

VIJAY GOVINDARAJAN

Vita

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13 Rope Ferry Road
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EDUCATIONAL BACKGROUND

- 1976-1978 HARVARD BUSINESS SCHOOL BOSTON, MA
Doctorate in Business Administration. Robert Bowne Prize for best thesis proposal.
- 1974-1976 HARVARD BUSINESS SCHOOL BOSTON, MA
Master in Business Administration with distinction. Dean's Honors List.
- 1977 INSTITUTE OF MANAGEMENT ACCOUNTING ANN ARBOR, MI
Certificate in Management Accounting.
- 1969-1972 INSTITUTE OF CHARTERED ACCOUNTANTS OF INDIA DELHI, INDIA
Chartered Accountancy (equivalent to C.P.A.) with high distinction. President's Gold Medal, First Rank in India (out of approximately 10,000 candidates).
- 1966-1969 ANNAMALAI UNIVERSITY TAMIL NADU, INDIA
Bachelor of Commerce with high distinction. First Rank in the University.

TEACHING EXPERIENCE

- 1985-present TUCK SCHOOL, DARTMOUTH COLLEGE HANOVER, NH
Coxe Distinguished Professor. This is a Dartmouth-wide faculty chair. Involved in teaching required and elective courses in the MBA program. Courses taught include Implementing Strategy, Business Policy, and Global Strategy and Organization. Faculty Director: Global Leadership Program.
- 2021 – 2022 HARVARD BUSINESS SCHOOL, BOSTON, MA
Executive Fellow

- 2017-present MACH 49, SILICON VALLEY, CA
Faculty Partner at the Silicon Valley Incubator Mach 49.
- 2015-2016 HARVARD BUSINESS SCHOOL, BOSTON, MA
Marvin Bower Fellow
- 2008-2009 GENERAL ELECTRIC
Professor in Residence and Chief Innovation Consultant. Involved in working with GE's CEO Jeff Immelt, the top Management teams and Senior Executives to advance their innovation agenda.
- 1981-1985 THE OHIO STATE UNIVERSITY COLUMBUS, OH
Associate Professor (with tenure). Taught required and elective courses in the MBA program. Academic Director, Executive Development Program.
- 1980-1981 HARVARD BUSINESS SCHOOL BOSTON, MA
Visiting Associate Professor. Taught Control in the first year MBA program. Received student rating of 4.9 on a 5.0 scale.
- 1973-1980 INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD, INDIA
Associate Professor and Chairman of the Finance and Control Area. Taught in the two-year MBA Program, Doctoral Program and the Executive Programs. Was rated the Best Teacher by the MBA students.

BOOKS

- Fusion Strategy: How Real-Time Data and AI will Power the Industrial Future*, Boston, Mass: HBR Press, March 2024 (with Venkat Venkatraman).
- Three Box Solution Playbook: Tools and Tactics for Creating Your Company's Strategy*, HBR Press, 2020 (with Manish Tangri).
- Reverse Innovation in Health Care: How To Make Value-Based Delivery Work*, HBR Press, 2018 (with Ravi Ramamurti).
- The Three Box Solution: A Strategy For Leading Innovation*, HBR Press, April 2016.
- Beyond The Idea: How to Execute Innovation in Any Organization*, St. Martin's Press, 2013 (with Chris Trimble).
- How Stella Saved the Farm: A Tale About Making Innovation Happen*, St. Martin's Press, 2013 (with Chris Trimble).
- Reverse Innovation: Create Far From Home, Win Everywhere*, Harvard Business Review Press, 2012 (with Chris Trimble).
- NYT, WSJ, and USA Today Best Seller.*

The Other Side of Innovation: Solving the Execution Challenge, Harvard Business Press, 2010 (with Chris Trimble).

The Quest for Global Dominance, Jossey-Bass, 2008 (with Anil K. Gupta and Haiyan Wang).

Management Control Systems. Richard D. Irwin, Twelfth Edition, 2007 (with Robert N. Anthony).

Ten Rules for Strategic Innovators – from Idea to Execution, Harvard Business School Press, 2005 (with Chris Trimble).

Global Strategy and Organization, John Wiley & Sons, 2003 (with Anil K. Gupta).

