NIRMALYA KUMAR

Singapore Management University Lee Kong Chain School of Business 50 Stamford Road

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EDUCATION

1991 Northwestern University, Evanston, Illinois

J.L. Kellogg Graduate School of Management

Ph.D. in Marketing

1986 University of Illinois at Chicago, Illinois

Master of Business Administration (MBA)

1983 Shivaji University, India

Master of Commerce

1980 Calcutta University, India

Bachelor of Commerce

UNIVERSITY APPOINTMENTS

2017- Lee Kong Chian Professor of Marketing

Singapore Management University

2015- Distinguished Fellow, INSEAD Emerging Markets Institute

2003-17 Visiting Professor of Marketing (2014-2017)

Professor of Marketing (2003-2014)

Director, Aditya Birla India Centre (2003-13) Director, Centre for Marketing (2003-2009) Faculty Director, Executive Education (2007-09)

London Business School

2001 Visiting Professor of Marketing (July – December)

Harvard Business School

1995- 2003 Professor of Marketing

IMD-International Institute for Management Development

1994-1995 Visiting Assistant Professor of Marketing

J.L. Kellogg Graduate School of Management

Northwestern University

1991-1994 Assistant Professor of Marketing

Smeal College of Business Administration

The Pennsylvania State University

RESEARCH ACTIVITIES

Books

- 1. Kumar, N. (2018), *Thinking Smart: How to Master Work, Life and Everything In-Between* (Harper Collins India).
- 2. Kumar, N. and J-B. E.M. Steenkamp (2013), *Brand Breakout: How Emerging Market Brands Will Go Global* (Palgrave/Macmillan). Translation rights for Simple Chinese Dutch, and Turkish.
- 3. Kumar, N. and P. Puranam (2011), *India Inside: The Emerging Innovation Challenge to the West* (Harvard Business Review Press). Translated into Simple Chinese.
- 4. Kumar, N. with P. Mohapatra and S. Chandrasekhar (2009), *India's Global Powerhouses: How They Are Taking on the World*, (Harvard Business Press). Translation rights for Simple Chinese and an audio book in English.
- 5. Anderson, J.C., N. Kumar, and J.A. Narus (2007), *Value Merchants: Demonstrating and Documenting Customer Value in Business Markets* (Harvard Business School Press). Translation rights for Simple Chinese, Polish, Russian and Spanish.
- 6. Kumar, N. and J-B. E.M. Steenkamp (2007), *Private Label Strategy: How to Meet the Store Brand Challenge* (Harvard Business School Press). Translation rights for Complex Chinese, Simple Chinese, Polish, Portuguese, Russian, and Spanish. (500+ *Google Scholar citations*)
- 7. Kumar, N. (2006), *Global Marketing* (BusinessWorld). Published 1 October 2006.
- 8. Kumar, N. (2004), *Marketing as Strategy: Understanding the CEO's Agenda for Driving Growth and Innovation* (Harvard Business School Press). Translated into Simple Chinese, Complex Chinese, Japanese, Korean, Portuguese, Russian, Czech, and Spanish as well as an Indian edition by Penguin.

Major Journal Articles

- 1. Kumar, N. and J-B. E.M Steenkamp (2013), "Diaspora Marketing," *Harvard Business Review*, 91 (October), 127-131.
- 2. Kumar, N. and P. Puranam (2011), "Have You Restructured for Global Success?" *Harvard Business Review*, 89 (October), 123-128.
- 3. Bertini, M. and N. Kumar (2010), "The Upstart's Assault," *Harvard Business Review*, 88 (July-August), 159-163.
- 4. Steenkamp, J-B. E.M. and N. Kumar (2009), "Don't Be Undersold!" *Harvard Business Review*, 87 (December), 90-95.
- Kumar, N. (2009), "How Emerging Giants are Rewriting the Rules of M&A," Harvard Business Review, 87 (May), 115-21.
 Translated into German for Harvard Business Manager March 2004.
- 6. Kumar, N. (2006), "Strategies to Fight Low-Cost Rivals," *Harvard Business Review*, 84 (December), 104-12.

Reprinted in *Harvard Business Review OnPoint*. Special issue on "Seize Advantage," Summer 2009, 88-98.

