



## ACADEMIC QUALIFICATIONS

Degree	Year	University/Institute
PhD (Management)	2021-2024	Macquarie University, Sydney
Master of Research (Management)	2020	Macquarie University, Sydney
PGDCM (MBA)	2014	IIM Calcutta
B.Tech (Electrical)	2009	IIT Delhi

## JOURNAL PAPERS UNDER REVIEW, REVISE AND RESUBMIT

- Surana, A., Chavan, M., Kumar, V., & Chirico, F. (2024). The internationalization process: A contextual analysis of Indian ibusiness firms. **International Business Review** [Ranked A] (Accepted)
- Surana, A., Chavan, M., Kumar, V., & Chirico, F. (2024). Elucidation of the internationalization of digital platform firms based on the new framework - D-OLI advantages. **International Marketing Review** [Ranked A] (Accepted)
- Surana, A., Li, JT., Chirico, F., Chavan, M., Kano, L., & Schotter, A. (2025). The international strategy of digital platform-based firms: a systematic literature review and directions for future research. **Journal of World Business** [Ranked A\*] (Under revise and resubmit)

## REFERRED CONFERENCE PROCEEDINGS

- Surana, A., Chavan, M., Kumar, V., & Chirico, F. (2022). Efficacy of Networks in the Internationalization Process of iBusiness Firms. **Academy of International Business (AIB)**, Florida International University, Miami, FL, 6–9 July 2022
- Surana, A., Chavan, M., & Chirico, F. (2022). The Internationalization of Digital Platform-Based Firms: A Systematic Literature Review and Directions for Future Research. **AIB Oceania 2022** Chapter Research Symposium and PDW Conference, Brisbane, Australia, 24-26 Nov 2022
- Surana, A., Chavan, M., & Chirico, F. (2023). A Typology of Heterogeneity in DPBFs and an Integrated Framework for Internationalization of DPBFs: Review and Research Agenda. **AIB 2023 Warsaw Conference**, 5-9 July 2023
- Surana, A., Chavan, M., Kumar, V., & Chirico, F. (2023). Going Global – iBusiness Firms from India. **Academy of Management (AOM) 2023**, Boston, Massachusetts, 4-8 August 2023
- Surana, A., Li, JT., Chirico, F., Kano, L., Schotter, A., & Chavan, M. (2023). The International Strategy of Digital Platform-based Firms: A Systematic Literature Review and Directions for Future Research. **India Strategy Conference**, Bengaluru, 14-17 Dec 2023. Selected as **Spotlight Paper** for being the top 20% of the selected papers
- Surana, A., Chavan, M., Kumar, V., & Chirico, F. (2024). Internationalization Theory of Digital Platform Firms - D-Oli Advantages. **Indian Academy of Management** Conference, Goa, 11-13 Jan 2024 (**Awarded best paper** in the track of International Business and Strategy during Geopolitical and Institutional shifts)

## ACADEMIC DISTINCTIONS

### Doctoral Thesis

- Completed PhD thesis titled: “The Internationalization of Digital Platform-based Firms (DPBFs)”
- Completed and submitted three journal articles in a time span of 2 years and 2 months during the PhD
- Qualitative researcher interested in studying the internationalization phenomenon of digital platform-based firms
- First paper which is a qualitative empirical paper which is accepted at the *International Business Review*, an A ranked journal. This paper extends the linkage, leverage, and learning framework of Mathews for the emerging market ibusiness (digital platform) firms
- Second paper which is a review paper is in revise and resubmit at the *Journal of World Business*, an A\* ranked journal. This paper identifies the contradictions and paradoxes in the existing digital platform-based firm’s (DPBF’s) international business (IB) literature on the 7 IB dimensions. Further, we introduced a typology and classification of the DPBF along with other areas of future research
- Third paper which is a qualitative empirical paper is accepted at the *International Marketing Review*, an A ranked journal. This paper draws from Luo’s new-OLI framework to develop a novel framework D-OLI framework for digital platform firms

