



HARVARD | BUSINESS | SCHOOL

October 2009

TARUN KHANNA |

JORGE PAULO LEMANN PROFESSOR

EDUCATION

1993 Ph.D., Business Economics, Harvard University
1988 B.S.E., Electrical Engineering and Computer Science, Princeton University

Current Responsibilities

Harvard Business School

Jorge Paulo Lemann Professor since 2005
Professor of Business Administration & Novartis Fellow, 2002-2004
HBS Faculty since 1993

Managing and Investing in Emerging Markets, MBA Curriculum
Comprehensive Leadership General Management Program, Strategy Faculty
Faculty Chair, HBS India Research Center
Executive Education Programs focused on particular regions (China, India), topics (e.g. agribusiness) and companies (e.g. Samsung)
Supervisor, Ph.D. dissertations on Emerging Markets
Co-editor of several leading scholarly journals on economics and business

Harvard University

Executive Council, Asia Center
Steering Committee, South Asia Initiative
Freshman Seminar leader on China and India, Harvard College

Outside Activities Summary

World Economic Forum Global Agenda Council on Emerging Multinationals, Convener
Consultant to several global corporations
Board Member and Investor
Advisory Board member for NGOs in India and in the United States

Selected Awards and Honors

2009 Elected Fellow of the Academy of International Business
2007 Young Global Leader. Selected by World Economic Forum (Davos) for citation given to exceptional individuals under the age of 40.
2004-2006 Honorary appointment. Welling Professor, George Washington Univ., Washington D.C.
1999 Winner, Glueck Best Paper Prize, Business Policy & Strategy, Acad. of Management
1999 Honorary Fellow Award, William Davidson Institute, University of Michigan
1994 Best Paper Proceedings Publication, Business Policy & Strategy, Acad. of Management
1988 Princeton University, *Summa cum laude*, Phi Beta Kappa, Highest Honors

CHINA AND INDIA (Selected Books, Articles, Cases)

BILLIONS OF ENTREPRENEURS: How China and India are Reshaping their Futures, and Yours

Published in 2008 by Harvard Business School Publishing, and licensed to Penguin in South Asia
Translations underway into several languages.

Khanna, Tarun. The Yin and Yang of China and India. VIDEO HBS Faculty Series, 34 minutes, 2008.

Khanna, Tarun. "China and India: The Power of Two," *Harvard Business Review*, December 2007

Huang, Yasheng, and Tarun Khanna. "Can India Overtake China?" *Foreign Policy* (July/August 2003).

Khanna, Tarun "Asia's New Business Giants," Prepared by Invitation for *Global Agenda Magazine, World Economic Forum (Davos)*, 2005.

Khanna, Tarun and Krishna Palepu. "The Evolution of Concentrated Ownership in India: Broad Patterns and a History of the Indian Software Industry," in *The History of Corporate Governance around the World* (edited) Randall Morck, University of Chicago Press, 2005.

Khanna, Tarun and Krishna Palepu. "Is Group Affiliation Profitable in Emerging Markets? An Analysis of Diversified Indian Business Groups" *Journal of Finance*, April 2000.

Selected Case Studies

China

Microsoft in China & India – 2008 (With P. Choudhury). To expand computing to another billion people, Microsoft attempts a series of experiments in China and India, coming on the heels of 15 years of disappointment in China.

Haier: Taking a Chinese Company Global, 2006 (with K. Palepu and I. Vargas) China's best known company, among the world's largest white goods manufacturers, leverages its domestic strength to attempt an international expansion.

GE Healthcare, 2006. Shows different ways in which GE Healthcare has leveraged global scope, including splitting the value chain to include China and India in its high tech manufacturing, and expanding into life sciences.

India

Metro Cash & Carry, 2006 (K. Palepu, D. Lane, C. Knop) Germany-based wholesaler has to reformulate its plans to account for India's political economy. Despite extensive experience in many emerging markets, India has proven tough.

HCL Technologies (with L. Hill & E. Stecker). Software services giant adopts 'employee first, customer second' radical approach to re-energize the business model and engage and retain talent in a stridently competitive market.

Globalization of Tatas, 2008 (K. Palepu, R. Bullock). India's preeminent business group has aggressively expanded globally through acquisitions of Corus Steel, and Land Rover and Jaguar in the UK, as part of a novel globalization journey.

Narayana Hrudayalaya: Cardiac Care for the Poor (with K. Rangan and M. Manocaran). How does one provide cutting-edge cardiac care for all in India, when most cannot afford it? Efficiencies realized through learning by operating on large numbers of patients are passed on to the latter.

EMERGING MARKETS (Selected Books, Articles, Cases)

WINNING IN EMERGING MARKETS: A Roadmap for Strategy and Execution With Krishna Palepu & Richard Bullock. Book forthcoming from Harvard Business Press, 2010

Khanna, T. Global Scope and Global Strategy. VIDEO HBS Faculty Series, 45 minutes, 2005.

Abdelal, R. Khan, A. and Khanna, T. Where Oil Rich Nations are Placing their Bets. *Harvard Business Review* September 2008

Khanna, Tarun, and Krishna G. Palepu. "Emerging Giants: Building World-Class Companies in Developing Countries." *Harvard Business Review* October 2006.