- 7. Geyskens, I., J-B. E.M. Steenkamp, and N. Kumar (2006), "Make, Buy or Ally: A Meta-Analysis of Transaction Cost Theory," *Academy of Management Journal*, 49 (June), 519-43. (800+ Google Scholar citations)
- 8. Corsten, D. and N. Kumar (2005), "Do Suppliers Benefit from Collaborative Relationships with Large Retailers?: An Empirical Investigation of ECR Adoption," *Journal of Marketing*, 69 (July), 80-94. (500+ Google Scholar citations)
- 9. Kumar, N. (2003), "Kill a Brand, Keep a Customer," *Harvard Business Review*, 81 (December), 86-95.
- 10. Scheer, L. K., N. Kumar, and J-B. E.M. Steenkamp (2003), "Reactions to Perceived Inequity in U.S. and Dutch Interorganizational Relationships," *Academy of Management Journal*, 46 (June), 303-17.
- 11. Corsten, D. and N. Kumar (2003), "Profits in the Pie of the Beholder," *Harvard Business Review*, 81 (May), 22-23.

Translated into German for *Harvard Business Manager* March 2004.

12. Hibbard, J.D., N. Kumar, and L.W. Stern (2001), "Examining the Impact of Destructive Acts in Marketing Channel Relationships," *Journal of Marketing Research*, 38 (February), 45-61. (500+ Google Scholar citations)

- 13. Kumar, N., L. K. Scheer, and P. Kotler (2000), "From Market Driven to Market Driving," *European Management Journal*, 18 (2), 129-42. (500+ Google Scholar citations)
- **14.** Geyskens, I., J-B. E.M. Steenkamp, and N. Kumar (1999), "A Meta-Analysis of Satisfaction in Marketing Channel Relationships," *Journal of Marketing Research*, 36 (May), 223-238. (1,400+ Google Scholar citations)
- 15. Geyskens, I., J-B. E.M. Steenkamp, and N. Kumar (1998), "Generalizations About Trust in Marketing Channel Relationships Using Meta-Analysis," *International Journal of Research in Marketing*, 15 (July), 223-48. (1,000+ Google Scholar citations)
- 16. Kumar, N., L. K. Scheer, and J-B. E.M. Steenkamp (1998), "Interdependence, Punitive Capability, and the Reciprocation of Punitive Actions in Channel Relationships," *Journal of Marketing Research*, 35 (May), 225-35.
- **17.** Geyskens, I., J-B. E.M. Steenkamp, L. K. Scheer, and N. Kumar (1996), "The Effects of Trust and Interdependence on Relationship Commitment: A Trans-Atlantic Study," *International Journal of Research in Marketing*, 13 (October), 303-17. (1,600+ Google Scholar citations)
- 18. Kumar, N. (1996), "The Power of Trust in Manufacturer-Retailer Relationships," *Harvard Business Review*, 74 (November-December), 92-106. (1,400+ Google Scholar citations)
 - Reprinted in *Harvard Business Review on Managing the Value Chain*, Boston, MA, Harvard Business Press, 2000, 91-126.
- 19. Kumar, N., L. K. Scheer, and J-B. E.M. Steenkamp (1995), "The Effects of Perceived Interdependence on Dealer Attitudes," *Journal of Marketing Research*, 32 (August), 348-56. (800+ Google Scholar citations)
- 20. Kumar, N., L. K. Scheer, and J-B. E.M. Steenkamp (1995), "The Effects of Supplier Fairness on Vulnerable Resellers," *Journal of Marketing Research*, 32 (February), 54-65. (2,100+ Google Scholar citations)
- 21. Sujan, H., B. A. Weitz, and N. Kumar (1994), "Learning Orientation, Working Smart, and Effective Selling," *Journal of Marketing*, 58 (July), 39-52. (1,100+ Google Scholar citations)
- 22. Kumar, N., L. W. Stern, and J. C. Anderson (1993), "Conducting Interorganizational Research Using Key Informants," *Academy of Management Journal*, 36 (December), 1633-51. (2,300+ *Google Scholar citations*)
- 23. Kumar, N., L. W. Stern, and R. S. Achrol (1992), "Assessing Reseller Performance from the Perspective of the Supplier," *Journal of Marketing Research*, 29 (May), 238-53. (500+ Google Scholar citations)

Citation/Impact Analysis

- Total citations over 19,000 in Google Scholar with an h-index of 34
- Of all articles published in JMR in 1995, the interdependence article (1995b) is the most cited of that year while the fairness article (1995a) is the 2nd most cited article.
- Of all articles published in JMR in 1999, the satisfaction article is the 5th most cited.
- Of all articles published in IJRM in 1996 and 1998, the interdependence article (1996) ranks 2nd and the trust article (1998) ranks 1st in citations for their respective years. Both articles among the 5 most cited articles published in IJRM in the past 25 years.
- Of all articles published in AMJ in 1993 and 2006, the informant and TCA articles rank 4th and 8th in citations for their respective years.
- TCA 2006 AMJ article was quoted from by Oliver Williamson in his 2009 Economics Nobel Prize acceptance speech.

