneurship* (Special issue on measurements), Fall Vol.8, No.2, pp.21-30.
26. Mishra, BP. and Srinivasan, R. 2005. A Framework for Technology Innovation, *Journal of Advances in Management Research*, Vol.2, No.1, pp.61-69.
27. Srinivasan, R. 2000. Organizational Ecocycles and Mindstock: Beyond Lifecycles, *Productivity*, Vol.41, No.1, April-June, pp.76-82.
28. Rameshan, P and Srinivasan, R 1999. Industrial Slowdown: Some Reflections on Existence, Structure and Sources, *Management & Accounting Research*, Vol.2, No.4, April-June, pp.25-56.

Chapters in books

1. Srinivasan, R., Bhoi, C., Malieckal, M. & Gurtoo, A., (2026 – forthcoming) IUDX: Leveraging data for managing smart cities, in Gibaldi, C., and Indoli, L. (Eds.) *Digital entrepreneurship in an AI, Data, and Algorithm-driven economy* (Elgar cases in entrepreneurship series), UK: Elgar.
2. Sharma, A., and Srinivasan, R. (2026 – forthcoming). Empowering small and medium enterprises through digital enablement: The case of DIGIIT, in Galande, A., Rose, E., and Sahasranamam, S., (Eds.) *Context-inspired entrepreneurship: Cases from India* (Springer Nature Sustainable Development Goals series), Springer.
3. Srinivasan, R. Sarma, A., and Sharma, P. 2025. (Editors') Introduction, in Srinivasan R, Pranjal Sharma, and Anirban Sarma, Eds., *Decoding Digital Public Infrastructure: Scripting Inclusive Digital Futures*, July 2025, Observer Research Foundation
4. Sarma, A., Srinivasan, R., and Sharma, P. 2025. Conclusion, in Srinivasan R, Pranjal Sharma, and Anirban Sarma, Eds., *Decoding Digital Public Infrastructure: Scripting Inclusive Digital Futures*, July 2025, Observer Research Foundation
5. Joseph, P.K., Lakshmipathy, S., and Srinivasan, R. 2020. Innovating in the Open lab: Archetypes of open innovation strategies and capabilities, in Fritzsche, A., Jonas, J.M., Roth, A., and Moslein, K.M. (Eds.). *Innovation in the Open lab: The new potential for interactive value creation across organizational boundaries*, De Gruyter Studies in Innovation and Entrepreneurship 1; DE GRUYTER OLDENBOURG.
6. Srinivasan, R. and Krishnan, R.T., 2020. *Making Conscious Choices: Digital strategy and transformation*, Wiley Innovation Blackbook Enterprise 4.0, WileyNXT.
7. Dalbehera, SK., Raghunath, S., Srinivasan, R., Patibandla, M., and Nagadevara, V., 2017. Internationalization of IJVs and Institutions, in Raghunath, S., and Rose, E. (Eds.). *International Business Strategy: Perspectives on implementation in emerging markets*: Palgrave Macmillan.
8. Srikumar, K., Sarkar, A., Kumar, BL., Ravindran, R., Ganesan, R., Dasgupta, S., and Srinivasan, R. 2004. "Metamorphosis at India Post: The ePost Initiative," in Gupta, V. (Ed.). *Transformative Organizations*, New Delhi: Response Books, pp.85-103.
9. Rao, Kavitha., Srinivasan, R. and Bhasker B. 2003. E-Commerce Strategy in Business Models and Internet Start-ups: A Business Case Study on Fabmart Private Limited, in Bhasker, B. (2003). *Electronic Commerce: Framework, Technologies, and Applications*, New Delhi: Tata McGrawHill, pp.410-433.

10. Shukla, A. and Srinivasan, R. 2003. "Knowledge Management for Sustainable Innovation," in Bhargava, S.G. (Ed.). Transformational Leadership and Beyond: Value based management for organizations, New Delhi: Response Books.
11. Shukla, A. and Srinivasan, R. 2003. "Team Management," in Saiyadain, M.S. (Ed.). Organizational Behavior, New Delhi: TATA McGraw Hill, pp.195-216.
12. Shukla, A. and Srinivasan, R. 2002. MIRC Electronics Limited, Management Case Study Journal, Vol.2, No.1. <http://www.mcsj.unisa.edu.au/>
13. Srinivasan, R. and Shukla, A. 2002. "Designing High Performing Organizations," in Singh, S. (Ed.), High Performance Organizations: Key issues and strategic alternatives, New Delhi: New Age International.
14. Shukla, A. and Srinivasan, R. 2000. "Knowledge Management Architecture", in Academy of HRD (ed.), Going Global: Leveraging Human Potential, New Delhi, TATA McGraw Hill, pp.130-143.