The Many Facets of Leadership, Financial Times Prentice-Hall, 2002 (Edited Book with Marshall Goldsmith, Beverley Key, and Al Vicere).

Strategic Cost Management: The New Tool for Competitive Advantage. The Free Press, 1993 (with John K. Shank).

Strategic Cost Analysis. Richard D. Irwin, 1989 (with John K. Shank).

FT50 RANKED AND OTHER MAJOR JOURNALS

My research focuses on how large established companies can create breakthrough innovations to secure the future even while maintaining excellence in their core businesses. My publications have been cited more than 45,000 times—placing me among the top researchers in the field of strategic management. I am a rare academic who has published more than 25 articles in prestigious academic journals and has also published more than 25 articles in top tier practitioner journals.

“When Heavy Machinery Meets AI” (with Venkat Venkatraman), *Harvard Business Review*, March-April 2024. (with Venkat Venkatraman).

“The Next Great Digital Advantage”, *Harvard Business Review*, May-June 2022 (with Venkat Venkatraman).

Included in *Harvard Business Review Special Issue*, Winter 2022.

“Becoming a Better Corporate Citizen: How PepsiCo Moved Toward A Healthier Future” (with Indra K. Nooyi), *Harvard Business Review*, March-April 2020.

“No, We Work Isn’t a Tech Company. Here’s Why That Matters” (with Anup Srivastava), *Harvard Business Review*, August 2019.

Included in IdeaWatch, *HBR China Edition*, 2020

“The Only Way Manufacturers Can Survive”, *MIT Sloan Management Review*, March 2019 (with Jeffrey Immelt).

“Transforming Health Care from The Ground Up”, *Harvard Business Review*, July-August 2018 (with Ravi Ramamurti).

“From Accountant to Yogi, Making a Radical Career Change”, *Harvard Business Review*, May 2018 (with Hylke Faber).

Included in *HBR Guide to Changing Your Career*, 2018.

“Can Anyone Stop Amazon from Winning the Industrial Internet?” *Harvard Business Review*, Feb 2018.

Included in the curated volume *Monopolies and Tech Giants: The Insights You Need*, from *Harvard Business Review*, April 2020.

“Can Reverse Innovation Catalyse Better Value Health Care?” *The Lancet*, October 2017.

“The Scary Truth About Corporate Survival”, *Harvard Business Review*, December 2016.

“Planned Opportunism”, *Harvard Business Review*, May 2016.

“Engineering Reverse Innovation”, *Harvard Business Review*, July-Aug 2015 (with Amos Winter).

McKinsey Award for The Best HBR Article, First Place

Included in *Harvard Business Review 10 Must Reads 2017*

“Delivering World Class Healthcare, Affordably”, *Harvard Business Review*, November 2013 (with Ravi Ramamurti).

“Reverse Innovation Playbook”, *Harvard Business Review*, April 2012.

“Building a \$300 House For The Poor,” *Harvard Business Review*, March 2011.

Won the *Breakthrough Innovation Award*, Thinkers50, 2011.

“The CEO’s Role in Business Model Reinvention” *Harvard Business Review*, January 2011, 89(1- 2), (with Chris Trimble).

Included in *HBR On Points*.

HBR Top 50 All-Time Bestseller.

“Transforming Your Organization with the Three-Box Approach” *Harvard Business Review*, January 2011 (with Brian Goldner).

“Designing a \$300 House” The HBR Agenda 2011, *Harvard Business Review*, January 2011, 89(1-2).

“The Effects of Mainstream and Emerging Customer Orientations on Radical and

Disruptive Innovations” *Journal of Product Innovation Management*, pp 121 -132, 2011 (with Praveen Kopalle and Erwin Daneels).

“Reverse Innovation, Emerging Markets, and Global Strategy”, *Global Strategy Journal*, 2011, pp. 191-205.

Winner at the European Business School’s international competition for *Best Paper* published in 2011 on Innovation Management. Winner of the *Best Article Award* from the Strategic Management Society.

“Stop the Innovation Wars” *Harvard Business Review*, July 2010, 88(7), pp. 76-83 (with Chris Trimble).

McKinsey Award Winner for the Best Article, Second Place.
Included in *HBR’s 10 Must Reads in Innovation*

“How GE Is Disrupting Itself” *Harvard Business Review*, October 2009, 87(10), pp. 56-65 (with Jeffrey Immelt and Chris Trimble).

