

ACADEMIC VITA

Richard A. D'Aveni
The Bakala Professor of Strategy
Former Chairman, Strategy and Management Group, Tuck School of Business
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For further information about Professor D'Aveni and his work, please see: www.radstrat.com

EDUCATION

Ph.D. Columbia University
1987 Graduate School of Business
Major: Strategic Management/Management of Organizations

Dissertation Topic: Organizational Deterioration, Decline and Death: The Role of Corporate Conduct. Dissertation Supervisor: Donald Hambrick

Awarded the 1987 A.T. Kearney Award for Outstanding Research in General Management by the Business Policy and Strategy Division of the Academy of Management.

M.B.A. Boston University cum laude
1979 Graduate School of Management

J.D. Suffolk University cum laude
1979 School of Law
Emphasis: Business and Tax Planning

A.B. Cornell University cum laude
1975 College of Arts and Sciences
Major: Government
Minor: Chemistry

ACADEMIC EXPERIENCE

The Bakala Professor of Strategy
2011-present

Tuck School of Business
Dartmouth College
Hanover, NH 03755

Full Professor of Strategic Management
1996 - 2011

Tuck School of Business
Dartmouth College
Hanover, NH 03755

Associate Professor of
Business Administration
1992 - 1996
Tenure granted 1993

Tuck School of Business
Dartmouth College
Hanover, NH 03755

Assistant Professor of
Business Administration
1988 - 1992

Tuck School of Business
Dartmouth College
Hanover, NH 03755

Assistant Professor
of Business Administration
1986 - 1988

Keenan-Flagler School of Business
University of North Carolina
at Chapel Hill

Other Academic Teaching Affiliations

DUXX Graduate School of Business, Monterey, Mexico, Visiting Faculty, 1995 to 2002

Hanoi School of Business, Viet Nam, Visiting Faculty, 1997 to 2002

Hebrew University of Jerusalem, Israel, Executive MBA Program, Visiting Faculty, 1998

International University of Japan, Yamato-machi, Niigata Prefecture, Visiting Professor, 1993

SDA Bocconi School of Management, Milan, Italy, Visiting Research Professor, 2008, 2010

Wharton School, University of Pennsylvania, Executive Education, 1996 to 1999, 2001, 2004

Yale School of Management, Yale University, Executive Education, periodically 2000 to present

Fellowships

World Economic Forum Fellow (1995-2000)

Sol C. Snider Entrepreneurial Center Fellowship, The Wharton School, University of Pennsylvania (1991 – 1992)

Richard D. Irwin Foundation Fellowship (1985 – 1986)

Class of 1928 Fellowship, Columbia University (1983)

RESEARCH

Published Articles

“Jabil’s Manufacturing Leap: How One of the Biggest Companies You’ve Never Heard of May Create the Future of Manufacturing,” by Richard D’Aveni, *Strategy+Business* (a PwC publication with circulation of over one million readers), June 11, 2019. See: <https://www.strategy-business.com/article/Jabils-manufacturing-leap?gko=562ec>

“The 3-D Printing Playbook: Business Models for Additive Manufacturing,” by Richard D’Aveni, *Harvard Business Review*, pp. 106-113, July-August, 2018. See: <https://hbr.org/archive-toc/BR1804>
Selected for *HBR’s 2019 Ten Must Reads on the New Machine Age*. See: <https://hbr.org/product/hbr-s-10-must-reads-on-ai-analytics-and-the-new-machine-age-paperback-ebook/1073BN-BUN-ENG>

“The End of Focus: A New Wave of Manufacturers will Choose Scope over Scale,” by Richard D’Aveni, *MIT/Sloan Management Review*, Digital Edition, March 29, 2017. Reprint #58413, <http://mitsmr.com/2ogTK8r>
“Choosing Scope Over Scale,” by Richard D’Aveni, *MIT/Sloan Management Review*, Summer 2017 (hardcopy magazine.)

“The Formation, Evolution and Replacement of Price-Quality Relationships,” Co-authored with Koen Pauwels. *The Journal of the Academy of Marketing Sciences*. January, 2016. 44 (1): 46-65.

“The 3-D Printing Revolution,” *Harvard Business Review*, May, 2015 (Designated as The Big Idea Article for the Issue).
Selected for *HBR’s Ten Must Reads 2016: The Definitive Management Ideas of the Year*. See: <https://hbr.org/product/hbrs-10-must-reads-2016-the-definitive-management-ideas-of-the-year-from-harvard-business-review/15025E-KND-ENG>

See also three follow up HBR blogs:

<https://hbr.org/2015/05/the-time-to-think-about-the-3d-printed-future-is-now>;
<https://hbr.org/2015/05/3d-printing-will-revive-conglomerates>;
<https://hbr.org/2015/06/get-your-organization-ready-for-3d-printing>

“3-D Printing Will Change the World,” *Harvard Business Review*, March 10, 2013
<https://hbr.org/2013/03/3-d-printing-will-change-the-world> (Most popular column in HBR history.)

