

## Bhaskar Chakravorti

*Senior Associate Dean of International Business & Finance,  
Executive Director of the Institute for Business in the Global Context,  
Professor of the Practice of International Business, The Fletcher School, Tufts University*

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### **Professional Experience:**

#### **THE FLETCHER SCHOOL, TUFTS UNIVERSITY, MEDFORD, MA**

January 2011 - **Senior Associate Dean of International Business & Finance,**

Present **Executive Director of the Institute for Business in the Global Context and  
Professor of the Practice of International Business**

*Founded the Institute in 2011, by integrating several business initiatives at Fletcher and unifying them through a mission of connecting the world of business with the world. Established an objective of preparing global business leaders with "contextual intelligence" and direct the Master of International Business degree program and affiliated research think tank, the Council on Emerging Market Enterprises; member of the senior leadership of The Fletcher School, the oldest exclusively graduate school of international affairs in the US; coordinated new partnerships with academic institutions in India and Russia. Led multiple new research initiatives; organized multiple international conferences; started a popular course on innovation. Served on university-wide committees.*

- Leading education, research and organizing thought leadership and dialogue (conferences, symposia, speaker series, partnerships) on the issues at the intersection of global business and international affairs, e.g. geo-politics, human/resources/food/energy/national security, law, diplomacy, through the Institute; managing staff of 7 and coordinating research activities of 15 Senior Fellows; working with the School's administration and faculty on overall strategy and on issues pertinent to International Business across Fletcher; leading all external outreach, branding and marketing of the Institute and relevance of business to The Fletcher School's mission.
- Directing the Master of International Business (the MIB: a degree in global leadership that integrates an MBA education and a Masters in International Affairs) program; overseeing admissions and financial aid, curricular innovation and reform, working with faculty, staff and career services for the program
- e; fund-raising and establishing partnerships with corporations and foundations, including: MasterCard Worldwide, MasterCard Foundation, Rockefeller Foundation, Citi Foundation, Bill and Melinda Gates Foundation, The Global Fund, State Street Corporation, Chicago Bridge & Iron, K&L Gates, Tata Motors, among others.
- Working with Fletcher colleagues on global partnerships with the Indian School of Business (Hyderabad, India), Higher School of Economics (Moscow, Russia), CEIBS (Shanghai, China); representing Fletcher on ISB's Board and co-developing Bharti Institute of Public Policy, first major public policy institute in a management school in India.
- Negotiating funding for research initiatives, e.g. Fletcher Futures, Cost of Cash, Private Sector Commitment to Inclusive Business, Planet E-Biz , Scaling Innovation, etc.
- Conceiving and launching, signature thought leadership and marketing campaign on "Contextual Intelligence"

- Serving Tufts University: member of founding Executive Committee for Tufts Innovation Institute and Chair of Innovation and Entrepreneurship Working Group for Tufts' 10 year Strategic Plan; partnering with the Tufts Financial Network on "crises" symposia.
- Overseeing executive education initiatives on future global scenarios, financial inclusion and digital money
- Conducting research on and writing about innovation at scale in emerging markets, the connections between emerging markets experiences and strategies of development and aid agencies and MNCs, effect of contextual factors on business strategy and innovation, cost of cash in the US, Egypt, Mexico, and India. Principal investigator in research programs funded by MasterCard Worldwide, Hitachi, Tata, Tufts University, Citi Foundation, etc.
- Conceiving and teaching "Strategy and Innovation and Uncertainty and the Evolving Context of International Business", one of the most popular courses at Fletcher. Teaching the foundational class in the MIB program on Strategic Management. Mentoring and advising students, supervising capstone projects and business plans.
- Organizing conferences on multiple topics, e.g. "Country Management in Emerging Markets", "The Opportunity of Crisis: Navigating International Business in an Uncertain World", "Africa's Turn? The Promise and Reality of the Global Economy's 'Final Frontier'", "Extreme Inclusion", "Turkey's Turn?", "Fast Growth vs Inclusive Growth", "The Inclusive City". "Inclusion Inc." etc.
- Publishing, speaking at international conferences, providing expert commentary on the intersection of business, policy and the global economy