Cases in HBSP

1. Prabhu, VN., and Srinivasan, R. 2026. UPI: Crafting the ecosystem
2. Prabhu, VN., and Srinivasan, R. 2026. Venture Center: Growing the ecosystem
3. Prabhu, VN., and Srinivasan, R. 2026. Medical Valley: Strengthening the ecosystem
4. Bhoi, C., and Srinivasan, R. 2026. Beckn Protocol: Orchestrating our digital future.
5. Tewari, S., Karthika, S., and Srinivasan R. 2025. Arya.ag: Filling institutional voids by leveraging technology.
6. Srinivasan, R. and Saxena, A. 2025. AuctionBazaar.com: Lubricating the NPA process.
7. Srinivasan, R. and Satya Nandini, A. 2024. DriveU: Platform design.
8. Srinivasan, R. and Saxena, A. 2023. Apollo Hospitals: The journey of digital transformation.
9. Srinivasan, R., Joseph, P.K., and Lakshmipathy, S., 2023. Satyukt: Platformization of AI in Agriculture
10. Srinivasan, R., Satya Nandini, A., and Srividya, V. 2023. Knolskape: Transforming learning dynamics
11. Karthika, S., and Srinivasan, R. 2021. Digital disruption at the Vikatan Group: A case of adaptation and strategic persistence
12. Srinivasan, R., Lakshmipathy, S., and Joseph, P.K., 2019. Swiggy, Foodora and Yelp: Hyperlocal platforms
13. Srinivasan, R., Rachakonda, S., and Kovid, R.K. 2019. Delhivery: Leveraging the platform
14. Srinivasan, R., Rachakonda, S., and Kovid, R.K. 2019. The Indian Logistics and Warehousing Industry (Note)
15. Srinivasan, R., Lakshmipathy, S., and Joseph, P.K., 2019. Grab.in: Enabling hyperlocal
16. Srinivasan, R., Lakshmipathy, S., and Joseph, P.K., 2019. Zomato Gold: Platform Overreach
17. Srinivasan, R., Raghunathan, R., Lakshmipathy, S., Joseph, P.K., and Koride, P. 2019. Faircent: Powering P2P Lending Revolution
18. Srinivasan, R., Raghunathan, R., Lakshmipathy, S., Joseph, P.K., and Koride, P. 2019. Fintech solutions for collateral-free loans: An industry note
19. Srinivasan, R., Lakshmipathy, S., and Koride, P. 2018. HackerEarth: Open innovation management platform

20. Srinivasan, R., Bhattacharya, S., and Pal, S. 2018. Wipro BPO: Positioning Base))) as a platform
21. Srinivasan, R., Lakshmipathy, S., and Koride, P. 2018. QWIKCILVER and WOOHOO: Developing a complementary platform
22. Srinivasan, R. 2016. JOSEPHS®: The service manufactory
23. Srinivasan, R. and Menaka Rao, 2015. Just Dial Limited
24. Srinivasan, R. 2015. Practo
25. Srinivasan, R. and Menaka Rao, 2015. BharatMatrimony.com
26. Srinivasan, R. and Menaka Rao, Tarnea Technology Solutions
27. Srinivasan, R., Menaka Rao, and Mayurapriya Mohanam, 2015. IndiaMART
28. Srinivasan, R. 2013. Suprajit Engineering Limited.
29. Srinivasan, R., and Menaka Rao. 2013. Tally: Developing the platform
30. Srinivasan, R. 2011. CavinKare Private Ltd. (A): The entrepreneurial innovation
31. Srinivasan, R. 2011. CavinKare Private Ltd. (B): Vision and strategy
32. Sachdeva, A., Deep, M. and Srinivasan R. 2009. Hindalco's acquisition of Novelis: The making of a giant

Popular press/ practice papers (recent)