Khanna, Tarun, and Yishay Yafeh. "Business Groups in Emerging Markets: Paragons or Parasites?" *Journal of Economic Literature* (December 2007)

Jones, G., and Tarun Khanna. "Bringing History (Back) into International Business." *Journal of International Business Studies* 37, no. 4 (July 2006): 453-468.

Khanna, Tarun, and Jan W. Rivkin. "Estimating the Performance Effects of Networks in Emerging Markets," *Strategic Management Journal*, 2001.

Selected Case Studies

Bunge: From Food to Fuel (with J. West & S. Mingo). The Brazil-centered, world's largest oilseed producer has to decide how to deal with biofuels, an alternative 'fuel' use for its 'food' as petroleum prices rise sharply, amidst a massive development of Bunge's presence in China, India and Southeast Asia, as destination for the oilseeds and grains it originates in Brazil.

Garanti Bank in Turkey, 2007. (with K. Palepu & R. Bullock) The Sahenk family must consider how to position its successful bank to deal with international competition. Should it sell or ally with a multinational bank or finance corporation, or go it alone? If the former, which suitor should it choose from many?

HSBC Holdings, 2004 (with D. Lane) Should the "world's local bank" expand into the unfamiliar segment of consumer finance, especially in the unfamiliar geography of the U.S.? (Accompanying video clips of Sir John Bond, Chairman of HSBC) Reprinted in C. Bartlett Cases on Multinational Management

Old Mutual (with K Palepu and K. O'Neill-Masaro) Africa's largest financial institution moves from Johannesburg to London. Managing change. Dealing with social issues of the perception of "abandoning" the 100+ year old home base. (Accompanying video clip of Mike Levett, Chairman of Old Mutual)

Zain from Kuwait to Africa (with A. Khan). A sleepy state-owned telecom company becomes one of Africa and the Middle East's leading mobile operators in a short time period, developing an African brand and integrating several acquisitions, in the process bringing African countries economically closer.

Sex, Drugs and Rock 'n Roll: MTV's approach to battling HIV/AIDS (with D. Bloom & S. Bloom). MTV was born the year the first case of HIV was reported in 1981. MTV's core audience of 15-25 year olds is also the most susceptible to HIV. MTV insists that its social messaging of safe sex is the right thing to do, for society in Africa, Asia and elsewhere, and for shareholders. Is this so?

Corporate Boards & Selected Angel Investments

AES Global energy generation and distribution giant spread across 29 countries, 25,000 employees, traded on NYSE and several exchanges. Emerging markets account for 2/3 of revenues, with solar, wind and climate solutions as areas of investment focus.

SKF Microfinance India's leading nationwide microfinance company may soon be one of the largest in the world (4.4 million customers). For-profit model has allowed it to realize efficiencies, passed back through lower interest rates to the typically poor women customers in rural and urban India. Customer access now allows distribution of a range of goods (e.g. solar lamps) and services (health insurance).

GVK Bio Sciences India's leading life sciences contract research and bio-informatics company, pioneering new risk sharing methodology for drug discovery with big pharma from the developed world.

TVS Logistics India's leading auto and related products full service logistics company. A global supply chain capability spans the US, Europe and South and Southeast Asia.

Investor in www.clutchgroup.com, www.itrust.com, www.aspiringminds.in, www.bostonanalytics.com

Selected Advisory Board Memberships

Bunge Limited, (NYSE: BG), Asia Advisory Board, 2005-current.

Parliamentary Research Services (India), New Delhi-based NGO dedicated to improving quality of debate in Indian parliament by providing research relevant to pending legislation free. 2005-Current

Primary Sources (Boston) 2008-current. New England's leading NGO dedicated to spreading curricular knowledge about the world among schools. 2008-Current

Princeton University Department of Engineering & Applied Sciences, 2003-2004.

Selected Recent Consulting/Education Company Projects

Metro Cash & Carry (Dusseldorf), Asian Paints (Mumbai, India), TVS & Sons (Chennai, India), CMPC Maderas (Santiago de Chile), Jeddah Economic Development Board, Singapore Economic Development Board, Abu Dhabi Investment Authority (UAE), Grace Kennedy & Company (Jamaica), Concours Group China project for Fortune 100 Chief Information Officers (Dallas, Boston), Dogus Group (Istanbul, Turkey), National Bank of Kuwait (Kuwait), HCL (US and India), British Telecom, Hershey, IBM, Logicom, Pinault-Printemps Redout, Novartis.

Advisor to McKinsey & Company, Worldwide Global Champions Project (2005-2008).

Advisor to International Finance Corporation (IFC) on South-South Investment (2005-2007))

Advisor to Booz-Allen & Hamilton, Global Conglomerates in Emerging Markets Project (1997-2000)

Selected Speaking Engagements

Regular speaker at World Economic Forum Davos meetings in January of each year, and at occasional WEF regional summits in China, India and the Middle East.

Young Presidents Organization (YPO) Knowledge Projects Worldwide chapters, 1997-2008

Hong Kong/Greater China, Mumbai, Southeast Asia, Australia, Mexico

Speaker on emerging markets at events by governments, NGOs, multilaterals, ind.associations worldwide

Op-ed contributor for International Herald Tribune, Asian Wall Street Journal, Business Week, Economic Times, and several Asian newspapers.

Frequent commentator on CNN, BBC, CNBC, Bloomberg, and on National Public Radio, as well as in most major business-related print outlets