	<ul style="list-style-type: none"> <li>▪ Built a strong network of team including top names in the international business domain such as Professor Vikas Kumar (University of Sydney, Australia), Jiatao (JT) Li (Hong Kong University of Science and Technology), Francesco Chirico (Macquarie University, Australia), Liena Kano (University of Calgary, Canada), Andreas Schotter (University of Western Ontario, Canada), and Meena Chavan (Macquarie University, Australia)</li> </ul>
Casual Academic Tutor	<ul style="list-style-type: none"> <li>▪ Tutored 119 students for IBUS5003 (Global Business) at the University of Sydney – Jul-Nov'24</li> <li>▪ Tutored 50+ students for IBUS5003 (Global Business) at the University of Sydney – Feb-Jun'24</li> <li>▪ Tutored 50+ students for IBUS5003 (Global Business) at the University of Sydney and 60+ students for MGMT1020 (Entrepreneurship) at Macquarie University – Jul-Nov'23; <b>received ~4.9/5.0 rating and nominated for Dean's Citation Award</b></li> <li>▪ Tutored 50+ students for IBUS5003 (Global Business) at the University of Sydney – Feb-Jun'23</li> <li>▪ Tutored 120+ students for MGMT1020 (Entrepreneurship) and MGMT2080 (Business Models) at Macquarie University– Feb-Jun'23</li> <li>▪ Tutored 120+ students for MGMT1002 (Principles of Management), MGMT1020 (Entrepreneurship) and MGMT3017 (Change Management) at Macquarie University– Jul-Nov'22</li> <li>▪ Tutored 100+ students for MGMT1002 (Principles of Management) and MGMT1020 (Entrepreneurship) at Macquarie University; received ~4.8/5 rating – Feb-Jun'22</li> <li>▪ Tutored class of 80 1<sup>st</sup> year students for the Excel and Statistics at IIMC'13 for a semester</li> </ul>
Awards, Scholarships & Merit	<ul style="list-style-type: none"> <li>▪ Awarded International Macquarie University Research Excellence Scholarship (iMQRES) PhD Scholarship worth AUD 187,791</li> <li>▪ Awarded the Executive Dean's Commendation (2021) for Academic Excellence in Year 2 Master of Research (Awarded for achieving 94% marks in the thesis)</li> <li>▪ Awarded National Talent Search Exam (NTSE) scholarship 2003, secured State Rank 4 in round one</li> <li>▪ KVPY Scholar 2003- Among top 41 across India in KVPY exam conducted by IISC, Bangalore</li> <li>▪ Awarded SURA (Summer Undergraduate Research Award)-2007 by Industrial R&amp;D, IIT Delhi</li> <li>▪ Amongst the Top 10 Finalists (out of 200 candidates) of the Times Group Scholarship, 2012</li> </ul>
Olympiads	<ul style="list-style-type: none"> <li>▪ Mathematics Olympiad-State Rank 10<sup>th</sup> &amp; 11<sup>th</sup> at RMO in 2004 &amp; 2003 respectively</li> <li>▪ Physics Olympiad- merit certificate, among top 270 out of 26,000; Qualified for INPhO in 2004-05</li> <li>▪ Chemistry Olympiad- merit certificate, among top 300; Qualified for INChO in 2004-05</li> </ul>
Competitive Examinations	<ul style="list-style-type: none"> <li>▪ All India Rank 159 out of 1,90,000 candidates in IIT JEE-2005</li> <li>▪ Secured 99.91 percentile out of 1,85,000 candidates in Common Aptitude Test (CAT)-2011</li> <li>▪ All India Rank 3 out of 17,000 candidates in NSTSE-2004, national level science examination</li> <li>▪ Top 23 in India out of 1,18,000 candidates in SCRA Examination-2005, conducted by UPSC</li> <li>▪ State Rank 2 in Science Talent Exam 2002 by Science &amp; Technology Department, Rajasthan</li> <li>▪ Cleared CFA Level 1 in 2011, FRM Level 1 &amp; 2 in 2009 &amp; 2010 respectively; FRM certified</li> </ul>
Strategy Events	<ul style="list-style-type: none"> <li>▪ Campus Winner in Stratos'12, a business simulation event by Aditya Birla Group; Awarded IPAD &amp; PPI</li> <li>▪ Runner-up in Cairn India's ACE'13-Amazing Champions of Energy; Won prize money INR 50,000</li> <li>▪ Top 5 in campus at the GEP Case study competition at IIM Calcutta in 2013</li> <li>▪ National Finalist &amp; Rank 5/76 teams across IIMC &amp; IIMB in AMEX's business simulation game'13</li> </ul>

