

**Dr. RANJIT VOOLA**

[Associate Professor in Marketing](#)

The University of Sydney Business School, The University of Sydney (2005-)  
The University Sydney Equity Fellowship:- 2019

[Co-Founder](#)

UN Foundation Social Good Summit, Australia (2015-)

**CURRICULUM VITAE**

Address: H70 - Abercrombie Building (4207), Business School  
The University of Sydney, NSW 2006, Australia  
Phone: 61-2-90366463  
E-mail: [ranjit.voola@sydney.edu.au](mailto:ranjit.voola@sydney.edu.au)

[LinkedIn](#): [Research Gate](#): [Google Scholar](#): [Twitter](#)

---

**Qualifications**

- PhD in Marketing, University of Newcastle, Australia, 2005.
- Graduate Certificate in Education Studies, University of Sydney, Australia, 2007.
- Graduate Certificate in Social Change and Development, University of Newcastle, Australia, 2001.
- Masters in Marketing, University of Newcastle, Australia, 2000.
- Bachelor of Business, Griffith University, Australia, 1998.
- High School Certificate, Kodaikanal International School, India, 1993

---

**Employment**

- |               |  |
|---------------|--|
| 2014- Current | Associate Professor, Discipline of Marketing<br>The University of Sydney Business School, The University of Sydney |
| 2010-2013     | Senior Lecturer, Discipline of Marketing<br>The University of Sydney Business School, The University of Sydney     |
| 2005-2009     | Lecturer, Discipline of Marketing<br>The University of Sydney Business School, The University of Sydney            |
| 2000-2005     | Causal lecturer and Tutor, Business School, The University of Newcastle  |

---

**Research and Publications**

**Journal Publications**

Voola A, Voola R, Wyllie J, Carlson J and Sridharan S 2018 'Families and Food: Exploring Food Wellbeing in Poverty', *European Journal of Marketing* ABDC A\* Early Cite

Lu S, Pattnaik C, Xiao J and Voola R 2018 'Cross-national variation in consumers' retail channel selection in a multichannel environment: Evidence from Asia-Pacific countries', *Journal of Business Research*, vol.86, pp. 321-332 ABDC A

Carlson J, Rahman M, Voola R and De Vries N 2018 'Customer engagement behaviours in social media: capturing innovation opportunities', *Journal of Services Marketing*, vol.32:1, pp. 83-94 ABDC A

Goodwin S, Voola A and Voola R 2018 'What is program success in Ultra Poverty represented to be? Integrating qualitative processes with RCT evaluations', *Third Sector Review*, vol.24:1, pp. 119-138 ABDC B

Carlson J, Rahman M, Taylor A and Voola R 2018 Forthcoming 'Feel the VIBE: Examining value-in-the-brand-page-experience and its impact on satisfaction and customer engagement behaviours in mobile social media', *Journal of Retailing and Consumer Services* ABDC A

Carlson J, Rahman M, Wyllie J and Voola R 2018 Forthcoming 'Enhancing brand relationship performance through customer participation and value creation in social media brand communities', *Journal of Retailing and Consumer Services* ABDC A

Lu S, Bonfrer A and Voola R 2015 'Retaining Talented Salespeople', *Customer Needs and Solutions*, vol.2:2, pp. 148-64 ABDC B

Kriz A, Voola R and Yuksel U 2014 'The dynamic capability of ambidexterity in hypercompetition: qualitative insights', *Journal of Strategic Marketing*, vol.22:4, pp. 287-99 ABDC A

Henry P, Garbarino E and Voola R 2013 'Metacognitions About Consumer Protection and Individual Responsibility in the Credit Card Domain', *Journal of Public Policy and Marketing*, vol.32:1, pp. 32-44 ABDC A

Connell J and Voola R 2013 'Knowledge Integration and Competitiveness: A Longitudinal Study of an Industry Cluster', *Journal of Knowledge Management*, vol.17:2, pp. 208-25 ABDC A

Voola R, Casimir G, Carlson J and A, Agnihotri M 2012 'The effects of market orientation, technological opportunism, and e-business adoption on performance: A moderated mediation analysis', *Australasian Marketing Journal*, vol.20:2, pp. 136-46 ABDC B

O'Cass A and Voola R 2011 'Explications of political market orientation and political brand orientation using the resource-based view of the political party', *Journal of Marketing Management*, vol.27:5-6, pp.627-45 ABDC A

Voola R and O'Cass A 2010 'Implementing competitive strategies: the role of responsive and proactive market orientations', *European Journal of Marketing*, vol.44:1/2, pp. 245-66 ABDC A\*

Yuksel U and Voola R 2010 'Travel Trade Shows: Exploratory Study of Exhibitors' Perceptions', *Journal of Business and Industrial Marketing*, vol.25:4, pp. 293-300 ABDC B

Connell J and Voola R 2010 'Size does matter: collaboration and competitive advantage within a manufacturing and engineering cluster', *International Journal of Globalisation and Small Business*, vol.4:1, pp. 61-72 ABDC C

Voola R, Carlson J, Wong HY and Li JHJ 2010 'Resource-based model of e-Business adoption in China: an empirical investigation', *Journal of Technology Management in China*, vol.5:3, pp. 227-244 ABDC C

Treleaven, L., and Voola, R. (2008), "Integrating the development of graduate attributes through constructive alignment", *Journal of Marketing Education*, Vol. 30, No.2. pp. 160-73 Authors are in Alphabetical order. ABDC B

Connell J and Voola R 2007, 'Strategic alliances & knowledge sharing: Synergies or silos?' *Journal of Knowledge Management*, vol.11:3, pp. 52-66. ABDC A

