



> RICHARD A. D'AVENI

The Bakala Professor of Strategy
Tuck School of Business at Dartmouth College

> BIOGRAPHY

Likened to the ancient master of strategic arts, Sun Tzu, by *Fortune Magazine*, Dr. Richard D'Aveni lives up to his reputation by advising executives on how to be revolutionaries, and others on how to create order out of the chaos that revolutionaries cause. He also lives up to his reputation as a modern day Sun Tzu by advising government agencies, including the U.S. Departments of Defense, State and Treasury.

D'Aveni is The Bakala Professor of Strategy at Dartmouth's century old Tuck School of Business. *The Economist*, *Wall Street Journal*, and several other rankings have named the Tuck School as the number one MBA program in the world. The Tuck School is the oldest graduate business school in the world. Tuck's parent, Dartmouth College, was chartered in 1769 by the King of England.

D'Aveni holds a Ph.D. from Columbia University and a bachelor's degree from Cornell University, as well as being an attorney and CPA.

D'Aveni is considered one of the premier competitive strategists of his time. He is a strategist in the broadest sense of the word. His research looks for the winning competitive strategies used by empires, governments, militaries, corporations, political parties, sports teams, groups, and individuals in conflict. He seeks the fundamental principles of the application of power that transcends time, space, type of rival, and arena of competition. He is the ultimate importer and exporter of strategic ideas across industries, countries, time, and type of competition.

INTERNATIONALLY KNOWN FOR HIS UNIQUE STRATEGIC PHILOSOPHY

D'Aveni's unique vision of strategy derives from his view of hypercompetition in different settings, including how to be hypercompetitive, how to beat hypercompetitors, how to win when hypercompetition turns excessively virulent, and how countries are becoming hypercompetitive. These views are contained in four books:

1. ***Hypercompetition*** – His ground breaking book, translated into eleven languages, coined the frequently used term “Hypercompetition” —for revolutionaries and those in rapid change environments seeking to change the rules of the game.
2. ***Strategic Supremacy*** – This book, translated into five languages, recommended the use of “Spheres of Influence” and “counter-revolutionary” strategies—for those trying to create order out of the chaos caused by the hypercompetitors.

3. ***Beating the Commodity Trap*** — His 2010 book, already translated into Chinese, Italian, and Japanese, develops the use of Price-Benefit Mapping and Analysis, tools that help you visualize how and why the market is moving, so you can prevent hypercompetition from disintegrating into commoditization.
4. ***Strategic Capitalism*** — In his latest (2012) book, Professor D’Aveni discusses how hypercompetition has moved up a level from competition between corporations to competition between types of capitalism. This book focuses on how nations compete by creating different economic systems or forms of capitalism, how some nations invent new versions of capitalism that turn the advantages of rival capitalist systems into disadvantages, and how to reinvent capitalism by seizing the initiative.

Far ahead of the Internet Revolution, D’Aveni advised that sustainable advantage is no longer possible. In his best seller, *Hypercompetition*, D’Aveni warned that firms will prosper in the long run only if they surprise competitors and create a series of “temporary advantages” — brief periods of superiority that destroy the current industry leader’s advantage and provide unique value to customers. In this way, hypercompetitive firms disrupt and confuse competitors and force them to play continuous “catch-up.” In the post-Internet bubble age, successful companies still continually replace their own short-lived advantages with new ones. “The Golden Rule,” D’Aveni says, “is: ‘Do unto yourself before others do unto you.’” D’Aveni’s provocative analysis and strategy have led management guru Tom Peters to describe him as “a very fresh voice urging managers to build enterprises dedicated to perpetual revolution.”

