

Bhaskar Chakravorti

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Professional Experience:

THE FLETCHER SCHOOL, TUFTS UNIVERSITY, MEDFORD, MA

January 2018 –

Present **Dean of Global Business**

January 2011 –
2018

Senior Associate Dean of International Business & Finance

January 2011 –
Present

Founding Executive Director of the Institute for Business in the Global Context
Professor of the Practice of International Business
Chair, Council on Emerging Market Enterprises

Founded the Institute by integrating several business initiatives at Fletcher and unifying them through a mission of “connecting the world of business with the world.” Led the Institute’s fund-raising of an additional \$15 million in gifts and grants for research and conference. Established the 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 Dean’s Council, the senior leadership of The Fletcher School; 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. Created the widely-used “Digital Evolution Index” and the multi-year research and convening initiative, Imagining a Digital Economy for All (IDEA) 2030 under a research program, Digital Planet. Served on multiple university-wide committees and co-led the School’s Strategic Planning process. Led the creation of the first all-digital degree program at Fletcher and Tufts.

- 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 8, overseeing research teams of about 30-40 students each year and chairing a council of global affairs and business experts; 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 Fletcher’s business programs, including the Master of International Business (the MIB: a degree in global leadership that integrates an MBA education and a Master of International Affairs) program and the Master of Global Business Administration (the GBA: an all-digital version of the MIB); overseeing admissions and financial aid, curricular innovation and reform, working with faculty, staff and career services for the program
- Directing a think tank, Council on Emerging Market Enterprises; coordinating Senior Fellows and facilitating research in four areas: Inclusive Growth, Country Management and Doing Business in Emerging Markets, Innovation and Change, Sovereign Wealth and Global Capital Flows; fund-raising and establishing partnerships with corporations and foundations, including: Mastercard Worldwide, Mastercard Foundation, Microsoft, Rockefeller Foundation, Citi Foundation, Bill and Melinda Gates Foundation, The Onassis Foundation, The Global Fund, The

Libra Group, State Street Corporation, Chicago Bridge & Iron, K&L Gates, Tata Motors, Omidyar Network, 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, Inclusion Inc.: Private Sector Commitment to Sustainable Development, Digital Planet, IDEA 2030, AI Readiness and Cyber-Hygiene, 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; representing The Fletcher School in university-wide initiatives and events.
- Overseeing executive education initiatives on future global scenarios, financial inclusion and digital money. Funding sources for such programs include the Gates Foundation and Mastercard Foundation.
- Leading the design and development of a new global business degree program for mid-career professionals in collaboration with an educational technology partner. Degree is pending approval by the University's board.
- Conducting research as the principal investigator on multiple research initiatives: studying the digital evolution of 90 countries, evaluating the state of digital trust, developing "smart" societies, strategies for businesses and their role in sustainable development, studying the impact of digital technologies during the COVID-19 lockdowns worldwide, innovation at scale in emerging markets, effect of contextual factors on business strategy and innovation, measuring the cost of cash worldwide, flow of funds analyses across multiple countries.
- Teaching "Innovation Models for Inclusive Business" and the foundational class in the MIB and GBA programs on Strategic Management and Innovation. 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.", "Greece's Turn?". "The Ocean's Turn?", "India's Turn?" etc. These conferences were funded by multiple organizations, including Mastercard, the Gates Foundation, Mastercard Foundation, the Onassis Foundation, Citi Foundation, etc.
- Publishing, speaking at international conferences, providing expert commentary on the intersection of business, policy, digital innovation and the global economy. Creating opportunities for the research to be translated into policy and executive decisions in countries as dispersed as India, Ireland, Kenya, Mexico, New Zealand and Rwanda, among others.

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/Oxford 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 Knowledge Services committee member) McKinsey's 1,200 member knowledge and research experts and Knowledge Centers in North America, EU and Asia and helping develop approach to new McKinsey products that are currently core to the Firm's highly successful "solutions" offerings
- 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 center on economic development in low-income countries based on bottom-up innovation and entrepreneurship*

- Advising the Center's founder and director on 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 - **Senior Lecturer of Business Administration, Harvard Business School and**

June 2010 **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 - **Member of Technical Staff**

June 1994 *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 - **Assistant Professor of Economics**

June 1991 *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 and PhD students
- Supervising PhD dissertations
- Serving on recruiting committees; organizing academic conferences

TATA GROUP, MUMBAI (THEN BOMBAY), INDIA

May 1982 - **Officer (in training), TAS**

July 1982 *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 Rational Expectations"

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) <i>Best Business Books 2003, multiple publications; critically and commercially well received; applications in multiple client and policy settings</i>
Academic Papers	Multiple top-tier academic/scientific journals Including: <i>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, among others.</i>
Regular Columns	Multiple wide circulation publications Current: <i>Harvard Business Review, Indian Express, The OECD Forum,</i> Previously: <i>The Washington Post, Forbes, The Huffington Post, World Economic Forum Agenda, The Guardian</i>
Articles And Op-eds	Multiple media Over 250 articles in the media, including: <i>New York Times, Wall Street Journal, Financial Times, Foreign Affairs, The Washington Post, Fortune, CNBC, CNN GPS, The Economic Times (India), Ananda Bazar Patrika (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), Los Angeles Times, San Francisco Chronicle, Chicago Tribune, Salon, Scientific American, NBC, Fast Company, Bloomberg Opinion, Channel News Asia, The Hill, The Conversation, among others.</i>
Book Chapters And Other	Multiple books, HBS cases, reports, faculty video seminar and other media <i>Including: Multiple edited volumes, encyclopedia, public reports on digital evolution and trust, 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	Current book project <i>Topic "Digital in the Time of Coronavirus" (tentative title)</i>

Consulting Experience:

Clients	Top Management in over thirty Fortune 500 companies, among many others <i>Advised CEO, Board or senior executives in companies, such as AT&T, Alcatel, Bell Canada, IBM, HP, Motorola, Philips, Sprint, Merck, Biogen-Idec, Boston Scientific, Glaxo Smith-Kline, Corning, Dow-Corning, Proctor & Gamble, Boeing, Mastercard, Microsoft, among others.</i>
Geographies	Americas, Europe, Asia, Africa, Oceania <i>Including: US, multiple EU countries, multiple African countries, Brazil, Canada, India, Malaysia, Mexico, New Zealand, Philippines, South Korea.</i>
Issues/ Impact	Strategy and Growth, Innovation, New Business-Building, Turnarounds <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&A; impact of geographical clusters, prizes, and multiple stakeholders on innovation and transformation; impact of global uncertainty on major automaker's strategy.</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.

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
Global Future Council on Innovation and Entrepreneurship, World Economic Forum
Advisory Board, Istanbul Institute for Private Sector in Development, UNDP
Senior Advisor for Digital Inclusion, MasterCard Center for Inclusive Growth
Non-resident Senior Fellow, formerly Brookings India, now Centre for Social and Economic Progress
Advisory Board, Pratham USA, Boston Chapter, Educate Lanka, Indian Institute of Management, Rohtak*

Broader Dissemination of Ideas:

Presentations/
Speeches

Keynote speeches, academic talks, conference presentations

Invited speaker at over 40 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 leading conveners, e.g. The Economist, Bloomberg, World Economic Forum, Techonomy, International Economic Forum of the Americas, Milken Institute, etc.

Interviews

Multiple publications and media

Including: New York Times, BusinessWeek, Fortune, The Economist, WSJ, Financial Times, BBC, National Public Radio, Public Radio International, Al Jazeera, CBC, 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.