Voola, R., Carlson, J., & West, A. 2004, "Emotional intelligence and competitive advantage: examining the relationship from a resource-based view", *Strategic Change*, Vol. 13, No.2, pp. 83-93. ABDC B

Voola R and Cowley K 2004 'A Resource Based Perspective of Effective Strategic Change: The Role of Intangible Capabilities', *International Journal of Knowledge, Culture and Change Management*, vol.4 ABDC C

Polonsky, M., Shelley, L. & R. Voola. 2002, "An examination of helping behavior: Some evidence from Australia", *Journal of Non-Profit and Public Sector Marketing*, Vol. 10, No. 2. pp. 67-82. ABDC B

#### **Journal Articles Under Review:**

Vassallo, J., Prabhu, J, Banerjee, S. and Voola, R. 2018, The role of hybrid organizations in driving social innovation: insights from microfinance in India" *Journal of Product Innovation and Management*, Special issue on Social innovation, **Under Second Review** ABDC A\*

Voola, R., Wyllie, J and Carlson, J. 2018, "Transformational learning approach to Embedding SDG1 - No Poverty - in Business Curriculum", *Social Business*, Special Issue SDGs'. **Under Second Review** ABDC B

#### **Working Journal Papers**

Carlson, J., Rahman, M., Wyllie, J and Voola, R. (2018) "Cultivating engaged consumers in branded mobile social media: Evidence from Gen Y consumers in China",

Voola,A., Voola, R. and Davis, T. (2018) Extending the conceptual terrain of Subsistence Marketplaces through feminist perspectives

Wylob, T., Voola, R., Carlson, J and Wyllie, J (2018) Conceptualizing Creating Shared Value

Karpin, B., Voola, R., Kriz,A and Carlson, J. (2018) Developing a dynamic international branding capability: A Qualitative Perspective,

Vassallo, J., Voola, R., and Carlson, J. (2018) "International entrepreneurial small firm and ambidexterity: A qualitative investigation of exploitation and exploration.

#### **Text Books**

Kotabe M, Marshall A, Ang SH, Griffiths K, Voola R, Roberts RE and Helsen K 2014 'International Marketing 4th Asia-Pacific Edition', John Wiley & Sons Australia Ltd, Milton, Australia

Jain SC, Haley GT, Voola R and Wickham M 2012 'Marketing: Planning and Strategy - 1st Asia-Pacific Edition', Cengage Learning, South Melbourne, Australia

Kotabe M, Ang SW, Griffiths K, Marshall A, Voola R and Helsen K 2011 'International Marketing: Third Asia-Pacific edition', John Wiley & Sons Australia Ltd

#### **Encyclopedia**

Voola, R. (2018) Associate Editor SDG 1- No Poverty: *Encyclopedia of the Sustainable Development Goals: Transforming the World We Want*. Springer.

## Book Chapters

Voola A and Voola R 2018 Forthcoming 'Developing Capabilities and Freedoms at the Base of the Pyramid' in *Bottom of the Pyramid Marketing: Making, Shaping and Developing BOP Markets*, Emerald Publishing Limited

Lu S, Voola R and Akter S 2016 'Salespeople's Learning by Doing and Pricing Strategy' in *Pricing and the Sales Force*, ed. Andreas Hinterhuber & Stephan M Liozu, Routledge, Oxon, United Kingdom, pp. 59-74

Styles C and Voola R 2010 'Emerging Markets' in *Wiley International Encyclopedia of Marketing*, ed. J. Sheth and N. Malhotra, John Wiley & Sons Limited

## Case Studies in Textbooks

Lipski S and Voola R 2015 'Marketing Strategies for the Digital Economy: Money Vault: Disrupting Traditional Wealth Management Business Models' in *Marketing Strategy: A Decision-Focused Approach (3rd Edition)*, ed. Orville C. Walker Jr, John W. Mullins, Felix Mavondo, John Gountas, Anton Kriz and Carol Osborne, McGraw-Hill Australia Pty Ltd, North Ryde, Australia, pp. 330-1

Voola R 2014 'Case study 15 - Digicel: delivering 'full service' at the bottom of the pyramid' in *International Marketing 4th Asia-Pacific Edition*, ed. M Kotabe, A Marshall, S H Ang, K Griffiths, R Voola, R Roberts & K Helsen, John Wiley & Sons Australia Ltd, Milton, Australia, pp. 618-22

Voola R 2008 'Aironic Air Purifiers: A Plan to Clean the World's Indoor Air' in *International Marketing (Asia-Pacific Edition)*, ed. R Czinkota, A Ronkainen, C Sutton-Brady and T Beal, Thompson Publishing, Melbourne VIC, Australia, pp. 601-603

Voola R 2008 'Globalization and SME's: The case of Oakwood Products' in *Global Business Today (Australian Adaptation)*, ed. C Hill, T Cronk and R Wickramasekera, McGraw Hill, Hawthorne, Australia, pp. 46-47

---

## Media, Professional Journal and Other Publications

Voola, R. (2018) October 17<sup>th</sup>, **Profits with Purpose**. Raise the Bar, Sydney, <http://www.rtbevent.com/ranjit-voola/>

Voola, R. 2017 Getting started with the SDGS in universities australia, new zealand & pacific edition a guide for universities, higher education institutions, and the academic sector, translated into Spanish and Japanese  
[https://www.researchgate.net/publication/323301914\\_Getting\\_Started\\_with\\_SDG's\\_in\\_Universities](https://www.researchgate.net/publication/323301914_Getting_Started_with_SDG's_in_Universities)