In keeping with his own view of building new advantages to displace old ones, D’Aveni’s insight (contained in *Strategic Supremacy*) lays out techniques for beating the revolutionary strategies he recommended in *Hypercompetition*. D’Aveni advises global giants and other corporations that they will probably never become the elephant that learns to dance, so they should build strategies around their massive resources. To leverage their weight, global firms will need to establish a sphere of influence, beat back the forces of competitive pressure surrounding their spheres, and develop strategies for routing resources within their sphere to contain, shape, absorb, neutralize, hedge, or annul the revolution. Like *Hypercompetition*, *Strategic Supremacy* is controversial and challenges many popular paradigms. In *Strategic Supremacy*, D’Aveni warns the global giants, “synergies are your least likely source of advantage. They are too hard to capture and too vague to understand. Rely instead on your Sphere of Influence to create order out of chaos.” He also warns the revolutionaries, “when you are a fly on an elephant’s butt, the last thing you want to do is to force it to sit down.”

Because of his extensive use of lessons from the history of European international relations and empires in *Strategic Supremacy*, D’Aveni received the prestigious honor of being invited to speak about the book in the French Senat. In addition, he has earned the praise of Adrian Slywotzky, author the best sellers *The Profit Zone* and *Value Migration*, who called D’Aveni “the Henry Kissinger of corporate strategy.”

In his 2010 book, *Beating the Commodity Trap*, D'Aveni's critical insight is about how to deal with the worst form of hypercompetition: commoditization. He reveals his discovery that there are three types of commoditization: deterioration, proliferation, and escalation. Each of these creates a different strategic dilemma for firms, requiring different methods to take advantage of the trap, destroy the trap, or avoid the trap. Numerous companies have adopted the analytical techniques in this book, including Corning, Intel, and General Electric.

In his latest (2012) book, D'Aveni looks at hypercompetition between the capitalist systems of China and the U.S.A. He finds that the Chinese challenger is using the same hypercompetitive logic that revolutionary companies use to dethrone industry leaders. That is, China is (intentionally or inadvertently) adopting policies that undermine the rules of American capitalism, undermine the advantages inherent in a America's democratic, free market system, and undermines America's will to resist the loss of its economic leadership to China. He proposes strategies based on four principles: fight from a position of financial strength; reinvent America's current form of capitalism by creating new advantages and dropping traditional beliefs about what made the U.S. great; seize the initiative by undermining the center of gravity of the rival; and win the "standards war" through building a better sphere of influence and allies that adopt the rules of capitalism espoused by the U.S.A. The U.S. Departments of Defense, State and Treasury have all asked to hear D'Aveni's views on this issue. And the *Washington Post*, *Fortune*, *Forbes*, *Bloomberg BusinessWeek*, and numerous other newspapers and national magazines have covered D'Aveni's views on this topic.

> C R E D E N T I A L S

- The Bakala Professor of Strategy at Dartmouth's Tuck School of Business; A.B. cum laude, Cornell University; J.D. cum laude, Suffolk University; M.B.A. cum laude, Boston University; Ph.D., Columbia University; CPA, Massachusetts.
- Listed as one of the top 50 management thinkers in the world in 2007, 2009 and 2011 by the Thinkers50, CNN, Forbes, *Harvard Business Review*, *The Times of London*, and *The Times of India*.
- Winner of the prestigious A.T.Kearney Award for his research on why and how large firms fail.
- Coined the now popular term hypercompetition—credited with developing a new paradigm for strategic thinking based on temporary competitive advantage and aggressive strategic maneuvering that destroys the competitive advantage of rivals and changes the rules of the game.
- Named by *Wirtschafts Woche* (the German equivalent of Business Week) as one of America's leading management thinkers for the future.
- Named by the Washington DC-based Corporate Executive Board as one of the seven most influential strategy thinkers.
- Frequently quoted and written about in major publications including *Bloomberg BusinessWeek*, *The Financial Times of London*, *Fortune*, *Newsweek*, *The LA and NY Times*, and *Time Magazine* and over 200 newspapers in the U.S., Asia, Europe and Latin America.
- Served on the staff of a Governor from Massachusetts who was nominated by his party to run for President of the United States.
- Author of numerous articles in major academic and practitioner journals such as the *Harvard Business Review*, *MIT/Sloan Management Review*, *Administrative Science Quarterly*, *Academy of Management Journal*, *Academy of Management Executive*, *Management Science*, *Strategic Management Journal*, *Strategic Organization*, and *Organization Science*. Past or present member of the *Editorial Boards of Strategic Management Journal*, *Academy of Management Journal*, *Administrative Science Quarterly* and *Organization Science*.
- Guest co-editor of two special issues on topics related to hypercompetition and temporary competitive advantage, including a double volume special issue in *Organization Science* (1996) and a special issue in *Strategic Management Journal* (2010).