Included in *HBR’s 10 Must Reads in Innovation*
Included in *HBR On Points*.
HBR Top 50 All-Time Best Seller

“Is Reverse Innovation Like Disruptive Innovation?” *Harvard Business Review*, September 2009 (with Chris Trimble).

Included in *HBR at 100: The Most Influential and Innovative Articles From Harvard Business Review’s First Century* (HBR Press, 2022).

“Falcon Inc. Performance Evaluation of Foreign Subsidiaries,” *Issues in Accounting Education*, May 2007, 22(2), pp. 233-245, 2007 (with Mahendra Gujarathi).

“Disruptiveness of Innovations: Measurement and An Assessment of Reliability and Validity” *Strategic Management Journal*, February 2006, 27(2), pp. 189-199 (with Praveen Kopalle).

“The Usefulness of Measuring Disruptiveness of Innovations Ex-Post in Making Ex-Ante Predictions” *Journal of Product Innovation Management*, January 2006, 23(1), pp. 12-18 (with Praveen Kopalle).

“Building Breakthrough Businesses Within Established Organizations,” *Harvard Business Review*, May 2005, 83(5), pp. 58-68 (with Chris Trimble).

Included in *HBR On Points*.

“Organizational DNA for Strategic Innovation,” *California Management Review*, Spring 2005, 47(3), pp. 47-76 (with Chris Trimble).

Accenture Award Winner for the Best Article.

- “Strategic Innovation and the Science of Learning,” *MIT Sloan Management Review*, Winter 2004, 45(2), pp. 67-75 (with Chris Trimble).
- “Not All Profits are Equal,” *Across the Board*, Oct/Sept 2002 (with Chris Trimble).
“Cultivating a Global Mindset,” *Academy of Management Executive*, February 2002, 16(1), pp. 116-126 (with Anil K. Gupta).
- “Strategic Innovation: A Conceptual Road Map,” *Business Horizons*, Jul/Aug 2001, 44 (4), p. 3 (with Anil K. Gupta).
- “Building an Effective Global Business Team,” *MIT Sloan Management Review*, Summer 2001, 42(4), pp. 63-71 (with Anil K. Gupta).
- “Converting Global Presence into Global Competitive Advantage,” *Academy of Management Executive*, May 2001, 15(2), pp. 45-56 (with Anil K. Gupta).
- “Knowledge Management’s Social Dimension: Lessons from Nucor Steel,” *MIT Sloan Management Review*, Fall 2000, 42(1), pp. 71-80 (with Anil K. Gupta).
- “Managing Global Expansion: A Conceptual Framework,” *Business Horizons*, March-April 2000, pp. 45-54 (with Anil K. Gupta).
- “Knowledge Flows Within Multinational Corporations,” *Strategic Management Journal*, 21, 2000, pp. 473-496 (with Anil K. Gupta).
- “Taking Wal-Mart Global,” *Strategy and Business*, 17, Fourth Quarter 1999, pp. 14-25 (with Anil K. Gupta).
- “Feedback Seeking Behavior Within Multinational Corporations,” *Strategic Management Journal*, March 1999, 20(3), pp. 205-222 (with Anil K. Gupta and Ayesha Malhatra).
- “Organizing for Knowledge Flows Within MNCs,” *International Business Review*, 3, 4, 1995, pp. 443-457 (with Anil K. Gupta).
- “Incentive Compensation Design, Strategic Business Unit Mission, and Competitive Strategy,” *Journal of Management Accounting Research*, Volume 5, Fall 1993, pp. 129-144 (with Joe Fisher).
- “Strategic Cost Analysis of Technology Investments,” *MIT Sloan Management Review*, Vol.34, No. 1, Fall 1992, pp. 39-51 (with John K. Shank).
- “Strategic Cost Management: The Value Chain Perspective,” *Journal of Management Accounting Research* Volume 4, Fall 1992, pp. 179-197 (with John K. Shank).
- “Profit Center Manager Compensation: Impact of Market, Political, and Human Capital Factors,” *Strategic Management Journal*, 1992, 13 (3), pp. 205-217 (with Joe Fisher).

“Knowledge Flows and Structure of Controls in Multinational Corporations,” *Academy of Management Review* (with Anil K. Gupta), October 1991, 16, 4, pp. 768-792.