Voola, R. 2017 Becoming an advocate for responsible management education, Featured on pages 12-13, <http://www.unprme.org/reports/BusinessSchoolUNPRMEReportWEBsml.pdf>

Voola, R. (2017) October, 3<sup>rd</sup>, Unlearn the purpose of business: leaders urged, **My Business**, <https://www.mybusiness.com.au/management/3459-unlearn-the-purpose-of-business-leaders-urged>

Voola, R. (2017), April, 16<sup>th</sup>, On My Mind, **Sydney Alumni Magazine**, The University of Sydney  
<http://sydney.edu.au/news-opinion/news/2017/04/06/on-my-mind.html>

Voola, R. and Cooper, R. (2017), March, 28<sup>th</sup> Interview: What is business for?, **Sydney Business Insights**, <http://sbi.sydney.edu.au/what-is-business-for/>

Voola, R. (2017) March 6<sup>th</sup> Interview, Is Business the Answer to Poverty Alleviation? **Sydney Business Insights**, <http://sbi.sydney.edu.au/is-business-the-answer-to-poverty-alleviation/>

Voola, R. (2016), October 16 Interview, Social Good Summit , 2016, **Radio 2SER 107.3** <http://www.2ser.com/component/k2/item/25441-social-good-summit-sydney-15th-october>

Voola, R. (2016), October 11 Interview, Social Good Summit, 2016, **Radio 2SER 107.3** <http://www.2ser.com/component/k2/item/25486-social-good-summit-2016>

Voola, R. (2016) March 21<sup>st</sup>, Interview, Study on increased risk of stress and death due to poverty in Bangladesh **ABC Radio Canberra 666**

Voola, R. (2016) March 20<sup>th</sup> Micro-financing impoverished communities 'can lead to increased debt levels and suicide', **International Business Times (UK)**, <http://www.ibtimes.co.uk/micro-financing-impoverished-communities-can-lead-increased-debt-levels-suicide-1550625>

Voola, R. (2016), Feb, 7<sup>th</sup>. University of Sydney Business School searches for meaning and purpose, **Australian Financial Review** <http://www.afr.com/leadership/management/business-education/university-of-sydney-business-school-searches-for-meaning-and-purpose-20160205-gmmp9p#ixzz4fKm9rn90>

Voola ,R. (2015) Nov, 9<sup>th</sup> Is 'shared value' corporate spin or a genuine game changer?, **Australian Financial Review, Boss Magazine** <http://www.afr.com/brand/boss/corporate-crusaders-or-game-changers-20151001-gjz8io#ixzz4fKmnG2xM>

Voola, R. (2015), Oct 4<sup>th</sup>, Interview, The business helping the poor for a profit, **ABC Radio Sunday Extra** Is 'shared value' corporate spin or a genuine game changer? <http://www.abc.net.au/radionational/programs/sundayextra/social-good/6806120>

Voola, R. (2015) Sept, 29<sup>th</sup>, Why the UN Sustainable Development Goals are a business opportunity, **Business Insider Australia** <https://www.businessinsider.com.au/why-the-un-sustainable-development-goals-are-a-business-opportunity-2015-9>

Voola, R. (2015) Sept, 28<sup>th</sup> Leaders from 200 countries have set new goals aimed at tackling the world's biggest problems including poverty and hunger, **ABC News Radio**, <http://www.abc.net.au/newsradio/content/s4321273.htm>

Voola, R and Davim, C. (2015), Sep 23<sup>rd</sup>, Interview Social Good Summit, 2015, **FM 99.3 Radio** <https://soundcloud.com/atp-radio-karen-swain/social-good-summit-sydney-2015>

Voola, R., and Lipski, S. (2015), June, Challenging Assumptions on the World Poverty Crisis, University of Sydney Business school, **Sydney Connect Magazine** [http://sydney.edu.au/business/\\_data/assets/pdf\\_file/0010/246394/Sydney\\_Business\\_Connect.pdf](http://sydney.edu.au/business/_data/assets/pdf_file/0010/246394/Sydney_Business_Connect.pdf)

Voola, R. (2015) April 30<sup>th</sup>, Flipped Classroom, **EDTec in business** [http://sydney.edu.au/business/\\_data/assets/pdf\\_file/0014/230414/EDTECH\\_in\\_Business\\_Vol1\\_Issue2\\_April\\_2015.pdf](http://sydney.edu.au/business/_data/assets/pdf_file/0014/230414/EDTECH_in_Business_Vol1_Issue2_April_2015.pdf)

Voola, R.(2014) Nov 6<sup>th</sup>, Developing World Visionaries, **CEMS Magazine**, [https://issuu.com/cems/docs/leland\\_torpy\\_-\\_cems\\_magazine\\_-\\_fall/28](https://issuu.com/cems/docs/leland_torpy_-_cems_magazine_-_fall/28)

Voola, R. (2014) Sep 15<sup>th</sup> Poverty studies designed to open minds, **Financial Times (UK)** <https://www.ft.com/content/db547380-3296-11e4-93c6-00144feabdc0#axzz3DLTAz0ya>

Voola, R and Lipski, S. (2014), 14<sup>th</sup> July, Interview Profiting from Poverty, **ABC National Radio Life Matters** <http://www.abc.net.au/radionational/programs/lifematters/how-to-profit-from-poverty/5597064>

Voola, R. (2014) March 20<sup>th</sup>, Questioning Assumptions about Business and poverty, **CEMS Magazine** [https://issuu.com/cems/docs/cems\\_magazine\\_spring\\_2014](https://issuu.com/cems/docs/cems_magazine_spring_2014)