#### **McKINSEY & COMPANY, BOSTON, MA**

January 2006 - **Partner**

January 2011 *Directly elected to Partnership in 2005, (only 2% of the Firm's partners were "direct-elects"); co-leader of Innovation and Global Forces practices, service lines of the Strategy practice; co-leader of multiple client service teams; member of McKinsey Knowledge Services Committee; Dean of Strategy, EM College, Cambridge University; Steering Committees for McKinsey/OxfordU Distributed Problem-Solving Initiative, US-China-India Life Sciences Innovation Conference, etc.*

- Advising CEOs, Boards, Business Unit Heads and senior executives of multiple leading global players in high technology, bio-pharma, clean technology and private equity on growth, innovation, new business building and multi-constituency management. Developing, managing and leading senior-most client relationships; leading intellectual agenda, knowledge creation and company transformations; managing client service team budgets, profitability and operations; mentoring teams and managing professional development of managers and teams
- Overseeing (as committee member) McKinsey's 1,200 member knowledge and research experts and Knowledge Centers in North America, EU and Asia
- Developing core intellectual approaches for the Innovation practice, research, writing and public dissemination of ideas in articles, keynote talks and panels
- Leading key knowledge and education initiatives: training of McKinsey engagement managers worldwide on strategy; Management Innovation Lab, etc.
- Leadership of multiple Boston office and Strategy practice initiatives
- Organizing multi-country, multi-stakeholder innovation conference, leadership program for Chinese executives, etc.

#### **MASSACHUSETTS INSTITUTE OF TECHNOLOGY, CAMBRIDGE, MA**

August 2010 - **Distinguished Scholar, Legatum Center for Development & Entrepreneurship**

August 2011 *Research and advisory role at MIT's premier center on economic development in*

*low-income countries based on bottom-up innovation and entrepreneurship*

- Advising on the Center's growth and funding strategy
- Research and publication on innovation/entrepreneurship in emerging markets
- Advising Legatum Fellows and speaking at Center's lecture series

**HARVARD UNIVERSITY, BOSTON/CAMBRIDGE, MA**

July 2008 -  
June 2010

**Senior Lecturer of Business Administration, Harvard Business School and  
Faculty Associate, Harvard University Center for the Environment**

*Faculty member of HBS Entrepreneurship Management unit and of HUCE, the center that sponsors climate change research and The Future of Energy at Harvard*

- Teaching MBA courses on entrepreneurship management and innovation and senior executive education courses on new business-building and innovation
- Research on innovation/entrepreneurship shaped by crises, publishing articles and HBS cases; supervising student research, field studies, business plans
- Co-leading immersion program to study India's technology sector
- Advisor to multiple organizations, e.g. Gene Partnership Project, Children's Hospital, Boston, Management Development Institute, India, etc.

**MONITOR GROUP LP, CAMBRIDGE, MA**

January 1997 - **Partner and Thought Leader**

November 2005 *Promoted to Partner-equivalent Global Account Manager in 1997, elected to inaugural Partner group at recapitalization as a partnership in 2000; on roster of the firm's distinguished thought leaders; senior advisor on telecom to the private equity arm, MonitorClipper; firm's lead expert on uncertainty*

- Advising CEOs, Boards, Business Unit Heads and senior executives of multiple leading global players in high technology, telecom, consumer products and bio-pharma, on growth, innovation, new business building and multi-constituency management. Developing, managing and leading senior-most client relationships; leading intellectual agenda, knowledge creation and company transformations; managing client service team budgets, profitability and operations; mentoring teams and managing professional development of managers and teams
- Leading the firm's work on uncertainty and creating associated proprietary frameworks and intellectual approaches; research, writing and public dissemination of ideas in articles, keynote talks and panels
- Leading the creation of curriculum on Innovation for executive education