Doctoral Supervision

Man-Wai Chow, Tilburg University, Tilburg, Netherlands, December 2007, External committee member.

Daniel S. Corsten, Universität St. Gallen, Switzerland, May 2002, External reviewer.

Inge Geyskens, Catholic University, Leuven, Belgium, September 1998, External committee member.

Professional Affiliations and Service

2018-	Guest Editor, Special Issue on Omni-Channel Retailing, California Management Review
2016-	Editorial Board, California Management Review
1999-06	Editorial Board, <u>Journal of Marketing Research</u>
1997-04	Editorial Board, <u>International Journal of Research in Marketing</u> <u>European Management Journal</u>
1997-99	Editorial Board, <u>Journal of Marketing</u>
1997	Guest Editor for Special Issue on The Revolution in Retailing, Long Range Planning Journal, 30 (December)
1991-2010	Ad hoc reviewer: <u>Academy of Management Journal</u> , <u>Journal of Retailing</u> , <u>Management Science</u> , <u>Marketing Science</u> , <u>Strategic Management Journal</u>

TEACHING ACTIVITIES

Case Materials Developed

- 1. Amazon versus Walmart, Teaching Note 2018
- 2. Amazon versus Walmart, 2018
- 3. Zara in China and India, Teaching Note 2018
- 4. Zara in China and India, 2018
- 5. Galanz: From Price Fighter to Consumer Brand Innovator, 2014
- 6. Pearl River Piano: Tuning Into the Global Market, June 2013
- 7. Bangalore Based Karuturi Global: Greenfield Growth Out of Africa, April 2012
- 8. BT Business: Responding to "Free Forever", April 2009
- 9. Aldi: The Hard Discount Phenomenon, Teaching Note, May 2007
- 10. Aldi: The Hard Discount Phenomenon, January 2007
- 11. Zara: Responsive, High Speed, Affordable Fashion, Teaching Note, July 2005
- 12. Red Bull: The Antibrand Brand, Teaching Note, July 2005
- 13. Zara: Responsive, High Speed, Affordable Fashion, July 2005
 An abstract was published in BusinessWorld, 24 October 2005, pp. 70-71.
 Reprinted in J. Meredith and S.M. Schafer, <u>Operations Management</u>, John Wiley, 2010.
- 14. Red Bull: The Antibrand Brand, June 2005 (Among the ECCH 40 best selling cases of the last 40 years)
- 15. Dassani (UK): Brand Under Attack, May 2004
- 16. LeShop.CH, September 2003
- 17. Yahoo!: Moving From Free to Paid Services, Teaching Note, August 2001
- 18. Swissair: Repositioning a Premium Brand, August 2001
- 19. Yahoo!: Moving From Free to Paid Services, May 2001
- 20. Savannah Interactive Entertainment: International Distribution Strategy, May 2001

- 21. Priceline (B), April 10, 2001
- 22. Priceline (A), April 9, 2001
- 23. Wal-Mart: Competing in the Global Marketplace, 2000
- 24. Gramophone Company of India (B): The Digital Distribution Challenge, 2000
- 25. Online Grocery Retailing: Building the Last Mile to the Customer, Teaching Note, August 29, 2000
- 26. www. HomeImprovement.com, (B), September 1, 2000
- 27. Video interview with Stelios, CEO and founder of the easy Group.
- 28. Aravind Eye Hospital 2000: Still in the Service of Sight, September 1, 2000
- 29. www. Home_Improvement.com, (A), September 1, 2000
 Reprinted in M.A. Hitt, R.D. Ireland, R.E. Hoskisson, W.G. Rowe, and J.P. Sheppard, <u>Strategic Management: Competitiveness and Globalization</u>, Thomson Canada, 2005.
- 30. Online Grocery Retailing: Building the Last Mile to the Customer, August 29, 2000
- 31. Amazon: Success, Survival, or Suicide, August 28, 2000
- 32. Gramophone Company of India (A): The Digital Distribution Challenge, August 22, 2000
- 33. easyJet The Web's Favorite Airline, August 8, 2000 (The all time est selling case for ECCH)

Reprinted in J. McGee, H. Thomas, and D. Wilson, <u>Strategy: Analysis and Practice</u>, McGraw-Hill, 2005.