Voola, R. (2013), July, 29<sup>th</sup>, How to help the poor and make a profit **ABC Radio National Drive**  
<http://www.abc.net.au/radionational/programs/drive/how-to-help-the-poor-and-make-a-profit/4851416>

### **Videos relating to Curriculum, Research and Engagement**

2016 Presentation on Partnerships and Sustainable Development Goals at the Social Good Summit, 2016 [https://www.youtube.com/watch?v=qMlI\\_QjexQE](https://www.youtube.com/watch?v=qMlI_QjexQE)

2015 Research on Creating Shared Value:  
[https://www.youtube.com/watch?v=djZEBn\\_S0qk&feature=youtu.be](https://www.youtube.com/watch?v=djZEBn_S0qk&feature=youtu.be)

2015 Overview of The UN Social Good Summit Australia 2015 brought together business leaders, academics and NGO representatives to examine the impact of social good initiatives around the world. <https://www.youtube.com/watch?v=6tTJlwbPNCY&feature=youtu.be>

2015 Presentation on Markets and Poverty Alleviation at the Social Good Summit, 2015  
<https://www.youtube.com/watch?v=WaWqY8ZlyTE>

2015 Roundtable Discussion on Creating safe and inclusive communities at the Social Good Summit, 2015 <https://www.youtube.com/watch?v=qCUt5Uv59i0>

2014 About a new unit, Poverty Alleviation and Profitability, in the CEMS Masters in International Management program <https://www.youtube.com/watch?v=N4HZN9Tr6dU>

2014 Doing Well by Doing Good roundtable <https://www.youtube.com/watch?v=G9FBg3lBvG8>

2013 Reflections from the Inaugural Roundtable of the Poverty Alleviation and Profitability Research Group held at the University of Sydney Business School's CBD Campus.  
<https://www.youtube.com/watch?v=VGm3fachwx4&feature=youtu.be>

2013 The role of business in poverty alleviation [https://www.youtube.com/watch?v=CtVQ\\_wgrc-0](https://www.youtube.com/watch?v=CtVQ_wgrc-0)

2013 Work Integrated Learning in Marketing <https://www.youtube.com/watch?v=qAiNGn581kE>

### **Invited to Speak or Attend events relating to Sustainability and Business/Marketing Strategy**

Inclusive Business Forum, 2016, invited to speak with over 100 senior business/NFP leaders, the only academic on any of the panels. (Melbourne, Australia)  
<http://businessfordevelopment.org/speakers/>

UN Global Compact Leaders' Summit, 2016, invited to take part in the main event relate to the SDG's and business (New York Head Quarters United Nations).  
<https://www.unglobalcompact.org/take-action/events/411-un-global-compact-leaders-summit-2016>

Unilever Mobilizing Collective Action, 2016 invited to attend the half day event relating to UN Sustainable Development Goals. <https://www.unilever.com.au/news/press-releases/2016/Australia-must-act-now-to-achieve-a-zero-carbon-zero-poverty-world.html>

Social Good Summit, 2015, 2016, Key representative working with several high-profile industry leaders in organizing and speaking at the UN affiliated Social Good Summit, relating to the SDG's. [www.socialgoodsummit.com.au](http://www.socialgoodsummit.com.au) (Sydney, Australia)

Bendelta Consulting, Invited to talk to senior management about business and poverty alleviation (2014) (Sydney, Australia)

St George Christian School, Invited to talk to students relating to business and poverty (2015)  
<http://www.sgcs.com.au/news/poverty-vs-profit> (Sydney Australia)

Side line G20 event relating to Micah Challenge (NFP) Invited to talk to senior business and NFP leaders on the (2014) (Brisbane, Australia)

UN World Investment Forum, invited to present my ideas about poverty education in business curriculum (2014) (Geneva Headquarters, United Nations) <http://unctad-worldinvestmentforum.org/switzerland2014/>

### **Conference Proceedings and Abstracts:**

Goodwin S, Voola R and Voola AP 2016 'Social investment in ultra poverty: what is program success?', *13th Biennial Australian and New Zealand Third Sector Research Conference*, Sydney, Australia, 25th November 2016

Voola R and Voola AP 2016 'Avoiding "SDGwashing": Sustainable Development Goals as business strategy', *13th Biennial Australian and New Zealand Third Sector Research Conference*, Sydney, Australia, 25th November 2016

Voola R and Dalton H 2016 'Education future corporate leaders: Their role in poverty alleviation that is inclusive of profits', *13th Biennial Australian and New Zealand Third Sector Research Conference*, Sydney, Australia, 25th November 2016

Voola R and Dalton H 2015 'Educating future leaders in combating the enduring problem of poverty: Incorporating poverty alleviation in business curriculum', *International Society for the Scholarship of Teaching and Learning ISSOTL 2015*, Melbourne, Australia, 30th October 2015

Bonfrer A, Lu S and Voola R 2015 'Exploring the Relationship between Salespeople Turnover and Performance: A Dynamic Model', *12th Marketing Dynamics Conference*, Tsinghua University, Beijing, China, 13th June 2015

Voola A and Voola R 2014 'Poverty alleviation whilst making profits: "Voices" from the Base of the Pyramid', *Australian & New Zealand Marketing Academy Conference ANZMAC 2014*, Brisbane, Australia, 3rd December 2014

Voola R, Briscese G and Lipski S 2014 'Poverty Alleviation in Business Curriculum: the Case of the University of Sydney Business School', *Australian & New Zealand Marketing Academy Conference ANZMAC 2014*, Brisbane, Australia, 3rd December 2014