“When Consumers Win, Who Loses?” *Harvard Business Review*, September 1, 2012.

“The China Bubble,” *Foreign Policy*, September 1, 2012. For a copy, see
http://www.foreignpolicy.com/articles/2012/08/30/the_china_bubble

“The Age of Temporary Advantage,” Co-authored with Giovanni Battista Dagnino and Ken G. Smith, *Strategic Management Journal*, December 2010, 31(13): 1371-1385.
Note: Web of Science indexed this paper in the category Business and it was ranked 215 out of 27,946 articles (published from 2010 to 2014). Top 1%.

“The Changing Nature of Competition in the US Manufacturing Sector, 1950 to 2002,” with L. G. Thomas, *Strategic Organization*, Volume 7, Issue 4 (November 2009).

“Temporal and Geographical Patterns of Internationalization—An Exploratory Analysis.” Co-authored with Thomas Hutzschenreuter and Johannes C. Voll. *Multinational Business Review*. Winter, 2009. Volume 17(4).

“Mapping Your Competitive Position,” *Harvard Business Review*, November, 2007.

“Leaders of the Pack: A Look at Strategies for Securing Market Domination—and Keeping It.” *Wall Street Journal, Business Insights Section*, March 3-4, 2007, full page article and associated pod cast, page R9.

“Corporate Spheres of Influence.” *MIT Sloan Management Review*, summer, 2004, 45(4):38-46.

“The Balance of Power.” *MIT Sloan Management Review*, summer, 2004, available on-line at:
<http://web.mit.edu/smr/issue/2004/summer/15/10/>

“The Rise of Hypercompetition in the US Manufacturing Sector, 1950 to 2002.” Co-authored with L.G. Thomas. Nominated for the SMS McKinsey Best Paper Award, Strategic Management Society Meetings, San Juan, Puerto Rico, October, 2004.

“From Corporate Strategy to Business Level Advantage: Relatedness as Resource Congruence.” Co-authored with Philip Anderson and David Ravenscraft. *Managerial and Decision Economics*, vol. 25 (Special Issue, 6&7): 365-381 (2004).

“The Empire Strikes Back: Counter Revolutionary Strategies for Industry Leaders.” *Harvard Business Review*, November, 2002, pp. 66-74.

“Competitive Pressure Systems: Mapping and Managing Multi-market Contact.” *MIT Sloan Management Review*, fall, 2002, 44(1):39-49. (On the SMR Best Seller List, summer 2003 and summer 2004).

“Spheres of Influence: Constructing a Forcefield to Deflect Competitors” *Financial Times of London*, Friday, August 16, 2002, p. 9.

“Strategic Supremacy through Disruption and Dominance.” *MIT Sloan Management Review*, spring 1999, 40(3): 127-135.

“Waking Up to the New Era of Hypercompetition.” *The Washington Quarterly*, winter 1998.

"New Organizational Forms and Strategies for Managing in Hypercompetitive Environments." Co-authored with Anne Ilinitich and Arie Lewin. *Organization Science*, May-June 1996, 7(3): 211-220.

"A Multiple-constituency, Status-based Approach to Interorganizational Mobility of Faculty and Input-output Competition among Top Business Schools." *Organization Science*, March-August 1996, 7(2): 166-189.

"Coping with Hypercompetition: Utilizing the New 7S's Framework." *Academy of Management Executive*, 1995, 9(3): 45-57.

"Het nieuwe tijdperk van de hypercompetitie" *Holland Management Review*. Winter 1994/1995, pp. 34-41 (In Dutch).

"Economies of Integration versus Bureaucracy Costs: Does Vertical Integration Improve Performance?" Co-authored with David Ravenscraft, *Academy of Management Journal*, 1994, 37 (5): 1167-1206.

"CEO Duality As a Double-Edged Sword: How Boards of Directors Balance Entrenchment Avoidance and Unity of Command." Co-authored with Sydney Finkelstein, *Academy of Management Journal*, 1994, 37 (5): 1079-1108 (lead article).

"Top Managerial Prestige, Power, and Tender Offer Response: A Study of Elite Social Networks and Target Firm Cooperation During Takeovers." Co-authored with Idie Kesner *Organization Science*, May 1993, 4 (2): 123-151 (lead article).

"Top Team Deterioration as Part of a Downward Spiral of Large Corporate Bankruptcies." Co-authored with Donald C. Hambrick. *Management Science*, 1992, 38 (10):1445-1466.

"Complex Patterns of Vertical Integration in the Forest Products Industry: Systematic and Bankruptcy Risks." Co-authored with Anne Ilinitich. *Academy of Management Journal*, 1992, 35 (3): 596-625.