- 34. easyJet 2000 Teaching Note, May 5, 2000
- 35. www.easyRentacar, May 3, 2000
- 36. easyEverything: The Internet Shop, April 4, 2000
- 37. Akzo-Nobel UK: Managing the Brand Portfolio Teaching Note, March 14, 2000
- 38. Akzo-Nobel UK: Managing the Brand Portfolio, March 2, 2000

- 39. Medi-Cult: Pricing a Radical Innovation Teaching Note, March 29, 1999
- 40. Medi-Cult: Pricing a Radical Innovation, March 18, 1999 (Among the ECCH 40 best selling cases of the last 40 years)

Reprinted in Czinkota, Ronkainen, Farrell, and McTavish, <u>Global</u> <u>Marketing: International Trade and Foreign Investment Strategies</u>, Nelson Education Limited, 2008.

- 41. Global Foods: Facing the Hypo-Mart Challenge, August 27,1998
- 42. Loyalty Wars in the UK Supermarket Industry Teaching Note, May 14, 1998
- 43. Loyalty Wars in the UK Supermarket Industry, (transparency version), May 14, 1998
- 44. Carrefour: Opportunities in Mexico (A), 20 April, 1998
- 45. Carrefour: Opportunities in Mexico (B), 20 April, 1998
- 46. Video tape of Barco CEO to accompany Barco Projection Systems Case, 1997
- 47. FoodWorld Supermarkets in India, July 2, 1997

Reprinted in A.A. Thompson and A.J. Strickland III, <u>Strategic Management: Concepts and Cases</u>, Irwin/McGraw Hill, 1999, pp. C359-376.

Reprinted in D. Turpin and X. Shen, <u>Casebook on General</u> <u>Management in Asia Pacific</u>, London: Macmillan Press, 1999, pp. 375-396.

- 48. FoodWorld Supermarkets in India Teaching Note, January 20, 1997
- 49. Loyalty Wars in the UK Supermarket Industry, (A) August 30, 1996
- 50. Loyalty Wars in the UK Supermarket Industry, (B) August 30, 1996
- 51. Carrefour Versus Walmart in Mexico, (transparency version) July 3, 1996

Teaching Experience

SMU Open Programs: Masters in Management – Core Marketing Course
DBA (joint program with SJTU China) – Core Strategy course

LBS Open Programs:

MBA, Sloan Masters Program, Global-EMBA, Accelerated Development Program

LBS In-Company programs:

Allianz, Barclays, BT, Continental, Danone, Ericsson, HSBC, Lufthansa, Nokia, Novartis, PwC, SABIC, Sony-Ericsson, Standard Chartered, Royal

Bank of Scotland, Telenor

Harvard MBA Core: Marketing Management

IMD MBA Core: Marketing Management MBA Elective: Marketing Channels

IMD Executive Open Programs:

CEO Roundtable; Breakthrough Program for Senior Executives; Differentiation through Services; Joint Development Program; Managing Corporate Resources; Managing the Innovation Process; Managing Manufacturing; Managing for Marketing Success; Venture Booster; Orchestrating Winning Performance; Performing in the New Financial Services; Program for Executive Development; Senior Executive Forum

IMD Executive In-Company Programs:

Bertelsmaan; Boehringer Mannheim; Canon; Caterpillar; Deloitte, Touche, and Tohmatsu; Exxon Chemical; Hitachi; Lego; Nestle; Norske Hydro; Norske Shell; Schindler; Scottish and Newcastle; Sony; Tetra Laval; Tetra Pak; Thames Water; Toyota; Viag; Volvo; YPO; and Zurich Insurance.

Kellogg MBA Core: Marketing Management

MBA Elective: Marketing Channels

Penn State MBA Core: Marketing Management

MBA Elective: *Marketing Channels* PhD Seminar: *Marketing Channels*

Program Development and Management

2004-2011 Program Director, Open Programs, London Business School

- Accelerating Sales Force Performance 2006-2007
- Building the Customer Focused Organisation 2005-2007
- Market Driving Strategies 2004-2011

For each program, responsible for design, launch, and management of an intensive 5 day executive program offered twice a year.