Kriz A, Kriz A and Voola R 2014 'Learning about Ambidextrous Innovation through Sport: an Analogous Dynamic System', *XXV ISPIM Innovation Conference - "Innovation for Sustainable Economy & Society"*, Dublin, Ireland, 11th June 2014

Sytle C and Voola R 2013 'International Entrepreneurial Culture, business Adoption and International performance: Qualitative findings', *Proceeding of the Australia New Zealand Marketing Academy Conference 2013*, Auckland, New Zealand, 4th December 2013

Sridharan S, Voola R, Voola A and Shah A 2013 'Food Freedom and Food Well-being in Poverty: Towards a Transformative Consumer Research Perspective', *Proceedings of the Australia New Zealand Marketing Academy Conference 2013*, Auckland, New Zealand, 4th December 2013

Keethipala C, Voola R and Amirafir S 2013 'Social justice as an ethical framework for the Base of the Pyramid', *Social Business is Good Business Conference*, Anadolu University, Turkey, 31st May 2013

Kriz A, Welch C and Voola R 2013 'Dynamic capabilities and internationally-active high-tech SMEs: A critique and proposed future research agenda', *Australia and New Zealand International Business Academy ANZIBA Conference 2013 – "New Insights into Operating Across Borders: From Traditional to Emerging Markets"*, Sydney, Australia, 20th April 2013

Voola A and Voola R 2012 'Understanding how marketing can really help the poor: Viewing Bottom of the Pyramid with Sen's Capability Lens', *Australian & New Zealand Marketing Academy Conference ANZMAC 2012 - "Sharing the Cup of Knowledge"*, Adelaide, Australia, 5th December 2012

Kriz A, Kriz A and Voola R 2012 'Learning about Ambidextrous Innovation through Analogous Dynamic Systems: AFL Premiership Teams as an Organisational Comparison', *26th Annual Australian and New Zealand Academy of Management Conference ANZAM 2012 - 'Managing for Volatility and Stability'*, Perth, Australia, 7th December 2012

Voola R, Gould K and Goulston K 2012 'Facilitating experiential learning through a collaborative faculty learning community: The case of the University of Sydney Business School and the Sydney Medical School', *Australian & New Zealand Marketing Academy Conference ANZMAC 2012 - "Sharing the Cup of Knowledge"*, Adelaide, Australia, 5th December 2012

Connell J and Voola R 2012 'Bringing Back the Trust: Knowledge Sharing in an Industry Cluster', *2nd Conference of the International Network of Business and Management Journals INBAM 2012 - "Brokering Knowledge"*, Valencia, Spain, 22nd March 2012

Kriz A, Voola R and Yuksel U 2011 'The role of ambidexterous innovation in hypercompetitive contexts', *Australian & New Zealand Marketing Academy Conference ANZMAC 2011*, Perth, Australia, 30th November 2011

Keerthipala C, Kriz A and Voola R 2011 'Social responsibility and competitive advantage: An emerging country B2B Case study', *Australian & New Zealand Marketing Academy Conference ANZMAC 2011*, Perth, Australia, 30th November 2011

Voola R 2011 'Gandhian Values and Sustainable Marketing Strategies', *International Conference on Gandhian Values: Sustainability and Corporate Governance*, Bangalore, India, 9th October 2011

Lu S and Voola R 2011 'Investigating Salespeople Turnover in a Dynamic Structural Framework', *33<sup>rd</sup> INFORMS Marketing Science Conference 2011*, Houston, United States, 11th June 2011

Li H, Voola R and Casimir G (2010) 'Managerial competence: Exploring antecedents and consequences', *10th European Academy of Management Conference EURAM 2010: Back to the Future*, Rome, Italy, 22nd May 2010

Lu, S. and Voola, R. (2009), "Investigating Salespeople's learning by doing in a Bayesian Learning Structural Framework", Marketing Dynamics Conference, University of Waikato, New Zealand, Jan 4-6th, Marketing Science Institute and INFORMS, Society for Marketing Science.

Lu, S., and Voola, R. (2008), "Salespeople's learning: A Bayesian learning structural approach", *2008 American Marketing Association (AMA) Summer Marketing Educators' Conference*, August 8-11, Sheraton San Diego Hotel & Marina, San Diego, CA

Karpin, B., Voola, R. and Firth, E. (2008), *Forthcoming* "Developing a Dynamic International Branding Capability *Australia and New Zealand Marketing Academy Conference ANZMAC 2008*, Sydney, Australia, 1-3<sup>rd</sup> December, 2008.

Voola R and Treleaven L 2007 'Incorporation of Graduate Attributes into a Marketing Strategy Course: An Illustration', *Australia and New Zealand Marketing Academy Conference ANZMAC 2007*, Dunedin New Zealand, 3-5 December. Best Paper: Marketing Education Track



Voola A and Voola R 2007 'Informing social entrepreneurship through social capital: An Indian Illustration', International Nonprofit and Social Marketing Conference- Social entrepreneurship, social change and sustainability, Griffith University Brisbane QLD.

Mermod AY, Yuksel U and Voola R 2007 'Is Hot Money a Viable Market Entry Alternative? An Eclectic and Resource Based Perspective', International Finance Symposium 2007, Istanbul Turkey, 333-47.

Lu S, Voola R and Bhambore S 2007 'Salespeople's Learning: A Bayesian Learning Structural Approach', *Australia and New Zealand Marketing Academy Conference ANZMAC 2007*, Dunedin New Zealand, 3-5 December.