- Srinivasan, R., Bhoi, C., Chaurasia, R., and Chavan, A., 2026. Sustainability Stack: DPI Architecture for India's Sustainability Leap, Forbes India (Jan 16, 2026).
- Balakrishnan, M., and Srinivasan, R. 2025. NPCI and the value of frugality and transparency in national payments infrastructure, Economic Times, BFSI, (Nov 16, 2025).
- Balakrishnan, M., and Srinivasan, R. 2025. From digital reach to digital depth, Forbes India Magazine (Oct 25, 2025).
- Tripathi, RR., and Srinivasan, R., 2025. Infiltration game: India's demographic challenge, Deccan Herald (Sep 12, 2025).
- Srinivasan R., and Saxena, A., 2025. How digital technology platforms are lubricating the NPA disposal process, Business Standard (July 10, 2025).
- Srinivasan, R., Sharma, P., and Sarma, A., 2025. Decoding digital public infrastructure for India's future, The Sunday Guardian (July 6-12, 2025).
- Balakrishnan, M., and Srinivasan, R. 2025. UPI: The imperative for a unified QR ecosystem, Forbes India Magazine (July 7, 2025)
- Balakrishnan, M., and Srinivasan, R. 2025. From UPI to ONDC: The role of centralized orchestration in DPI success, Forbes India Magazine (Jun 26, 2025). Available at <https://www.forbesindia.com/article/iim-bangalore/from-upi-to-ondc-the-role-of-centralised-orchestration-in-dpi-success/96283/1>
- Agarwala, R. and Srinivasan, R., 2025. Transforming B2B logistics through digital platforms, Manufacturing Today (20 May 2025). Available at <https://www.manufacturingtodayindia.com/transforming-b2b-logistics>

Awards and recognitions

- Springer Nature Award for the “Most downloaded book” in the Management category, 2021-25 – awarded on Feb 18, 2026

- FAU WiSo Medal of Honor (2024) – awarded on November 14, 2024
- FAU Innovation Influence award (2023) – FAU and LZ.ev (Germany) – a citation and €5,000
- Distinguished Alumnus Award, Indian Institute of Forest Management Bhopal (2023)
- Best Paper shortlist, EURAM 2022 Doctoral Colloquium, Winterthur, Switzerland (with Prabhu, VN)
- First prize in Emerald UUM Case writing competition (2014 – announced in April 2015): Mahindra Powerol.
- KRS Murthy Best Case Award (2009): Hindalco-Novelis merger (with Aastha Sachdeva & Madhur Deep)
- PGP Class of 2008 Best Case Award (2010): Suguna Poultry: Where chicken fly (with Abhishek Sood & Akhil Kumar Meshram)
- Pradip Khandwalla Best Paper Award at the IMR Doctoral Consortium 2012: Growth Aspirations of Women Entrepreneurs – An empirical study in the Indian context (with Vidhula Venugopal)
- Jawaharlal Nehru Memorial Fellowship (1996-98) – during my Ph.D. work at IIM Ahmedabad

Academic service

- Associate Editor, Asian Journal of Management Cases, 2018-20
- Guest editor: Special issue on “Multi-sided Platforms” in the Journal: Electronic Markets, 2019
- Conference Co-Chair, Asian Management and Research Conference (with LUMS and other universities), 2015 onwards
- Country representative (elected) for India, European Academy of Management, 2024-27

Professional Impact

- Member, Citizen Stack (2024)
- Member, UGC committee on awarding Deemed University Status for IIFM Bhopal 2023
- Member, DRDO review committee of the Life Sciences Cluster, 2018-19
- Member, EXIM Bank Board committee to review the restructuring recommendations
- Member, Board of Studies (Management), Visvesvaraya Technical University, Belagavi (2016-18)

Teaching

IIMB

- Platform business models (earlier known as SPMN: 2013-14 to 2025-26) in EPGP/ PGP
- Competition & Strategy (2006-07 to 2025-26) in PGP & EPGP
- M&A Strategy (2007-08 to 2014-15) in PGP & EPGP
- Multi-business strategy/ corporate strategy (2009-10 to 2014-15) in EPGP & PGP
- Strategy Process Research (2014-15 to 2025-26) in FPM/ PhD
- Strategy classics (2008-09 to 2011-12) (with Rejie George P) in FPM/ PhD

IIMB Digital (MOOCs on EdX and Swayam)

- Protocols and Open Networks (with K Harishankar, CBO ONDC) (to be launched in May 26)
- Platform Business Models (launched 2021)
- Advanced Corporate Strategy (with Sai Yayavaram) (launched 2019)

FAU

- Platform Strategies (2012-13 to 2025-26) in “M.Sc. International Management”, Friedrich Alexander University of Erlangen-Nuremberg, Germany