## WORK EXPERIENCE

Business Manager & Project Manager, ANZ (Part time, Consultant)	Avantor, Australia	Jan'20 – Aug'23
Drove the business development of Avantor in the ANZ region and led the EV project	<ul style="list-style-type: none"> <li>▪ Led the business development of Avantor (Fortune 500 company) for the ANZ region</li> <li>▪ Avantor is a B2B firm supplying branded and inhouse chemicals, consumables, equipment &amp; instruments to the pharmaceutical, university, research, life science and healthcare firms</li> <li>▪ Responsible for sales, appointment of direct customers, key accounts, and distributors</li> <li>▪ Drove a growth of 40%+ during the H1'2020 in the Australian market</li> <li>▪ Appointed 10+ direct customers including top pharma and university accounts in Australia &amp; NZ</li> </ul>	

	<ul style="list-style-type: none"> <li>Helped the top pharma companies in Australia to develop COVID vaccines</li> <li>Drove the Electric Vehicle (EV) project for the entire Asia Pacific region</li> </ul>	
Senior Manager (Head), Strategy	Avantor, Gurgaon	Oct'17 – Dec'19
Led the Strategy and business excellence function for the Asia Pacific & Middle East region	<ul style="list-style-type: none"> <li>Integration lead for the merger of Avantor and VWR (\$5.5bn merger) for the APAC region</li> <li>Designed post-merger strategy of market penetration to achieve a 35% growth in the region</li> <li>Drove the capability building initiative; capabilities added in the region includes e-commerce, pricing, supply chain, lean, problem solving and market research</li> <li>Implemented lean and problem-solving methodology; trained multiple stakeholders, initiated problem-solving exercises in manufacturing plant in India (\$1.2mn savings), warehouse in China (40% increase in capacity), supply chain function in Singapore (\$4mn inventory optimization)</li> <li>Led innovation project - new sales incentive plan to motivate sales team, resulted in 5x market growth</li> </ul>	
Manager (Head), Strategy	PathKind Diagnostics, Gurgaon	Jan'17 – Oct'17
Worked with the MD & CEO to develop business plan and building organization for the start-up	<ul style="list-style-type: none"> <li>Designed the business plan and strategy for the newest pathology diagnostics startup; brought a new concept to focus on tier 2/3 cities contrary to tier 1 by most companies</li> <li>Raised INR 320crores (\$50mn) for 5 years growth phase to set up 300+ labs in the country</li> <li>Designed the HR policies, salary structure and drove the recruitment function</li> <li>Instrumental in setting more than 10 labs in 4 months after operation</li> <li>Led the IT implementation with the external vendors to ensure smooth LIMS in the labs</li> </ul>	
EA to the CEO	SRL Ltd, New Delhi	Jun'14 – May'16
Assisted the CEO for analysis and cross-functional assistance	<ul style="list-style-type: none"> <li>Worked closely with CEO of SRL Ltd, India's largest Diagnostics Provider with a turnover of \$140mn</li> <li>Involved in the Private Equity exit process of SRL; one of two members who was involved in the complete process which comprised of due diligence, financial modeling and management meetings</li> <li>Involved in day to day meeting with senior management to driving various initiatives across organization</li> <li>Responsible for driving new project/initiatives to get delivered in the time bound manner</li> <li>Managed the P&amp;L analysis for new initiatives like UNICEF project (~INR 25 crs), Jharkhand PPP (~INR 10 crs) and Nigeria Project</li> <li>Carry out regular analysis of the price increase on actual realization and suggested the smarter way of price increase in the organization going forward</li> <li>Regular check on the P&amp;L of the labs and provide the concrete ways to the Operations Head to rationalize costs and improve the profitability</li> <li>Designed the dynamic incentive structure for the sales force keeping the payout under control while providing the right opportunity to the top performers</li> <li>Developed the MIS for the non-finance departments in the organization</li> </ul>	
Summer Associate	BCG	Apr'13 – May'13
PPO	<ul style="list-style-type: none"> <li>Awarded Pre-Placement Offer from Boston Consulting Group (BCG) – 2013</li> <li>Worked for one of biggest mining firms to improve the throughput of mine during internship</li> <li>Module single handedly looked was to improve the advance per blast to increase mine's development</li> </ul>	
Senior Analyst	Deutsche Bank CIB Centre, Mumbai	Mar'10 – Jun'12
Asset Backed Securities Trading (Mar'10-Jul'11)	<ul style="list-style-type: none"> <li>Accurately completed Investor reporting for notional \$3bn -17 Collateralized Debt Obligation (CDOs)</li> <li>Terminated the associated legal risk by quantifying notional \$1.5bn Credit Events of existing CDOs</li> <li>Calculated consolidated Risk Weighted Assets (RWA) of the entire book worth \$15bn</li> <li>For hedging &amp; risk reduction, identified &amp; priced potential bonds out of notional \$9bn RMBS bonds</li> <li>Rated 4/5 &amp; promoted to Senior Analyst within first year of joining the firm</li> </ul>	