"Crisis and the Content of Managerial Communications: A Study of the Focus of Attention of Top Managers in Surviving and Failing Firms." Co-authored with Ian MacMillan. *Administrative Science Quarterly*, 1990, 35:634-657.

"Top Managerial Prestige and Organizational Bankruptcy." *Organization Science*, 1990, 1(2):121-142 (lead article).

"Dependability and Organizational Bankruptcy: An Application of Agency and Prospect Theory." *Management Science*, 1989, 35 (9): 1120-1138.

"The Aftermath of Organizational Decline: A Longitudinal Study of the Strategic and Managerial Characteristics of Declining Firms." *Academy of Management Journal*, 1989, 32 (3): 577-605.

"Large Corporate Failures as Downward Spirals." Co-authored with Donald Hambrick, *Administrative Science Quarterly*, 1988, 3:1-23 (lead article).

Books

The Pan-Industrial Revolution: How New Manufacturing Titans Will Transform the World, by Richard D'Aveni, Houghton Mifflin Harcourt, October 16, 2018.

Strategic Capitalism: The New Economic Strategy for Winning the Capitalist Cold War. McGraw-Hill, 2012. (Available in five languages).

Beating the Commodity Trap: How to Maximize Your Competitive Position and Improve Your Pricing Power. Harvard Business Press, 2010. (Available in five languages.)

Strategic Supremacy: How Industry Leaders Create Growth, Wealth and Power Through Spheres of Influence, The Free Press, December, 2001. (Available in four languages).

Managing in Times of Disorder: Hypercompetitive Organizational Responses, Sage Publications, 1998. (Co-edited with Anne Ilinitich and Arie Lewin).

Hypercompetitive Rivalries: Competing in Highly Dynamic Environments, The Free Press, 1995 (plus Instructor's Manual).

Hypercompetition: Managing the Dynamics of Strategic Maneuvering, The Free Press, March, 1994. (Available in twelve languages.) Coined the phrase commonly used in the business and public press, as well as in the academic literature.

Book Chapters

"Bankruptcy for Entrepreneurs," in *Entrepreneurship Encyclopedia*, ed. by Michael Hitt and Duane Ireland, Blackwell Publishing, 2004.

“Introduction – Organizational Responses to Environmental Shifts”, Introduction in *Managing in Times of Disorder: Hypercompetitive Organizational Responses*, Co-authored with Anne Y. Ilinitch and Arie Y. Lewin, Sage Publications, 1998.

"Hypercompetition: Managing the Dynamics of Strategic Maneuvering", Chapter 11 in *Annals of the 1994 Strategic Management Society Meetings in Paris*, Ed. by Howard Thomas, John Wiley & Sons, 1996.

Works-in-Process or Under Review

The Machine Organization: Creating Smart Companies by Organizing Intelligent Machines and Eliminating Human Control. By Richard D'Aveni. Tentative title. Early research stage—theory development and smart technology assessment.

Selected Academic and Other Significant Presentations

“3D Printing and the Future of Manufacturing: Back to the Future?” The Helsinn Academy Public Forum in Milan, October, 2015.

“The 3D Printing Revolution.” Panel Chairman with the CEOs of ABB, R.R. Donnelly, and Flextronics. The Microsoft CEO Summit in Seattle, May, 2015.

“Impact and Usefulness: The Influence of Management Research on Public Policy and Society,” All-Academy Theme Symposium, Academy of Management Annual Meeting, Philadelphia, PA, August, 2014.

“Deployment of 3D Printing Technology: How and When Will It Change the U.S. Economy?” Princeton University Griswold Center for Economic Policy Studies, during 2013-2014.

“Commoditization.” Guanghua School of Management, Peking University, Beijing, China. April, 2012.

“Commoditization.” China Europe International Business School, Shanghai, China, April, 2012.

“Commoditization.” Fudan University, Shanghai, China, April, 2012.

“The Changing Nature of Competition in the US Manufacturing Sector, 1950 to 2002.” Bocconi University, Milan Italy, April, 2008.

“A Hypercompetition-based Theory of Entrepreneurship.” **Keynote Speaker**, Plenary Session, Strategic Management Society Conference on Entrepreneurship, Catania, Italy, May, 2007.

“The Rise of Hypercompetition in the US Manufacturing Sector, 1950 to 2002.” Arizona State University, Tempe, AZ, April, 2007.

“Industrial Hypercompetition and Corporate Renewal,” Faculty of Economics, University of Indonesia, Jakarta, December, 2005.

“Breaking the Rules—Creating Shareholder Value in Hypercompetitive Industries,” Instituto de Empresa, Madrid, Spain, November, 2005.

“The Rise of Hypercompetition in the US Manufacturing Sector, 1950 to 2002.” Symposium on the Existence of Hypercompetition, Academy of Management Meetings, Hawaii, August 2005.