**MONITOR GROUP LP (THEN MONITOR COMPANY), CAMBRIDGE, MA**

July 1994 -

**Consultant**

December 1997 *Promoted to Case Team Leader (Manager) within two months of joining; core senior telecom industry and game theory expert*

- Leading teams and advising senior executives on multiple multi-country consulting studies
- Developing firm's analytical and proprietary advisory techniques on decision-making under high uncertainty and a predictive modeling tool

**BELLCORE (FORMERLY BELL LABS), MORRISTOWN, NJ**

July 1991 -  
June 1994

**Member of Technical Staff**

*Game theorist in the Economics group in the Information Sciences and Technologies Labs; consultant to the Baby Bells*

- Conducting applied and basic research on game theory and applications to industrial organization, incentives design and auctions
- Consulting on competitive strategy, Internet strategy and auctions for wireless licenses; Winner of VP's Award for Consulting

- Serving on recruiting committees; organizing academic conferences

#### **UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN, CHAMPAIGN, IL**

July 1987 -  
June 1991

##### **Assistant Professor of Economics**

*Faculty member of Economics department in the College of Commerce*

- Conducting applied and basic research on game theory and applications to industrial organization and incentives design; Winner of BEBR Summer Research Grants
- Teaching economics, game theory classes for undergraduates, MBA, PhD
- Supervising PhD dissertations
- Serving on recruiting committees; organizing academic conferences

#### **TATA GROUP, MUMBAI (THEN BOMBAY), INDIA**

May 1982 -  
July 1982

##### **Officer (in training), TAS**

*Selected to join the management corps for one of the country's pre-eminent conglomerates*

- Training in the core principles and businesses of the Tata Group and its companies, including high technology, hotels, automotive, power, steel, etc.

#### **Education:**

1987

##### **Ph.D. and M.A. in Economics**

*University of Rochester, Rochester, NY*

University Fellow, 1982-1986; Teaching Assistant, 1987

Dissertation: "Information, Incentives and Asymmetric Information"

1982

##### **M.A. in Economics**

*Delhi School of Economics, Delhi, India*

Shri Ram Summer Fellow, 1981; winner, Mukherjee Memorial Debate Prize

1980

##### **B.A. in Economics (Honors)**

*St. Stephen's College, Delhi University, Delhi, India*

#### **Publications:**

Book

##### **The Slow Pace of Fast Change: Bringing Innovations to Market in a Connected World (Harvard Business School Press, Boston, MA, 2003)**

*Best Business Books 2003, multiple publications; critically and commercially well received; applications in multiple client settings*

Academic  
Papers

##### **Multiple top-tier academic/scientific journals**

*Including: Journal of Economic Theory, Journal of Mathematical Economics, Games & Economic Behavior, Journal of Public Economics, International Economic Review, Journal of Economics and Management Strategy, International Journal of Game Theory, Economic Theory, Journal of Comparative Economics, IEEE Transactions on Automatic Control, Journal of Public Policy and Marketing, Technology & Society, Innovations, Social Choice & Welfare, Yale Journal of International Affairs, SAIS Review, Journal of Payments Strategy & Systems.*

Regular  
Columns/Blogs

##### **Multiple wide circulation publications**

*The Washington Post, Harvard Business Review, Forbes, Indian Express, The Huffington Post, World Economic Forum Agenda, The Guardian (forthcoming)*

Articles  
And Op-eds

##### **Multiple media**

*Including: New York Times, Wall Street Journal, Financial Times, Foreign Affairs, The Washington Post, Fortune, CNBC, CNN GPS, The Economic Times (India), Indian Express (India), Harvard Business Review, Forbes, Stanford Social Innovation Review, Fortune, McKinsey Quarterly, Inc. Magazine, Global Post, Ivey Business Journal, Business Today (India), China Daily (China), ACM Ubiquity, Businessworld (India).*