2005-2010 Program Director, In- Company Programs, London Business School

- Allianz
- BT
- Royal Bank of Scotland
- Telenor

2001-03	Program Director, <i>Venture Booster</i> , IMD – responsible for design, launch, and management of an intensive 6 day program for corporate venturing teams.
1997-01	Program Co-Program Director, <i>Program for Executive Development, IMD</i> - A ten week executive education program, offered four times a year, to help transform functional managers into general managers.
1998-2003	Program Director, <i>Managing for Marketing Success</i> , IMD - A two week program for senior marketing and sales executives held annually.
1996-2003	Program Director responsible for design and management of several single offering programs for senior executives including: - Distribution as Strategy – two day event - e-Commerce – four day program on e-distribution and e-tailing - Hydro Aluminium Extrusion – four day customer value workshop - From Market Driven to Market Driving – two day event on strategy - Strategic Marketing for Retailers -six days on retailing - Caterpillar Academy Marketing Module - one week on marketing. - Customer Driven Distribution Systems - two day event on channels

HONORS AND RECOGNITION

2017	Inducted into the Thinkers50 Hall of Fame November 2017 (with other 2017 inductees David Goleman, John Kotter, Jeff Pfeffer, Doug Ready, Fons Trompenaars, and Dave Ulrich)
2017	Ranked 34th in the Case Centre list of best selling case authors 2016/17
2016	Ranked 27 th in the Case Centre list of best selling case authors 2015/16
2015	Ranked 40th in the Thinkers50 biannual list of management thinkers
2014	Outstanding Contribution to the Case Method Award by the Case Centre (previously ECCH)
2013	Three cases listed in the ECCH (Case Centre) list of 40 best-selling cases (#1 – EasyJet; #27-Medi-Cult; #34 Red Bull)
2013	Ranked 20th in the Thinkers50 biannual list of management thinkers
2013	Included in list of 50 most influential business school professors by mbarankings.com

2012	Awarded Honorary Fellowship, School of Oriental and African Studies (SOAS), University of London in recognition for the support and patronage of South Asian arts
2012	Light of India Award, given to Indians abroad in recognition of Excellence in Education and Academics; on List of Global Gurus by Times of India; top 10 Global Indian Thought Leaders by Economic Times; 50 Best B-School Professors by Poets&Quants
2011	Winner of Global Village Award by Thinkers50 to recognize the management thinker who has contributed most to understanding the implications of globalization and rise of emerging markets
2011	Ranked 26th in the Thinkers50 biannual list of management thinkers
2011	Winner of Excellence in Teaching Award to recognize outstanding teaching by London Business School
2010	Red Bull: The Anti-Brand Brand, Overall Winner of the 2010 European Case Awards, granted by ECCH for the case with the highest number of adoptions
2010	Winner of the article with the greatest long-term impact published between 1995 and 2000 in the <i>International Journal of Research in Marketing</i>
2010	Ranked 6 th in <i>Economic Times</i> list of Global Indian Thought Leaders; voted as one of top 5 marketing speakers in the world by <i>speaking.com</i> ; mentioned as "rising superstar" by <i>The Economist</i> in their cover story on "New Masters of Management"
2009	One of four finalists for the article with the greatest long-term impact published between 1994 and 1999 in the <i>International Journal of Research in Marketing</i>
2009	Zara: Responsive, High Speed, Affordable Fashion, Winner of the Strategy and General Management Category 2009 European Case Awards, granted by ECCH for the strategy case with the highest number of adoptions
2009	Red Bull: The Anti-Brand Brand, Winner of the Marketing Category 2009 European Case Awards, granted by ECCH for the marketing case with the highest number of adoptions
2008	Outstanding Contribution to Education Award by Asia Brand Congress, representing 60 countries

