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EDUCATION

1995 Ph.D., Business Economics, Harvard University
1988 M.S.M., Sloan School of Management, MIT
1984 B.A., Economics, Stanford University
1984 B.A., Political Science, Stanford University

EXPERIENCE

Academic Appointments

2003- Ross School of Business, University of Michigan Ann Arbor, MI

Tom Lantos Professor of Business Administration (2006 – present)

Director, Global Initiative

Research focuses on business strategy and industrial dynamics in emerging markets. Responsibilities and accomplishments include:

- Offer highest rated and highest enrollment international business elective in the MBA program, *Strategies for Global Competition*. Course consistently achieves 4.9 to 5.0 ratings (five point scale).
- Published more than 50 case studies and notes that are used in the school's international business curriculum.
- Courses include: *Strategies for Global Competition (MBA)*, *Becoming an International Manager (EE)*, *Global Business (EE)*, and *Management in the Global Economy (EMBA)*.

2003- William Davidson Institute Ann Arbor, MI

Executive Director (2004-)

Associate Director (2003-2004)

The William Davidson Institute is a non-profit, research and educational institute at Michigan's Ross School of Business. The Institute's mission is to create, aggregate, and disseminate intellectual capital on business and policy issues in emerging market economies.

The Institute employs 30 staff and spends approximately \$8 million annually. Programs are financed from program fees and an endowment. Responsibilities and accomplishments include:

- Overall leadership for the Institute. Assumed Executive Director position with a mandate to rethink and refocus the institute. Designed and implemented new strategy, re-staffed key positions, stabilized finances.
- Designed and implemented new research strategy. Strategy shifted focus from transition economics in central Europe to a "theory-and-practice" approach to four topics: the Globalization of Services, accessing Base of the Pyramid markets, the Business of Health Care Delivery, and the adoption of Green Technologies to promote development.
- Established Development Consulting Services group. Recruited director. Revenue growth exceeding 500% in four years.

- Restructured executive education area. Oversaw revenue growth exceeding 400% in four years and achieved positive profitability.
- Established and restructured programs to support international activities at the University of Michigan. These included: funding for research and course development, international course experiences (MAP), summer internships, a Global Impact speakers series, and funding for international initiatives at the schools of Public Health and Medicine.
- Established an Educators' Outreach (casewriting) operation that produces and markets teaching materials on International business topics.
- Oversaw the development of a new technology platform, which includes an interactive web site (www.wdi.umich.edu), an e-notifications system, and collaboration tools such as blogs and discussion groups.
- Cut operating deficit by more than \$1.3 million (>90%) in first year as director. Grew operating revenues by 400% in five years while maintaining budgetary balance.

1995-2003 Harvard Business School Boston, MA

Associate Professor (2000-2003)

Assistant Professor (1995-2000)

Courses included: *New Opportunities in Emerging Markets (MBA)*; *Business, Government, and the International Economy (MBA)*; *Creating Modern Capitalism (MBA)*; *The Economics of Markets (MBA)*; and *Corporate and Competitive Strategy (EE)*. Published more than 60 case studies and notes on business issues in emerging markets. Annual sales of case materials consistently exceed 50,000 copies.

Non-Academic Experience

1995- Private Consulting,

Have worked with clients on five continents on a range of strategy and executive development issues. Selected clients include:

Acumen Fund	The Faculty Group	Milliken & Company
Aravind Eye Hospital (India)	FSI International (South Africa)	Partners in Health (Rwanda)
Ashoka	Government of Algeria	Phillips Petroleum
Borders	Government of Rwanda	Polish American Enterprise Fund
Casablanca Finance Group	Guardian International	Polish American Printing Association
ChrysCapital (India)	Haste International (Poland)	Powershare (U.S. and India)
The Clinton Foundation (Rwanda)	Houses for Africa (Zimbabwe)	Reebok International
CIT Group	Infosys	R.R. Donnelley
CMS Energy	IBM	Russia New Growth Fund
Cognifit (Israel)	Intel Corporation (China)	Syntel (US and India)
Dziennik Krajowy (Poland)	International Finance Corp	Tata Consultancy Services
E-Hub Nigeria	InterGen	Tyco International
Eastman Chemical	IR Lan (Israel)	US Department of State
Economists Advocate	Janeva (US and India)	US Agency for Int'l Development
Eli Lilly (Brazil)	Jobs Ahead (India)	U.S. Steel
Entergy	KIPCO (Kuwait)	Vinacoal
Enterprise Investors (Poland)	LaFarge (France);	Wang Laboratories
Entyre Mortgage Processing	Mavesa (Venezuela)	Whirlpool
Equaterra	MedDynamics (Israel)	Wilson Hybrids
Eurasia Group	Mentorwave (Israel)	The World Bank

Have worked with more than a dozen Fortune 500 companies and many smaller firms to design and deliver custom executive education programs.