Book Chapters And Other	<b>Multiple books, HBS cases, reports, faculty video seminar and other media</b> <i>Including: Edited volumes, encyclopedia, corporate magazine, websites and public reports on public safety and telecoms, innovation clusters, prizes and innovation, etc. cases on innovation, entrepreneurship in healthcare, technology, entertainment, telecom, intersecting with globalization, emerging markets, crises and macro trends and HBS-Stanford Faculty Seminar Series video</i>
In Process	<b>Current book project</b> <i>Topic "The Inclusive Innovator" (tentative title)</i>

### **Consulting Experience:**

Clients	<b>Top Management in over thirty Fortune 500 companies, among many others</b> <i>Advised CEO, Board or senior executives in companies, such as AT&amp;T, Alcatel, Bell Canada, IBM, HP, Motorola, Philips, Sprint, Merck, Biogen-Idec, Boston Scientific, Glaxo Smith-Kline, Corning, Dow-Corning, Proctor &amp; Gamble, Boeing, among others.</i>
Geographies	<b>Americas, Europe, Asia, Africa</b> <i>Including: US, multiple EU countries, multiple African countries, Brazil, Canada, India, Malaysia, Mexico, Philippines, South Korea.</i>
Issues/ Impact	<b>Strategy and Growth, Innovation, New Business-Building, Turnarounds</b> <i>Examples of issues: Starting-up and growing innovative new ventures in high tech, telecom, biotech and chemicals companies; telecommunications in Africa; public safety in the US; new product launches in multiple industries; growth and renewal of healthcare companies; solar and biofuels business strategies; pan-industry partnerships in telecom and media; growth through M&amp;A; impact of geographical clusters, prizes, and multiple stakeholders on innovation and transformation; impact of global uncertainty on major automaker's strategy.</i>  <i>Examples of impact: Work has resulted in several well known innovations-at-scale: the first international fiber optic network reaching most of Africa, the first software business developed out of one of the world's largest hardware companies, the largest financial services firm developed within a high technology company, a first-in-class new blockbuster drug for pain management, a first-in-class new blockbuster medical device for cardiac interventions, decisions that ultimately brought down the cost of solar energy worldwide, technologies that enable geo-location capabilities now embedded in mobile phones.</i>

### **Boards and Councils:**

**Multiple Organizations**  
*Dean's Council, The Fletcher School, Tufts University  
 Executive and Steering Committees, Tufts Institute for Innovation  
 Global Agenda Council on the Economics of Innovation, World Economic Forum  
 Advisory Board, Istanbul Institute for Private Sector in Development, UNDP  
 Senior Advisor for Digital Inclusion, MasterCard Center for Inclusive Growth  
 Advisory Board, Pratham USA, Boston Chapter, Educate Lanka, Indian Institute of  
 Management, Rohtak*

### **Broader Dissemination of Ideas:**

Presentations/ Speeches	<b>Keynote speeches, academic talks, conference presentations</b> <i>Invited speaker at over 30 universities, multiple academic and industry conferences, World Bank, IFC, ITU, Capitol Hill, OECD, think tanks, advisory committee to US President, VCs, innovator and investor audiences, and conferences organized by</i>
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Interviews

*leading conveners, e.g. The Economist, Bloomberg, World Economic Forum, Techonomy, International Economic Forum of the Americas, Milken Institute, etc.*

**Multiple publications and media**

*Including: New York Times, BusinessWeek, Fortune, The Economist. WSJ, Financial Times, BBC, Public Radio International, New Yorker, CNN Money, CNBC, MSN, CBS MarketWatch, Fast Company, Investors Business Daily, Inc. Magazine, Times Higher Education, China Daily, CNC World -TV, Economic Times, NECN-TV, Boston Public Radio, The Times of India, The Hindu, Hindustan Times, Rediff.com, Valor (Brazil), L'Express (France), Le Monde (Paris), The Times (London), etc.*

**Other:**

Born in New Delhi, India; US Citizen. Married; two children. Enjoy squash, primitive art, music, travel, food, and politics.