“The Rise of Hypercompetition in the US Manufacturing Sector, 1950 to 2002.” University Of Catania, Italy, May, 2005.

“The Rise of Hypercompetition in the US Manufacturing Sector, 1950 to 2002.” Sabanci University, Istanbul, Turkey, April, 2005.

“The Rise of Hypercompetition in the US Manufacturing Sector, 1950 to 2002.” University of Bologna, Bologna, Italy, April, 2005.

“The Rise of Hypercompetition in the US Manufacturing Sector, 1950 to 2002.” Copenhagen Business School, Copenhagen, Denmark, March, 2005.

“The Rise of Hypercompetition in the US Manufacturing Sector, 1950 to 2002.” Lund University, Lund, Sweden, March, 2005.

“The Rise of Hypercompetition in the US Manufacturing Sector, 1950 to 2002.” NHH School of Business, Bergen, Norway, March, 2005.

“The Rise of Hypercompetition in the US Manufacturing Sector, 1950 to 2002.” WHU, Annual Conference on Corporate Strategy, Vallendar, Germany, March, 2005.

“The Rise of Hypercompetition in the US Manufacturing Sector, 1950 to 2002.” Co-authored with L.G. Thomas. Strategic Management Society Meetings, San Juan, Puerto Rico, October, 2004.

“Corporate Spheres of Influence and Multi-market Contact.” **Keynote Speaker**, Plenary Session, Strategic Management Society Meetings, San Juan, Puerto Rico, October, 2004.

“India in the Age of Hypercompetition”, Rai University campuses in New Delhi, Mumbai, Pune, Cochin, Hyderabad, Bangalore, and Kolkata, India. August, 2003.

“Spheres of Influence”, French Senat, Competitive Intelligence and Chamber of Commerce Panel with Senior Vice Presidents of Strategy for EADS and France Telecom among others, Palace du Luxemburg, Paris, France, June, 2003. Chaired by Serge Vincon, Vice-President of the French Senate.

“Competitive Advantage: Evolving Networks of Multi-market Contact and Un-sustained Differentiation,” SDA Bocconi University, May, 2003.

“Strategic Supremacy: How Industry Leaders Build Global Spheres of Influence,” SDA Bocconi University, Milan, May, 2003.

“Competitive Advantage: Evolving Networks of Multi-market Contact and Un-sustained Differentiation,” University of Groningen, Netherlands, May, 2003.

“Spheres of Influence: Revisiting the Question of Global Dominance,” Yale School of Management, CEO Summit, May 2002.

“Strategic Supremacy: Creating and Driving Industry Structure,” Yale School of Management, LEAP Conference, October 2001.

"Strategic Supremacy: The Sphere of Influence," Academy of Management 2001 Meeting, Washington, DC, BPS Professional Development Workshop, August 2001.

"Strategic Supremacy," Wittenburg Conference, Amsterdam, the Netherlands, July 2001.

"Strategic Supremacy: A New Way to Look at Your Portfolio and Corporate-Level Strategy," The University of Amsterdam, The Netherlands, July 2001.

"Hypercompetition," University of Toronto, November, 1999.

“Coping with Hypercompetition, Using the New 7S’s,” University of North Carolina at Chapel Hill, January 1999.

“Successful Knowledge Management,” Global Panel, The Hague, the Netherlands, December 1998.

“The Learning Organization: Towards the 21st Century,” Global Panel, The Hague, the Netherlands, December 1998.

"Managing in Hypercompetitive Industries," McGill MBA Conference on Hypercompetition (Keynote speaker for 3 day event), February, 1997.

"What Makes Hypercompetition Different?" presented at the University of Minnesota, February, 1997.

"Hypercompetitive Strategic Thinking Versus the Porter Model," presented to the entire student body and strategy faculty at the University of North Carolina - Chapel Hill, January 1997.

"Evolving Bases of Competitive Advantage." Strategic Management Society Meetings, Phoenix, AZ, September, 1996.

"Hypercompetition," Erasmus Faculty of Management, Holland, February, 1996.

"Sustainable Advantage vs. Constant Reinvention." World Economic Forum, Davos, Switzerland, February 1996.

"Limiting Opportunism or Limiting Opportunities? Board Vigilance, Managerial Discretion, and Shareholder Returns." Co-authored with Peter Lane, at the Center for Leadership and Career Studies, Goizueta School of Business, Emory University. December, 1995.

"Limiting Opportunism or Limiting Opportunities? Board Vigilance, Managerial Discretion, and Shareholder Returns." Co-authored with Peter Lane. Strategic Management Society Meetings, Mexico City, October, 1995.

Symposium on "Managing Growth Businesses in Hypercompetitive Industries", (other panelists included William Guth, Sam Jelinek, Charles Baden-Fuller, and Howard Stevenson), Academy of Management Meetings, Vancouver, August, 1995. (Attended by over 300 people).