2005	Medi-Cult: Pricing a Radical Innovation, Winner of the Marketing Category 2005 European Case Awards, granted by ECCH in association with Business Week, for the marketing case with the highest number of adoptions
2005	Runner up, Senior Faculty Teaching Award, London Business School
2002	EasyJet: The Web's Favorite Airline, Overall Winner of the 2002 European Case Awards, granted by ECCH in association with Business Week, for the case with the highest number of adoptions. On the list of all time top 10 best selling cases for ECCH
2001	EasyJet: The Web's Favorite Airline, Winner of the 2001 European Case Awards, granted by ECCH in association with Business Week, for the case with the highest number of adoptions in the Policy and General Management category
1996-2002	Recipient of IMD Faculty Research grants in excess of \$ 250,000
1995	Faculty Honor Roll for excellence in MBA teaching, J.L. Kellogg Graduate School of Management, Northwestern University
1995	Received highest 4 star rating for teaching excellence at Penn State in Business Week's guide to MBA programs, <u>The Best Business Schools</u> , 4th Edition
1994-95	Recipient \$15,000 Marketing Science Institute research grant for "Learning, Performance, and Stability in US-Japanese Strategic Alliances" with E.J. Zajac
1994	Best Paper Award, Channels of Distribution Track, AMA Summer Educators' Conference
1993-94	Recipient \$10,000 Goodyear Tire Company research grant for "The Nature and Consequences of Reseller Commitment" with J.D. Hibbard and L.W. Stern
1993-94	Recipient \$10,000 Marketing Science Institute research grant for "The Consequences of Continuance Versus Affective Commitment in Marketing Channels" with J.D. Hibbard and L.W. Stern
1993	Honorable Mention, MSI Competition on Learning in Organizations

1993	Mentioned as one of the outstanding faculty at Penn State in the Business Week's guide to MBA programs, <u>The Best Business Schools</u> , 3rd Edition.
1992	MBA Excellence in Teaching Award, Penn State University
1991-92	Recipient \$7,450 Pennsylvania State University Research Initiation Grant for "The Nature of Reseller Commitment: Its Antecedents and Consequences"
1989-90	Recipient \$10,000 Marketing Science Institute research grant for "Assessing Reseller Performance" with L.W. Stern and R.S. Achrol
1989	Best doctoral dissertation proposal Alden G. Clayton Award, sponsored by the Marketing Science Institute
1985	Who's Who Among Students at American Universities and Colleges
1980	Ranked first among 5251 students in Calcutta University's Bachelor of Commerce Examination

Press Appearances

Profiled, quoted or mentioned over 1,000 times in business periodicals such as Automacao Comercial (Brazil), Borsen (Denmark), Business Week, Dawn (Pakistan), Economic Times (India), Empresso (Portugal), Elsevier (Netherlands), Financial Times (UK), International Herald Tribune, Les Echos (France), Negocios (Argentina), Nikkei Business (Japan) and Wall Street Journal. Also appeared on BBC, CNBC, Channel 2 of Sweden, Star TV, and the closing speaker at the 2000 Global Marketing Forum sponsored by CNN, Fortune, and Time. Featured on the cover of several business and news magazines.

TED talk on Indian Innovation with more than 900,000+ views.

INDUSTRY EXPERIENCE

2013 - 2016 Member-Group Executive Council, Tata Sons, reporting to Chairman Cyrus Mistry and responsible for group strategy. Tata Sons representative on Boards

- Tata Capital 2014 2016
- Tata Chemicals 2016 2016
- Tata Industries 2014 2016
- Tata Limited 2014 2016
- Tata Unistore 2015 2016

2001-13 Independent Director on Boards

- ACC 2006-2008
- Ambuja Cement 2006-2008
- Bata India 2003-05
- BP Ergo 2005-07
- Defaqto 2007 2012
- UltraTech Cement 2011- 13
- Zensar Technologies 2001-07

1989- Coach, consultant, seminar leader and speaker to over 50 Fortune 500

companies in 50 different countries.

1984 Internal Auditor, Sara Lee Corporation, Chicago, Illinois

1981-1983 Audit Assistant, Price Waterhouse & Company, Calcutta, India

OTHER INTERESTS

Supporter of the Arts and various charities that have included:

- Trustee of Playstosee
- Trustee of iPartner
- Patron of British Museum
- Patron of South Asian Dance Academy, United Kingdom
- Member of South Asian Acquisition Committee, Tate Modern

Regularly lend works to museums. Some institutions that have borrowed works from my collection for exhibitions include Asia House London, Bauhaus Dessau Museum Germany, Museo de Palazzo Grimani during Venice Biennale, National Gallery Singapore, Nehru Centre London, and Tate Britain London.

"Jamini Roy: From Tradition to Modernity – The Kumar Collection", 12/06/15 to 23/08/15, single collector exhibition, Museo delle Culture, Lugano, Switzerland. Exhibition catalog published by Silvana Editoriale in English and Italian.

"From Bengal to Baker Street", 08/03/14, BBC Radio 4 thirty-minute documentary on the collection and apartment, including commentary from various curators as well as Howard Hodgkin.