Gluek Best Research Paper Award, Academy of Management

“Impact of Output versus Behavior Controls and Resource Sharing on Performance: Strategy as a Mediating Variable,” *Academy of Management Journal* (with Joe Fisher), June 1990, 33,2, pp. 259-285.

“On Assessing a Firm’s Cash Generating Ability,” *The Accounting Review* (with Ray Stephens), January 1990, 65, 1, pp. 242-257.

“Strategy Control-Systems and Resource Sharing: Effects on Business-Unit Performance”, *Academy of Management Journal*, June 1990, 33(2), pp. 259-285 (with Fisher, J).

“Implementing Competitive Strategies at the Business Unit Level: Implications of Matching Managers with Strategies,” *Strategic Management Journal*, 1989, 10, pp. 251- 269.

“Profit Variance Analysis: A Strategic Focus,” *Issues in Accounting Education*, 1989 (with John K. Shank), 4, 2, pp. 396-410.

“A Contingency Approach to Strategy Implementation at the Business Unit Level: Integrating Administrative Mechanisms with Strategy,” *Academy of Management Journal*, 31, 4, 1988, pp. 828-853.

“Making Strategy Explicit in Cost Analysis: A Case Study,” *MIT Sloan Management Review* (with John K. Shank), Spring 1988, 29, 3, pp. 19-29.

“The Perils of Cost Allocation Based on Production Volumes,” *Accounting Horizons*, December 1988, 2, 4, pp. 71-79 (with John K. Shank).

“Decentralization, Strategy, and Effectiveness of Strategic Business Units in Multi-Business Organizations,” *Academy of Management Review*, 11, 4, 1986, pp. 844-856.

“Cash Sufficiency: The Missing Link in Strategic Planning,” *The Journal of Business Strategy* (with John K. Shank), Summer 1986, pp. 88-95.

“Resource Sharing Among SBUs: Strategic Antecedents and Administrative Implications,” *Academy of Management Journal* (with Anil K. Gupta), 29, 4, 1986, pp. 695-714.

“Impact of Participation in the Budgetary Process on Managerial Attitudes and Performance: Universalistic and Contingency Perspectives,” *Decision Sciences*, 17, 4, Fall 1986, pp. 496-516.

“Business Unit Strategy, Managerial Characteristics, and Business Unit Effectiveness at Strategy Implementation,” *Academy of Management Journal* (with Anil K. Gupta), 27, 1, March 1984, pp. 25-41.

Top 10 Most Frequently Clicked Paper, *Academy of Management Journal*
Second most Frequently Clicked Research Paper, Survey of “*The Fifty Most Noted Strategy Works of 1980-1985*” by Don Hambrick, Columbia University.

“Linking Control Systems to Business Unit Strategy: Impact on Performance,”
Accounting, Organizations and Society (with Anil K. Gupta), 1985, pp.51-66.

“Build, Hold, Harvest: Converting Strategic Intentions into Reality,” *Journal of Business Strategy* (with Anil K. Gupta), 4, 3, Winter 1984, pp. 34-47.

“Appropriateness of Accounting Data in Performance Evaluation: Environmental Uncertainty as an Intervening Variable,” *Accounting, Organizations and Society*, 9, 2, 1984, pp. 125-135.

“The Contingent Relationship Between the Controller and Internal Audit Functions in Large Organizations,” *Accounting, Organizations and Society* (with J.G. San Miguel), 9, 2, 1984, pp. 179-188.

“How to Use Cost Data in Pricing Decisions,” *Management Accounting* (with Robert N. Anthony), July 1983, pp. 30-37.

“Effects of Audits on the Behavior of Medical Professionals under Bennett Amendment,”
Auditing: A Journal of Practice and Theory (with N.C. Churchill and W.W. Cooper), 1, 2, Winter 1982, pp. 69-90.

“The Objectives of Financial Statements: An Empirical Study of the Use of Cash Flow and Earnings by Security Analysts,” *Accounting, Organizations and Society*, 5,4, 1980, pp. 383-392.

“Objectives of Financial Reporting by Business Enterprise: Some Evidence on User Preferences,” *Journal of Accounting, Auditing and Finance*, 2, 4, Summer 1979, pp. 339-343.