"The New Era of Hypercompetition," LUISS Guido Carli - Scuola di Management, Rome, Italy, June, 1995.

"Strategy in a World of Hypercompetition," SDA Bocconi, Scuola di Direzione Aziendale, Milano, Italy, June, 1995.

"Hypercompetition," Technion, Israel Institute of Technology, Haifa, Israel, June, 1995.

"Hypercompetitive Marketing Strategy in the Changing Mexican Economy," Symposium on Marketing at the Instituto Tecnológico y de Estudios Superiores, Mexico City, March, 1995.

"Tomorrow's Company in a World of Hypercompetition," The World Economic Forum, Davos, Switzerland, January, 1995.

"New Directions in Hypercompetition Research," A faculty seminar at the Drucker Graduate Management Center, Claremont Graduate School, Claremont, CA, December 1994.

"Hypercompetition," A two-day seminar for Mexican Professors on the Theory and Teaching of New Strategy Concepts at the Instituto Tecnológico y de Estudios Superiores de Monterrey, Monterrey, Mexico, November, 1994.

Organizer of the Whittemore Conference on Hypercompetition, cosponsored by the Tuck School and *Organization Science*, September, 1994. This conference included academics from over 40 institutions around the globe and over 25 CEOs and 30 other senior executives from companies such as Champion International, Citicorp, Du Pont, General Motors, IBM, Pillsbury, Reynolds Metals Co., Reynolds & Reynolds, Royal Dutch Shell, Royal Nedlloyd Group, Texas Instruments, and Zeneca Group Ltd. (UK).

"The New Era of Hypercompetition," Strategic Management Society Meetings, Paris, France, September, 1994.

"Hypercompetition in the Multimedia Industry," Strategic Management Society Meetings, Paris, France, September, 1994.

"New Methods and Issues in Teaching Competition," OMT Teaching Practices Roundtables, Academy of Management Meetings, Dallas, August, 1994.

"Hypercompetition: Rethinking Strategy in the 1990s," Graduate School of Business, Harvard University, May, 1994.

"Economies of Integration versus Bureaucracy Costs," J.L. Kellogg Graduate School of Business, Northwestern University, May, 1994.

"Economies of Integration versus Bureaucracy Costs," School of Business and Management, Temple University, Faculty Seminar, April, 1994.

"Economies of Integration versus Bureaucracy Costs," Alfred P. Sloan School of Management, Massachusetts Institute of Technology, Faculty Seminar, April, 1994.

"The Cost Advantages and Disadvantages of Vertical Integration," presented as the Keynote Address by my co-author, David Ravenscraft, to the British Industrial Economics Society in the fall of 1993 at the University of Nottingham, England.

Organized and moderated a debate-style symposium for the Business Policy and Strategy Division of the Academy of Management on "Can Firms Use Vertical Integration to Create Competitive Advantage?" Panel included Richard Bettis, Alfred Chandler, Jr., Richard D'Aveni, Kathryn Harrigan, Charles Hill, Anne Ilinitich, James Brian Quinn, and David Ravenscraft. Designated an Academy-wide Showcase Symposium, Academy of Management meetings, August 1993, in Atlanta. (Attended by over 500 people).

Symposium on "Perceptual Paradox: The Perils and Promises of Misperceiving the Environment." Panel includes Francis Miliken, William Starbuck, Kathleen Sutcliffe (organizer), Karl Weick, and Richard D'Aveni. Academy of Management meetings, August 1993, in Atlanta.

"Core Competencies and Cost Structure," University of Washington at Seattle, Faculty Seminar, May 1993.

"Teaching by the Case Method," Virginia Polytechnical Institute, Faculty Seminar, November, 1992.

"Core Competencies and Cost Structure," University of Connecticut at Storrs, Faculty Seminar, November, 1992.

"Impediments to Switching Competitive Advantages," Wharton School Conference on the Resource-Based Theory of the Firm, Philadelphia, May, 1991.

"Top Management Teams and Strategy Making: New Questions and Some Answers."

Academy of Management Meetings, OB Division Symposium, San Francisco, August, 1990.

"The CEO as Pygmalion: Do CEO's Shape Organizations In Their Images?" Academy of Management Meetings, BPP Division Symposium, San Francisco, August, 1990, with Idalene Kesner.

"The Impact of Synergies Created by Vertical Integration on Market Based Measures of Risk." with Anne Ilinitch. Academy of Management Meetings, San Francisco, August, 1990.

"Factors Influencing the Method of Initial Foreign Direct Investment in U.S. Manufacturing Industries." With Alice Stewart. In the proceedings of the Southern Academy of Management Meetings, Atlanta, 1988.

"Downsizing: Solution or Syndrome." Symposium on Downsizing. Academy of Management Meetings, Anaheim, CA, August, 1988.