IIML

- Strategic Management (2001-02 to 2006-07) in PGP & IPMX
- Management of Change and Transformation (1999-2000 to 2003-04) in PGP
- Competitive Strategies for Internet Organizations (2001-02 to 2005-06) in PGP
- Strategy & Organization (2000-01 to 2005-06) in FPM/ PhD

IRMA

- Strategic Management & Marketing Research

Academic Administration

- Chairperson – CDPG (2024-), IIM Bangalore
- Member FDEC (Feb 2024-Feb 2026), IIM Bangalore
- Member EEP Committee (2020-), IIM Bangalore
- Member BDE Committee (2022-), IIM Bangalore
- Member IRB (2022-), IIM Bangalore
- Chairperson – PGP & PGPBA (2021-24), IIM Bangalore
- Member, IIMB Committee for Future Directions, 2018-19, IIM Bangalore
- Chairperson – EEP (2016-20), IIM Bangalore
- Member, CAT Group committee on vendor selection for CAT (2011 & 2014), all IIMs
- Chairperson – Admissions, Scholarships, and Financial Aid (2010-12), IIM Bangalore
- Chairperson – Alumni affairs (2005-06), IIM Lucknow
- Chairperson – Placement (2003-05), IIM Lucknow

Executive Education Programmes

- Designed and delivered multiple custom programmes for clients including Mahindra & Mahindra, Titan, Siemens, GMR Group, TNT Group, Renault-Nissan Alliance, Indian Banks Association, Forbes & Co., and HP
- Led the Advanced Management Programme design and delivery (seven cohorts)
- Designed and continuing to lead the “Leading Digital Transformation”, a multi-country open enrollment programme
- Led the design and delivery of a top management programme for India Leadership Conclave (CEOs and Country Heads), Nov 2024.
- Contributed to multiple senior management programmes in design and delivery.

Consulting (recent)

- Executive Coaching for various business leaders
- Envisioning exercise for NIT Agartala/ Midland Credit Management/ SML Ltd. (2025-26)
- Strategic planning exercise for Siemens DASS (2025)
- Strategic planning for Murugappa Water (2025)
- Teaching effectively for PG Institute of Management, Colombo, SL (2025); Northern University Jaffna, SL (2025).
- Vision and strategic planning for Acsen Agrisciences, 2024-25
- Developing a platform mindset for Bosch (Automotive PS division), 2024
- Vision and strategic planning for Bothra Group (Penang, Malaysia), 2023-24
- Effective Teaching/ Faculty Orientation (IIM Mumbai, IIM Lucknow, IIFM Bhopal), 2023-24
- Decision making for Siemens Smart Buildings, 2023
- Leadership development programme for LTI MindTree leaders, 2021-22
- Strategic mindset for Harman International 2019
- Understanding new age business models and their valuation for TVS Capital, 2020
- Enabling Digital Transformation for Robert Bosch Kolleg (Bangalore and Dubai), 2018-19 (multiple interventions)
- Developing a Vision for IIM Nagpur, 2018-19
- Designed (and transferred the training module – trained the trainers) on Decision making and understanding conscious biases for IBM Global (Bangalore/ India and Africa teams), 2016-17
- Previous clients (at IIMB) include GMR Group (Leadership development and coaching towards identifying CEOs for various group companies), Mahindra & Mahindra Ltd. (Design of the Mahindra Rise Programme; and Leadership Development), Renault-Nissan Alliance (identifying country managers for the alliance), TNT Ltd. (Leadership Development), Amara Raja Group (leadership development and identifying future CEOs for their various businesses), Forbes and Co. (envisioning and vision articulation) and Titan Ltd.

Professional Experience

- 2015-onwards: Professor, Indian Institute of Management Bangalore
- 2012-onwards: Visiting Professor, Friedrich Alexander University of Erlangen-Nuremberg (FAU), Germany
- 2006-15: Associate Professor, Indian Institute of Management Bangalore
- 2003-06: Associate Professor, Indian Institute of Management Lucknow
- 1998-2003: Assistant Professor, Indian Institute of Management Lucknow
- 1998: Assistant Professor, Institute of Rural Management Anand (IRMA)
- 1993-94: Project Executive, NTGCF, National Dairy Development Board, Anand

Education

- Ph.D.: Fellow Programme in Management (1994-98): Indian Institute of Management Ahmedabad
- PG Diploma in Forestry Management (1991-93): Indian Institute of Forest Management Bhopal
- B.Sc. (Mathematics) (1988-91): ANJA College Sivakasi, Madurai Kamaraj University