“Evaluation of Social Programs: Some Thoughts on the Role Accountants,” *The Accounting Journal* (with J.D. Pond), Vol. 1, No. 2, 1978, pp. 318-323.

“Extending Corporate Accountability: A Survey and Framework for Analysis,” *Accounting, Organizations and Society* (with J.G. San Miguel and John K. Shank), 2, 4, 1977, pp. 333- 347.

OTHER ARTICLES

“How Legacy Firms Can Introduce Radical and Disruptive Innovations: Theoretical and Empirical Analyses,” *Academy of Management Best Paper Proceedings 2004* (with Praveen Kopal).
116-126 (with Anil K. Gupta).

“Analysis of the Emerging Global Arena,” *European Management Journal*, 18, 3, 2000, pp.

274- 284 (with Anil K.Gupta).

“Setting a course for the new global landscape,” *Financial Times*, January 1998 (with Anil K. Gupta).

“How to build global presence,” *Financial Times*, January 1998 (with Anil K. Gupta).

“Turning global presence into global competitive advantage,” *Financial Times*, February 1998 (with Anil K. Gupta).

“Success is all in the mindset,” *Financial Times*, February 1998 (with Anil K. Gupta).

“Strategic Cost Management: The Value Chain Concept,” Chapter in *Handbook of Cost Management* (with John K. Shank), Warren, Gorham & Lamont, 1995.

“Alternative Value Chain Configurations for Foreign Subsidiaries: Implications for Coordination and Control Within MNCs,” In *Building The Strategically Responsive Organization*. Edited by Thomas, O’Neal, White and Hurst, John Wiley & Sons, New York, 1994 (with Anil K.Gupta).

“Measuring the ‘Cost of Quality’: A Strategic Cost Management Perspective” *Journal of Cost Management*, 8, 2, 1994, pp. 5-17 (with John K. Shank).

“Coalignment Between Knowledge Flow Patterns and Strategic Systems and Processes Within MNCs,” In *Implementing Strategic Processes*. Edited by Lorange, Chakravarthy, Roos, and Van de Ven, Basil, Blackwell Ltd., 1993 (with Anil K. Gupta).

“What ‘Drives’ Cost? A Strategic Cost Management Perspective,” *Advances in Management Accounting*, 2, 1993, pp. 27-46 (with John K. Shank).

“Methodological Issues in Testing Contingency Theories: An Assessment of Alternative Approaches,” *Creative and Innovative Approaches to the Science of Management*, edited by Yuji Ijiri, New York: Quorum Books, 1993 (with Anil K. Gupta).

“Strategic Cost Management and The Value Chain,” *Journal of Cost Management*, Volume 5, No. 4, Winter 1992, pp. 5-21 (with John K. Shank).

“Strategic Cost Management: Tailoring Controls to Strategies,” *Journal of Cost Management*, Volume 6, No. 3, Fall 1992, pp. 14-25 (with John K. Shank).

“Strategic Cost Analysis: The Crown Cork and Seal Case,” *Journal of Cost Management*, Winter 1989, 2, 4, pp. 5-16 (with John K. Shank).

“Strategic Cost Analysis: A Case Study,” *Journal of Cost Management*, Fall 1988, 2, 3, pp. 25-32 (with John K. Shank and Eric Spiegel). Reprinted in *CAD/CAM: Management Strategies*, Vol 1, 1-13.

- “Transaction-Based Costing for the Complex Product Line: A Field Study,” *Journal of Cost Management*, Summer 1988, 2, 2, pp. 31-38 (with John K. Shank).
- “Use of Accounting Data in Product Pricing,” *Corporate Accounting*, 2, 2, Spring 1984, pp. 38-45.
- “An Examination of Alternative Forms of Regulatory Mechanisms: The Case of the Health Care Industry,” *Quantitative Planning and Control*, edited by Yuji Ijiri and A. Whinston, Academic Press, 1979 (with Anil K. Gupta).
- “Developments in Comprehensive Auditing and Suggestions for Research,” *Symposium on Auditing Research II*, University of Illinois, Urbana-Champaign, 1977 (with N.C. Churchill, W.W. Cooper, J.D. Pond and J.G. San Miguel), pp. 197-220.
- “Knowledge Flow Patterns, Subsidiary Strategic Roles, and Strategic Control Within MNCs,” *Academy of Management Best Paper Proceedings*, August 1991 (with Anil K. Gupta).
- “Congruence Between Controls and Business Unit Strategies: Implications for Business Unit Performance and Managerial Job Satisfaction,” *Academy of Management Best Paper Proceedings*, edited by Frank Hoy, August 1988 (with Joe Fisher).
- “An Empirical Examination of Linkages Between Strategy, Managerial Characteristics, and Performance at the Business Unit Level,” *Academy of Management Best Paper Proceedings*, edited by K.E. Chung, August 1982 (with Anil K. Gupta).
- “Behavioral Effects on Audits in the Health Care Services,” Doctoral Thesis, Harvard Business School, 1978.