"CEOs and Threat Rigidity Response." Academy of Management Meetings, Anaheim, CA, August, 1988.

"Organizational Deterioration, Decline and Death." Stanford/Berkeley. Colloquium on Organizational Decline, Stanford University, October 1987.

"Patterns of Decline in Large Failing Firms: Strategic Pathways and Pathologies." Strategic Management Society Meetings, Boston, October 1987.

"Organizational Bankruptcy," A.T. Kearney Award Ceremony at the Academy of Management Meetings, New Orleans, August 1987.

"Strategies to Tradeoff Risk and Return in the Forest Products Industry." Academy of Management Meetings, San Diego, August, 1985.

"Upper Echelons and Corporate Collapse." With Donald Hambrick, Strategic Management Society Meetings, Philadelphia, October, 1984.

ACADEMIC SERVICE

Academic Affiliations

Board of Governors, Institute of Integrated Learning in Management (1996-2000)

Board of Scholars, Chief Executive Leadership Institute, Yale University (1998-present)

Competitive Strategy Executive Committee, Strategic Management Society (2003-2007)

Editorial Boards

Academy of Management Journal (1991-1996)

Academy of Management Review (invited to join the board in 1993, but did not serve due to the AMJ commitment)

Administrative Science Quarterly (1995-1996)

Organization Science (1992-2002)

Strategic Management Journal (1994-1995 and 2008-2018)

Other Research and Editorial Affiliations

Guest Editor, with Ken G. Smith and Giovanni Battista Dagnino, Special Issue of the *Strategic Management Journal* on "The Age of Temporary Competitive Advantage," December 2010, 31(13): 1371-1385.

Guest Editor, Special Issue of *Organization Science* on "Managing Hypercompetition," Winter 1996 (two volumes).

Appointed to the *Academy of Management Journal's* Best Paper Selection Committee for papers published in 1993.

Special Consultant to the Federal Trade Commission for Line of Business Research (Appointed Fall 1991).

Professional Association Activities

Elected Representative at Large, Competitive Strategy Interest Group, Strategic Management Society (2005-2007).

Appointed to Executive Committee, Competitive Strategy Section, Strategic Management Society (2003-2005).

Appointed to the BPS Division's Committee to set policy for the "Best Scholarly Contribution to Practice Award," Academy of Management, 1995 to 1996.

Elected to the Executive Committee of the Business Policy and Strategy Division by the membership of the Academy of Management, 1994 to 1996.

Co-chairperson of Doctoral Student Consortium, Business Policy and Strategy Division, Academy of Management Meetings, Dallas, August, 1994.

Appointed to Organizing Committee for Strategic Management Society Meetings in Chicago, September, 1993.

Co-chairperson of Doctoral Student Consortium, Business Policy and Strategy Division, Academy of Management Meetings, Atlanta, August 1993.

Faculty for Doctoral Student Consortium, Business Policy and Strategy Division, Academy of Management meetings in Las Vegas, August 1992.

Asked by the Fulbright Japan-U.S. Educational Committee to screen applicants for Fulbright Awards to senior and junior researchers as well as graduate students, 1994-1995.

PROFESSIONAL

Professional Certificates

C.P.A., Commonwealth of Mass.	1982 (expired)
Member of Bar, Commonwealth of Mass. and Federal District and Appeals Courts	1979 (expired) 1979 (expired)

Pre-Academic Work Experience

Senior Associate 1979 - 1982	<u>Coopers & Lybrand, Boston</u> Responsibilities: Business and Tax Planning for Individuals and Rapid Growth Businesses; Real Estate Financing and Private Placements; Financial Systems Consulting; Business Plans and Valuations.
Project Manager for the Governor of Massachusetts 1977-1978	<u>Governor's Staff: Energy Office</u> Responsibilities: Supervision of two project teams responsible for capital budgeting in public housing and state purchasing policies; plus liaison relationships with various legislative and administrative agencies.
Research Analyst 1975 - 1976	<u>Speaker's Staff, Massachusetts Legislature</u> Assigned to Joint Committee on State Administration.

Responsibilities: Negotiation and drafting of legislation regarding state bureaucratic reorganizations, public construction policy, and use of state owned surplus real estate.

Consulting and Executive Education

Professor D'Aveni is or has been a consultant or keynote speaker for over 200 Fortune 500 companies. He has taught in the Tuck Executive Program for senior managers, as well as several other Tuck School, Wharton School, Yale School of Management, professional society, and in-company programs. He acts as a strategic advisor to several Fortune 500 CEOs and Forbes 100 multi-billionaire families, and frequently facilitates off-site senior management strategy review sessions for multi-billion dollar firms.