Prasertsakul D, Voola R and Styles C 2007 'Antecedents and consequences of contextual ambidexterity in Thai export Industry: A Dynamic Capability Perspective', *Australia and New Zealand International Business Conference*, University of Newcastle, Newcastle, 9-10 November 2007.

Vassallo J, Voola R, Yuksel U and Sutton-Brady C 2007 'Managing Ambidexterity in International SMEs: Some Propositions', *ANZMAC Conference*, Dunedin New Zealand, 3-5 December.

Voola R and O'Cass A 2007 'Branding capability: An exploration through Gandhian philosophies', *The Thought Leaders International Conference on Brand Management*, Birmingham, U.K, 24-25 April.

Voola R, Sutton-Brady C and Yuksel U 2007 'Organisational learning, strategic flexibility and performance: The role of responsive and proactive market orientation', *European Academy of Marketing Science (EMAC)*, Reykjavik, Iceland 22-26 May.

Voola R, Yuksel U and Sutton-Brady C 2007 'Fukuyama's end of history thesis: Are western marketing theories the end point of marketing theory evolution?' *Academy of Marketing Conference*, Kingston Business School, UK, 3-6 July.

Voola R and Styles C 2006 'International entrepreneurial culture, eBusiness adoption and international competitive advantage: Some propositions', *Proceedings of the Australia and New Zealand Marketing Academy (ANZMAC) Conference*, Brisbane: Australia and New Zealand Marketing Academy (ANZMAC).

Voola R, Li H and Casimir G 2006 'Proactive or a reactive strategic approach? An exploratory investigation of e-business adoption in Chinese firms', *Proceedings of the Australia and New Zealand Marketing Academy (ANZMAC) Conference*, Brisbane: Australia and New Zealand Marketing Academy (ANZMAC).

Sutton-Brady C, Voola R and Yuksel U 2006 'Antecedents and consequences of ethnic international entrepreneurship: A preliminary model', *CIMaR Annual Conference on International Marketing- CIMaR Consortium for International Marketing Research*, Istanbul, Turkey, 26-30 May.

Voola R, Yuksel U and Cowley K 2006 'Generic business strategies, total market orientation and firm performance: an integrated empirical model', *Proceedings of the 35th European Marketing Academy Conference (EMAC)*, Athens, Greece, 23-26 May.

Yuksel U and Voola R 2006 'Evaluating travel trade shows: An exploratory study from exhibitors perspective', *Proceedings of the 24th EuroCHRIE Congress*, Thessaloniki, Greece, 25-28 October.

Li H and Voola R 2005 'Organisational culture and organisational performance: The mediating effects of managerial competence', *Australia and New Zealand Academy of Management (ANZAM) Conference*, Canberra.

Li J and Voola R 2005 'Organisational structure as a moderating variable between managerial competence and organizational performance: A conceptual model', *Asia-Pacific Researchers in Organization Studies 11th International Colloquium (APROS 11)*, Melbourne.

Carlson J, Voola R and Sinnapan S 2005 'The role of on-line profiling, service quality, satisfaction and loyalty in developing a CRM capability: Propositions and considerations', *Broadening the Boundaries - Proceedings of the 8th Australia and New Zealand Marketing Academy (ANZMAC) Conference*, Fremantle, 5-7 December.

Connell J and Voola R 2005 'Strategic alliances and knowledge sharing: Synergies or silos?' *British Academy of Management (BAM) Conference*, Oxford, UK, 13-15 September.

Cowley K and Voola R 2005 'Sensemaking, wisdom and decision making in marketing strategy', *Broadening the Boundaries - Proceedings of the 8th Australia and New Zealand Marketing Academy (ANZMAC) Conference*, Fremantle, 5-7 December.

Voola R and Muthaly S 2005 'Strategic flexibility and organisational performance: The mediating effects of total market orientation', *Broadening the Boundaries - Proceedings of the 8th Australia and New Zealand Marketing Academy (ANZMAC) Conference*, Fremantle, 5-7 December.

Voola R, Brown U and Fry ML 2005 'Modelling the effects of strategic flexibility, organisational learning on eBusiness adoption and competitive advantage: An empirical investigation', *Rejuvenating Marketing: contamination, innovation, integration - 34th European Marketing Academy Conference (EMAC)*, Milan, Italy, 24-27 May.

Siva M, Voola R and Rugimbana R 2004 'Market orientation, eBusiness adoption and competitive advantage: A PLS structural model', *Australia and New Zealand Marketing Academy Conference (ANZMAC)*, Wellington, New Zealand.

Carlson J, Sinnapan S and Voola R 2003 'Application of the webqual™ instrument to three Australian b2c websites: An exploratory investigation', *Australia and New Zealand Marketing Academy Conference (ANZMAC)*, University of Adelaide.

Carlson J, Voola R, Quazi A and Kriz A 2003 'eService quality, satisfaction, perceived value and behavioural intentions in professional sport: Opportunities and considerations', *Research into Contemporary Issues in Marketing (Best Paper Series from the inaugural Australian Conference of the Chartered Institute of Marketing)*, Sydney, 109-128.

Voola R, Carlson J, Rugimbana R and Muthaly S 2003 'Resource based view and organisational adoption of innovations in marketing: A research agenda', *Research into Contemporary Issues in Marketing (Best Paper Series from the Inaugural Australian Conference of the Chartered Institute of Marketing)*, Sydney, 147-162.

Voola R, Carlson J and Muthaly S 2003 'Looking back to look forward: Linking the ideas of Mahatma Gandhi to the resource based view of strategy', *Doing Business Across Borders Conference*, Central Coast, NSW.