> PROFESSIONAL ACTIVITIES

- Consultant for many Fortune 500 corporations, including Aetna Insurance, AGFA, Armstrong Industries, BJ's Wholesale Club, Salomon Smith Barney, Corning, Creative Labs, Dun & Bradstreet, General Electric, General Motors, Harsco, Hoffman-LaRoche, Intel, Mattel, Motorola, Schering Plough, Seton Healthcare Network, and Underwriter's Labs.
- Keynote speaker/facilitator at CEO level corporate meetings and offsite planning sessions, including American Tire Distributors, Boston Technology, Cox Communications, Creative Labs, Delphi Automotives, Fininvest Italia, Fischer Scientific, Florida Power, Grant Thornton, Harsco, Instinet (Reuters), John Deere, J.R. Simplot Co., Knight Ridder, Land O'Lakes, Merrill Lynch, Phillip Morris (Europe), Reynolds & Reynolds, Rhodia, Schering Plough International, School Specialty Supply, Schwan's Foods and Union Camp.
- Keynote speaker at CEO Forums, including Ambrosetti Group (Italy), The Chief Executive Leadership Institute's Conferences for CEOs, The Conference Board's Private CEO Meetings, The Global Panel (Netherlands), IBM Electric Utility CEO Forum, Invest Corp., World Economic Forum (Davos, Switzerland), Young President's Organization (YPO), and venture capital fund conferences for their portfolio companies.
- Frequent keynote speaker for large audiences at industry and professional associations and senior-level marketing meetings, including the American Marketing Association, Bayer AG, Belgium Stitching (Marketing) Association, GlaxoWellcome Wholesale/Retailers, Hartco (PC & Software Resellers), Monsanto, National Association of Credit Managers, Netherlands Institute of Marketing, Pepsico International, Pfizer, Planning Forum, Renaissance Weekend (Renaissance Institute), SmithKline Beechum Marketing, Society of Competitive Intelligence Professionals, Strategic Management Society, Target Marketing, and US Cellular.
- Experienced with speaking to audiences from 20 to 20,000.
- Helped create MBA and executive education programs in India, Israel, Japan, Mexico, and Vietnam.
- Teaches in executive programs at the Tuck School, the Wharton School, Yale School of Management, Bocconi University, and programs throughout Asia, Europe, Latin America and the USA.
- Advised the president or prime minister of two G-7 countries, the European Parliament, the French Senat, members of the Saudi Royal family, and the Vice President of Indonesia.
- Advised the U.S. Departments of Defense, State and Treasury.

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- Advised or consulted with over 30 CEOs in the Fortune 500 and Fortune Global 500.
 - Advised and consulted with over ten billionaire families on the Forbes list of The Wealthiest 500 in the World, including families from Indonesia, Italy, Mexico, Russia, Saudi Arabia, South Korea, Turkey, and the USA.
 - Had over 60 Fortune 500 CEOs speak in his courses over the last 5 years.
 - Worked as interim or surrogate CEO for billion dollar businesses.
 - Helped private family businesses train family member to take charge of family business activities, prepare business units for sale to private equity firms, plan their political strategies, and turn around business units in trouble.

> Q U O T E S

About *Strategic Capitalism*

“The U.S. economy clearly seems to be in the midst of a permanent slowdown, with no convincing answers about why it’s happening or what anybody should do about it. If it continues much longer, D’Aveni’s ideas might start to seem less provocative and more mainstream.”

— *U.S. News & World Report*

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*

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 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, tactics for disruption.”

— Tom Peters, Author

“De-emphasize, but don’t cast aside, 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, author of *Hypercompetition; Managing the Dynamics of Strategic Maneuvering*. Today’s Internet Marketers Wors Worship at the Competitive Altar of D’Aveni.”

— *Marketing News*