AWARDS AND PUBLIC RECOGNITION

Visionary Thought Leader of the Decade Award 2018, Women's Economic Forum, All Ladies League, May 2018

Chosen as a Member of the Advisory Board, All Ladies League, India, 2014-present

Ranked in the top 50 biannually from 2007 to 2019 by the Thinkers50, and by *The Times (of London)*, CNN.com, *Forbes*, *Harvard Business Review*, and *The Times of India* as one of the most influential management thinkers in the world.

- The Thinkers50 2019 ranking is # 7 (up from #21 in 2011). Top five among strategists.
- Winner of the 2017 Strategy Award.
- Nominated for the 2019 Breakthrough Idea Award, 2015 Strategy Award, and the 2011 Strategy Award

Article nominated for SMS McKinsey Best Paper Award, Strategic Management Society, 2004.

Honorable Mention, Academy of Management Hall of Fame, for number of articles published in Academy journals, 2000.

Listed as "One of the Top Living Business Gurus" in *What's the Big Idea?* By Tom Davenport and Larry Prusak, with H. James Wilson. HBS Press (2003). Top 50 among strategists based on a study of Google hits, Social Science Citation Index citations, and media mentions. Ranked above Jay Galbraith, Chan Kim, Michael Treacy, Adrian Slywotsky, George Stalk, and Robert Waterman.

Named by the Washington think tank, The Corporate Strategy Board, as "One of the (Seven) Most Influential Strategy Theorists," *Strategy Resource Guide*, 1999.

Named by the European *Manajournal* (1996) as one of two important management "gurus" to emerge in the mid 1990s.

Listed *Hypercompetition* as one of the 20 most important strategy books of all time, *Nejenrode Management Review*, 1997, based on a survey of European professors.

Likened to the ancient Chinese master of the strategic arts, Sun Tsu, for his book, *Hypercompetition*, by *Fortune*, May 15, 1995.

Named by *WirtschaftsWoche* (Germany's *Business Week*) as one of the five American general management scholars most likely to influence management thinking in the future (Vol. 46, pages 68 to 76, Nov. 6, 1992), saying "D'Aveni fills an important precondition for a guru career...the ability to articulate what managers only perceive intuitively but cannot make explicit and a good feeling for the problems that are hot at the time."

Awarded the A.T. Kearney Award for Outstanding Research in General Management by the Academy of Management, 1987.

Named Runner-up for Best Teacher Award (in the Spring 1987 Undergraduate Business Program) Based on Teaching the Undergraduate Capstone Course in Strategic Management (BA190) at UNC-Chapel Hill.

Articles, Summaries. Commentary or Quoted in:

<i>Atlanta Journal</i>	<i>Financial Times of India</i>
<i>Associated Press Wire Service</i>	<i>National Public Radio</i>
<i>Baltimore Evening Sun</i>	<i>Newsweek</i>
<i>Boston Globe</i>	<i>New York Daily News</i>
<i>Business Week</i>	<i>New York Times</i> (Two Full Articles)
<i>CBS Radio</i>	<i>San Jose Mercury News</i>
<i>Chicago Tribune</i> (Two Full Page Articles)	<i>Success Magazine</i> (Cover Story)
<i>Christian Science Monitor</i>	<i>Times Herald</i>
<i>Computer World</i>	<i>Time Magazine</i>
<i>Directorships</i> (Full Article)	<i>Tom Peters' Syndicated Column</i> (appeared in 120 newspapers world-wide)
<i>Fortune Magazine</i>	<i>Tuck Today</i> (2 Articles & a Cover Story)
<i>Financial Times of London</i> (2 Full Page Articles)	<i>USA Today</i>
<i>LA Times</i>	<i>Wall Street Journal</i> (Full Page Article)
<i>Minneapolis Star Tribune</i>	<i>WirtschaftsWoche</i> (Germany)
<i>Economic Times of India</i>	<i>Bloomberg Radio and Financial TV</i>
<i>The Economist</i>	<i>CNBC</i>
<i>Fast Company</i>	<i>CNN</i>
<i>Forbes</i>	<i>Industry Week</i>
<i>Washington Post</i> (2 full pages)	

Plus quotes or articles in over 250 other newspapers and magazines around the world.

SAMPLE QUOTES

About Professor D'Aveni's Books:

About *The Pan-Industrial Revolution*

"Digitized manufacturing—using 3D printers...could transform the global economy...Thought-provoking ideas about the implications of an important type of technology in which investment is rising fast."

--*Wall Street Journal*

"There are few authors with the prescience that D'Aveni has had. Each of his books accurately predicted major shifts in the nature of competition and the economy. With *The Pan-Industrial Revolution*, he has done it again and readers should pay attention if they don't want to miss out."