Voola R 2003 'Conceptualizing the relationships between intangible firm capabilities, technology adoption and competitive advantage: Resource based perspective', *Australia and New Zealand Marketing Academy Conference (ANZMAC)*, University of Adelaide.

Voola R, Casimir G and Haugen H 2003 'Leadership styles, internal marketing, and market orientation: Conceptualising the relationships', *Australia and New Zealand Marketing Academy Conference (ANZMAC)*, University of Adelaide, 1-3 December.

Carlson J, Muthaly S, Voola R and Reeves P 2002 'Web enabled marketing mix using competitive intelligence for website development in the Australian legal industry: A qualitative framework based on the marketing mix', *The 2002 IS One World Conference*, Las Vegas, USA.

Carlson J, Rosenberger P and Voola R 2002 'GAME ON! Battle of the footy codes: A study of the information content of Australian Rules football and Rugby League professional sport websites', *Doing Business across Borders Conference Proceedings*, Newcastle.

Muthaly S, Rugimbana R, Voola R, Wong H and Prabhakar V 2001 'Individual perceptions of marketing charities: An Australian empirical study', Australia and New Zealand Marketing Academy (ANZMAC) Conference Auckland: Massey University.

Morgan P and Voola R 2000 'Integrated marketing communications (IMC) in a social marketing context: Application to practice -Drug and alcohol treatment services', Australia and New Zealand Marketing Academy Conference (ANZMAC), Griffith University, Brisbane Qld.

Polonsky M, Shelley L and Voola R 2000 'Helping behaviour models - Are they appropriate in Australia?' Australia and New Zealand Marketing Academy Conference (ANZMAC), Griffith University, Brisbane Qld

---

## **Research Grants, External and Internal**

Transformative Consumer Research Grant - "Food freedom & food well-being in poverty: a TCR perspective" (2014, AU\$1,400 over 1 year), Association of Consumer Research, United States

International Program Development Fund - "Evaluating the effectiveness of the Ultra Poor Programs in India" (2013, AU\$22,490 over 2 years), University of Sydney

Market based poverty alleviation: What is the impact on the livelihoods of recipients? (2012, AU\$14,760), Business School - Research Grant.

Poverty Alleviation and Profits Group (P&P Group) (2013, AU\$15,000 over 1 year)  
Business School - Academic Journal/Research Group Support.

International Conference on Gandhian Values (2011, AU\$2,594) Business School - Conference Travel Grant, India, October 2011.

Multi-layered culture and the international entrepreneurial process: A qualitative study of Indian SME's (2008, AU\$11,100 over 1 year), Business School - Research Grant.

Antecedents and Consequences of Ethnic International Entrepreneurship (2007, AU\$11,250 over 1 year) Business School - Research Grant.

3rd IIMA Conference on Marketing Paradigms for Emerging Economies (2008, AU\$4,450)  
Business School - Conference Travel Grant, India, January 2009.

---

## **Research Supervision**

### **Doctor of Philosophy (PhD)**

Dr. Alexandra Kriz "Exploring internationalisation and innovation among high tech SME" Phd Awarded in 2016 (co-supervisor), University of Sydney

Dr. Hou-Jin Li, "Modelling the relationships between organisational culture, managerial competence and managerial performance," University of Newcastle, *PhD awarded in 2007* (Co-Supervisor)

Jarrold Vassallo, Finding a Better Way: Success and Failure of Base of the Pyramid Initiatives, Phd under examination (2017), University of Cambridge, UK. (co-supervisor)

### **Doctor of Business Administration (DBA)**

Dr. Dissatat Prasertsakul, "Investigating the antecedents and consequences of contextual ambidexterity in Thai export Industry: A Dynamic Capability Perspective", University of Newcastle, *DBA awarded in 2007* (Sole Supervisor)

Dr. Karnjira Limistrong, "Investigating the relationships between service quality, customer satisfaction and service loyalty: An empirical examination in the Thai Construction supplier industry", University of Newcastle, *Awarded in 2008* (Sole Supervisor)

### **Honors (All four students awarded 1<sup>st</sup> Class Honours)**

Thomas Wylob, "Creating Shared Value, University of Sydney, (Principal Supervisor) 2015.

Alexandra Kriz "Ambidexterity in dynamic environments "University of Sydney, (Principle Supervisor), 2011

Ben Karpin "International branding as a dynamic capability: a qualitative investigation of services-firms", University of Sydney, (Principle Supervisor), 2008.

Jarrod Vassallo, "Ambidexterity in international small-and-medium-sized enterprises: Managing the tensions between exploratory and exploitative innovation", University of Sydney, (Principle Supervisor) 2007

### **Masters in Philosophy**

Christina Sun, "Creating shared value and cross-sectoral partnerships, University of Sydney (Principle Supervisor), 2017 (currently undertaking)

### **Learning and Teaching**

My Primary teaching interests include marketing strategy, international marketing, Poverty Alleviation and Profitability and Sustainable Development Goals and Business Strategy. I have taught units across programs (BCom, MCom, and MGMT). My teaching and learning philosophy involves applying elements of the Socratic Method whereby the emphasis is on learning by asking rather than telling. I am an innovative teacher and have developed a novel and innovative curriculum involving poverty alleviation and business. I am also an early adopter of technology including flipped classroom as well as developing a SPOC relating to Sustainable Development Goals and Business Strategy, via a teaching innovation grant worth \$50,000AUD. This innovative curriculum has been showcased in various media outlets including Financial Times (UK) ABC Radio, CEMS Magazine as well as the through the Australian UN Social Good Summit

Consistently high student evaluations demonstrate my outstanding teaching performance including my ability to facilitate deep learning and equip students with core skills in critical thinking and fostering them with an enquiring mind. For instance, a student communicated (unsolicited) "You truly taught us to question everything we saw and to 'challenge assumptions'. Out of all the lecturers I've had in UG and PG, you've provided the most value in terms of teaching us something really useful that will help us in all facets of life. So, I wanted to thank you for putting in the effort and doing more than 'just teaching marketing'. Peer reviews facilitate reflection of my lecturing style, pedagogical strategies and critical thinking.