<p>CRE Restructuring (Aug'11-Jun'12)</p>	<ul style="list-style-type: none"> <li>▪ Involved to manage risk &amp; loss of 65 European Commercial Real Estate (CRE) Loans worth \$6.5bn</li> <li>▪ Modeled cash flows for \$95mn UK multifamily, \$220mn Italian hotel &amp; \$150mn Spanish Office deals</li> <li>▪ Prepared annual review of a \$155mn Indian real estate deal to facilitate senior management strategy</li> <li>▪ Mentored 20 shortlisted candidates for Deutsche Bank recruitment program at IITD campus</li> </ul>
<b>POSITIONS OF RESPONSIBILITY</b>	
<p>Graduate Research (GR) Candidate Representative (2022)</p>	<ul style="list-style-type: none"> <li>▪ Nominated by Associate Dean as GR candidate representative of department of management to the GR advisory committee</li> <li>▪ The committee comprises of the Pro Vice-Chancellor, Academic Director, and Associate Deans of all the university wide departments where my role is to liaison between students and the faculty</li> <li>▪ Conducted surveys amongst the students to take their pain points to the faculty resulting in a 10%+ increment of the PhD scholarship</li> </ul>
<p>General Secretary Sports, IIT Delhi</p>	<ul style="list-style-type: none"> <li>▪ Elected by 150 members of Inter IIT contingent; Led the sports contingent at Inter IIT-2008</li> <li>▪ Led team of 200 to organize 'Sportech09' Sports Fest of IITD; 60 colleges across India participated</li> <li>▪ Initiatives: League System in Inter hostel sports, new event 25x400 relay-225 participants from 9 hostels</li> <li>▪ Received Highest Institute Award 'Cumulative Contribution to Board for Sports Activities' IITD-2009</li> </ul>
<p>Captain, IIMC Badminton Team</p>	<ul style="list-style-type: none"> <li>▪ Unanimously elected as Captain of Badminton Team of IIM Calcutta for the year 2013-14</li> <li>▪ Led the IIM Calcutta team to semi-finals at Valhalla'13-XLRI cultural and sports festival</li> </ul>
<p>Captain, IIT Delhi Badminton Team</p>	<ul style="list-style-type: none"> <li>▪ Led IIT Delhi team to win Gold at JNU Inter Institutional Badminton Tournament-2009</li> <li>▪ Led IIT Delhi to win Bronze in Inter IIT-2008 &amp; in Sportech-2009 out of 25 teams across India</li> </ul>
<p>Sports Secretary, Hostel</p>	<ul style="list-style-type: none"> <li>▪ Led hostel from 6<sup>th</sup> to 1<sup>st</sup> position in Inter Hostel General Championship for only 2<sup>nd</sup> time in 48 yrs</li> <li>▪ Awarded Best Sports Secretary out of 11 by Director, IIT Delhi for excellent performance in 2007-08</li> </ul>