--Gary Hamel, Professor, London Business School, author of best seller *Competing for the Future*, *The Future of Management*, and *What Matters Now*

"Richard D'Aveni's *The Pan-Industrial Revolution* is much more than a 'must read.' It is a 'page turner,' a 'thriller.' Herein is a compelling saga of a Spanking New Industrial Revolution barreling toward us at lightning speed. Even if D'Aveni is only half right, the impact will be staggering."

--Tom Peters, bestselling author of best seller *In Search of Excellence*

"Mix bits and atoms and multiply by Moore's Law. The result is additive manufacturing — and the pan-industrial revolution. D'Aveni delivers a clear and compelling roadmap of this revolution that highlights both the opportunities and perils of what lies ahead."

--Paul Saffo, Chair, Future Studies, Singularity University

"D'Aveni has really done his homework to understand the latest innovation in the 3D printing world. He's able to use the deep insight from his research to see into the future at how 3D printing technology will be at the center of the global design and manufacturing industry's digital transformation, as well as the potential implications of that seismic change on an economic, governmental, societal, and human level. The pan-industrial digital revolution he so astutely describes is not only feasible, it's already happening."

--Stephen Nigro, President of 3D Printing, HP Inc.

"We're consumed with news about new technologies like additive manufacturing, but few are exploring the implications of these technologies. This book addresses two key questions: Where's the money? What are the broader economic and social implications? We need to avoid getting consumed by the technologies and to expand our horizons to anticipate what is ahead."

--John Hagel, Founder and Chairman of the Center for the Edge

"Dr. D'Aveni's book offers a thought-provoking glimpse into how digital technologies are changing our world. *The Pan-Industrial Revolution* traces how additive manufacturing is

emerging in combination with information-rich industrial platforms to positively impact the next generation of global manufacturing.”

--Mark Mondello, CEO, Jabil, Inc.

About *Hypercompetition*:

"A modern-day analogue to The Art of War, the ancient Chinese classic that is the Bible of many corporate strategists."

-- *Fortune*

About *Beating the Commodity Trap*:

“[This book raises] issues every firm will have to face.”

--*The Financial Times of London* and the *Los Angeles Times*

About *Strategic Supremacy*:

“Timely, provocative and clear.”

--*Harvard Business Review*

“A thought-provoking guide to the chess match that every CEO intuitively plays.”

--Peter Brabeck, Chairman and CEO of Nestle

“A powerful competitive tool with an imaginative, compelling, and exceptional strategic approach.”

--Robert Hormats, Vice-chairman, Goldman Sachs International

“D’Aveni provides a dynamic and flexible framework for managing in volatile technology-driven industries.”

--Ivan Seidenberg, Chairman and CEO, Verizon

“Once executives realize there are no set rules, they might be more willing to discard conventional ways of thinking.”

--*Financial Times* of London

“Highly original and imaginative...Analyzes competitors and makes decisions much more profitable.”

--Adrian Slywotzky, author of the bestseller *The Profit Zone*

About *Strategic Capitalism*:

“If it [the U.S. economic slowdown] continues much longer, D’Aveni’s ideas might start to seem less provocative and more mainstream.”

--*U.S. News & World Report*

“Richard D’Aveni identifies the rise of strategic capitalism as a fundamental threat to America’s future and national security, and provides a four-pronged strategy for preserving the American Dream.”

--Clyde Prestowitz, author of *The Betrayal of American Prosperity* and president of the Economic Strategy Institute

About Professor D’Aveni:

"Mr. D'Aveni and Mr. Hamel reject formulaic management techniques in favour of a more fluid approach. Once executives realise there are no set rules, they might be more willing to discard conventional ways of thinking. It is a good time to be a maverick, they say, since old ideas have never been as useless as they are in today's business environment."

-- *The Financial Times of London*

"D'Aveni ... offers a vision for disruption, competencies for disruption, and tactics for disruption."

-- Tom Peters, Author of best seller *In Search of Excellence*

“D’Aveni is the Kissinger of corporate strategy. His highly original and imaginative work imports key ideas from the worlds of history and diplomacy to analyze and manage competitors and make decisions much more profitably.

-- Adrian Slywotzky, Author of the best sellers: *The Profit Zone*, and *Value Migration*

"De-emphasize your reliance on the traditional static thinking of Harvard professor and competitive guru Michael Porter. Adopt more of the dynamic thinking of Dartmouth professor, Richard D'Aveni.”

--*Marketing News*

“Today's Internet marketers worship at the competitive altar of D'Aveni”

-- *Marketing News*

“The Tuck School’s iconic professor”

-- *The Times (of London)*

“D’Aveni, Vidi, Vici.” [After a two-day debate over hypercompetition for Europe’s top CEOs and members of the European Parliament, Brussels’ major daily said: D’Aveni came, he saw, he conquered, playing on the words of Julius Caesar.]

--*Le Soir*

“[D’Aveni] is a battlefield general in a world dominated by Ivy League theorists: strategy’s answer to Realpolitik.”

--*The Times of London*