I have been recognized by the Associate Dean (L&T) as a "teaching champion and an "inspired teacher", and received teaching awards. Critical thinking is best achieved through research-led teaching and this view permeates through all my activities. I provide exhaustive qualitative feedback to my students. I have co-authored three Asia-pacific editions of textbooks in International Marketing (2010) and Marketing Strategy (2012), adopted in 10 universities. As lead author, Marketing Strategy (Asia-Pacific), I have incorporated new pedagogical features to enhance student learning including innovative case studies and incorporating critical thinking based on questioning assumptions. My education journal article in the Journal of Marketing Education relating to student-focused constructive alignment has made significant contribution to education quality and pedagogy.

---

## Key Teaching and Learning Recognitions and Milestones

2016 50,000 AUD innovation grant to develop a SPOC on Sustainable Development Goals

2014 Developed an innovative curriculum in Poverty Alleviation and Profitability, first of its kind in Australian Business Curriculum

2012 & 2015 Deans Citation for Teaching

2008 Pearson Education ANZMAC Emerging Marketing Educator of the Year

2007 Faculty of Economics and Commerce Award for Excellence in Learning and Teaching of Research and Inquiry, University of Sydney. (Open to all levels and both academic and non-academic members-one award a year)

2007 Best paper award: Marketing Education Track, Australia and New Zealand Marketing Academy Conference, Dunedin, New Zealand. (out of 32 papers)

---

## Course Work Teaching

### Undergraduate Level

Lecturer, MKTG3116 International Marketing, Discipline of Marketing (S1 2016).  
Lecturer, MKTG3116 International Marketing, Discipline of Marketing (S1 2011).  
Lecturer, MKTG3116 International Marketing, Discipline of Marketing (S1 2010).  
Lecturer, MKTG3116 International Marketing, Discipline of Marketing (S1 2009).  
Lecturer, MKTG3118 Marketing Strategy and Planning, Discipline of Marketing (S2 2008).

### Postgraduate Level

Lecturer, CEMS6005 Poverty Alleviation and Profitability, Management Education (Int May 2016).  
Lecturer, MKTG6003 Marketing Strategy, Discipline of Marketing (S2 2016).  
Lecturer, CEMS6005 Poverty Alleviation and Profitability, Management Education (S1 2015).  
Lecturer, MKTG6003 Marketing Strategy, Discipline of Marketing (S2 2015).  
Lecturer, CEMS6005 Poverty Alleviation and Profitability, Management Education (S1 2014).  
Lecturer, MMGT6008 Global Marketing Management, Discipline of Marketing (S2 2014).  
Lecturer, MMGT6008 Global Marketing Management, Discipline of Marketing (S1 2013).  
Lecturer, MMGT6008 Global Marketing Management, Discipline of Marketing (S1 2012).  
Lecturer, MKTG6003 Marketing Strategy, Discipline of Marketing (S2 2012).  
Lecturer, MMGT6008 Global Marketing Management, Discipline of Marketing (S2 2012).  
Lecturer, MKTG6013 International and Global Marketing, Discipline of Marketing (S1 2011).  
Lecturer, MMGT6008 Global Marketing Management, Discipline of Marketing (S1 2011).  
Lecturer, MKTG6013 International and Global Marketing, Discipline of Marketing (S2 2011).  
Lecturer, MKTG6003 Marketing Strategy, Discipline of Marketing (S1 2010).  
Lecturer, MKTG6003 Marketing Strategy, Discipline of Marketing (S2 2010).  
Lecturer, MMGT6008 Global Marketing Management, Discipline of Marketing (S2 2010).  
Lecturer, MKTG6003 Marketing Strategy, Discipline of Marketing (S1 2009).  
Lecturer, MKTG5001 Marketing Principles, Discipline of Marketing (S1 2008).  
Lecturer, MKTG6003 Marketing Strategy, Discipline of Marketing (S2 2008).  
Lecturer, MKTG6013 International and Global Marketing, Discipline of Marketing (S2 2008).

---

## Brief Administration and Leadership Activities

Member, The University of Sydney Ethics Committee (2014-2017)

Co-Chair of the Marketing Discipline (2016, 3 Months)  
Director, Poverty Alleviation and Profitability Research Group (2013-2105)  
Business school Strategic Working Party Member, Culture and Capability Team (2015)  
Co-Chair of the Discipline, Teaching and Learning, Marketing Discipline (2013)  
IT Committee Member, 2012  
PhD Coordinator, Marketing Discipline, 2012  
Member, Graduate Studies Board, 2011  
Post Graduate Coordinator, Marketing Discipline, 2011  
Learning and Teaching Committee, 2009-2010  
Learning and Teaching Associate, 2008

**Brief Contributions to Academic, Professional Organizations**

Ad Hoc reviewer, for journals including Journal of Marketing Management, Journal of Business Research, Australasian Marketing Journal, Customer Needs and Solutions. Reviewed for various conferences.

PhD Marking: Examined 7 PhD theses and 5 Honors Theses.

Chair of track: ANZMAC and ANZIBA

-----*Referees on Request*-----