AWARDS AND HONORS

Thinkers 50 Hall of Fame 2019

For lifetime contribution to management theory and practice

Thinkers 50 Innovation Award 2019

For major contribution to the study of innovation

Best Article Award, Strategic Management Society, 2017

“Reverse Innovation, Emerging Markets, and Global Strategy”, *Global Strategy Journal*, October 2011.

McKinsey Award for The Best HBR Article, 2015, First Place

“Engineering Reverse Innovation”, *Harvard Business Review*, July-Aug 2015

Tuck Overseers' Medal

VG's contributions to teaching and research. June 2015

The Carl S. Sloane Award

The Association of Management Consulting Firms (AMCF) February 2015

Great Moment in Management

Harvard Business Review, November 2012 (by Walter Kiechel). *This article identifies Reverse Innovation as a Big Idea in Great Moments in Management in the last 100 years.*

NYT and WSJ Best Seller

Reverse Innovation, 2012

Winner

Best Paper Award for Innovation Management December 2012

Visionary Award

Hunt Institute for Engineering and Humanity, 2012

Thinkers 50 Most Influential Business Thinkers in the World

Rated #3, 2011

“Winner of Breakthrough Innovation Award”

Thinkers 50, 2011

McKinsey Award 2010, 2nd Place

“Stop the Innovation Wars” *Harvard Business Review*

By Vijay Govindarajan and Chris Trimble

Emerging BusinessBrain

By *London Times*

Global Indian Thought Leader

Rated by *Across the Board*

Accenture Award for the Best Article

“Organizational DNA for Strategic Innovation”, *California Management Review*, 2005

(with Chris Trimble)

Global Indian Thought Leader

Rated by *India Today*

Top Five Most Respected Executive Coach on Strategy

Rated by *Forbes*

Top Ten Professor in Corporate Executive Education

Rated by *Business Week*

Top 50 Non-Resident Indian of the Year

By *NRI World*, the lifestyle and business magazine for Indians living abroad.

Top 10 Indian Global Management Guru

Selected by *BusinessWorld* as one of the top Indian-born management gurus who have made it big overseas.

Outstanding Faculty

Named in *Business Week* Guide to Best Business Schools

Outstanding Teacher of the Year

Voted by *MBA students*

Top Ten Most Frequently Cited Research Paper

In the 40-year history of the *Academy of Management Journal* (AMJ) (reference to “Business Unit Strategy, Managerial Characteristics, and Business Unit Effectiveness at Strategy Implementation,” with Anil K. Gupta.)

Second Most Frequently Cited Research Paper

Survey of “*The Fifty Most-Noted Strategy Works of 1980-1985*” by Donald C. Hambrick of Columbia University (reference to “Business Unit Strategy, Managerial Characteristics, and Business Unit Effectiveness at Strategy Implementation,” with Anil K. Gupta.)

Top 20 Academic Superstar

In North America for research in strategy and organization by *Management International Review*

Gluek Best Research Paper Award

In business policy and strategy from the *Academy of Management*

Academy of Management Hall of Fame

Recognition for the number of articles published in the *Academy Journals*

Notable Contribution to Management Accounting Literature Award

The Management Accounting Section, *American Accounting Association*

Robert Bowne Prize

For Best Thesis Proposal, *Harvard Business School*

President's Gold Medal

First rank nationwide in Chartered Accountancy (Equivalent of CPA), *The Institute of Chartered Accountants of India*

15th Annual Dartmouth Presidential Lecture

Selected by *Dartmouth College's President Wright* to share expertise on global business strategy