Current advisory positions include: Advisory Board, Chrysalis Capital (India); Advisory Board, Equaterra (US); Advisory Board, Janeeva (US/India).

Prior advisory positions include: Board Member, Dziennik Krajowy (*National Daily*, Poland); Board Member Entyre (US); Board Member, Haste International (Poland); Board Member, JobsAhead (India); Board of Directors, MacBeedon Investments (US); Board Member, Polish American Printing Association (Poland); Board Member, Powershare (US/India); Investment Committee, Russia New Growth Fund.

- 1991-1995 Vice President (Partner), Enterprise Investors Warsaw, Poland
Poland-focused venture capital firm with over \$400 million under management. Was responsible for monitoring portfolio investments, workouts, and new investments in the printing/publishing, light manufacturing, and media sectors.
- 1988-1990 Manager, Quantum Associates, Inc. Lynnfield, MA
One of nine founding employees. Firm combined analytic strategy advice with a focus on client management development. Worked with clients in the high technology, insurance, retailing, agribusiness, and power generation industries.
- 1987 Associate Product Manager, Microsoft Corporation Redmond, WA
- 1984-1986 Manager, The Chase Manhattan Bank New York, NY
Completed Management Development Program. Post-training program assignments included Private Banking, Check Processing, and Standby Letter of Credit.

PUBLICATIONS

Research Materials

1. "Winning at the Base of the Pyramid," Working paper.
2. "Global Services Sourcing: A Tough Game You Have to Play," Working paper, tentative acceptance from *Harvard Business Review* (February 2010).
3. "Innovation at the Base of the Pyramid: Adapting Business Models to Local Conditions," (with Jacqueline Novogratz), in *Creating Mutual Value: Building Businesses and Alleviating Poverty with the Base of the Pyramid*, (eds.), S. Hart and T. London, Wharton Press, forthcoming summer 2010.
4. *The Services Shift: Seizing the Ultimate Offshore Opportunity*, (with Ajay Sharma), FT Press, January 2009.
5. "A Corporate Solution to Global Poverty: How Multinationals Can Help the Poor and Invigorate Their Own Legitimacy," *Journal of Economic Literature*, vol. XLV, June 2007.
6. "Trade, Foreign Investment, and India's Prospects for Development," in *India Agenda Monitor*, (eds.), K. Schwab and C. Mathur, (World Economic Forum), 2003
7. "Survivorship and the Economic Grim Reaper," (with George Baker), *The Journal of Law, Economics & Organization*, vol. 18, No 2, October 2002.
8. "Strategy Fads and Competitive Convergence: An Empirical Test for Herd Behavior in Prime-time Television Programming," *Journal of Industrial Economics*, vol. L, March 2002.
9. "External Liberalization and Foreign Presence: Cross-Industry Evidence from Central Europe," *Journal of Economics and Management Strategy*, vol. 9.2, summer 2000.
10. *Globalization and Development: Cases in National Economic Strategies*, (with Richard H. K. Vietor), Fort Worth, TX: The Dryden Press, 2000.

11. *Globalization and Development: Cases in National Economic Strategies—Teaching Manual*, (with Richard H. K. Vietor), Fort Worth, TX: The Dryden Press, 2000.
12. “The Effect of Bankruptcy Filings on Rivals’ Operating Performance: Evidence from 51 Large Bankruptcies,” *The International Journal of the Economics of Business*, vol. 7.1, February 2000.
13. “Competitive Shocks and Industrial Structure: The Case of Polish Manufacturing,” (with Pankaj Ghemawat), *The International Journal of Industrial Organization*, vol. 17, August 1999.
14. “Competitive Policy Shocks and Strategic Management,” (with Pankaj Ghemawat and Tarun Khanna), in *Managing Strategically in an Interconnected World*, (eds.) M.A. Hitt, J. Ricart i Costa, and R. Nixon, (John Wiley and Sons), 1998.
15. “A Tale of Two Economies: Economic Restructuring in Post-Socialist Poland,” *World Development*, v25.6, June 1997.

Teaching Cases and Notes

A. International Business: Michigan and WDI Cases and Notes

1. Airbus and Boeing: The Fight for Hegemony, (WDI # 428-593)
2. Aramex (A): Delivering the Future, (WDI #428-776)
3. Aramex (B): Delivering the Future, (WDI #428-777)
4. Balance of Payments, (WDI # 428-428-789)
5. Beyond Comparative Advantage: Theories of Strategic Trade (WDI # 428-935)
6. Corruption in International Business (A), (WDI # 428-641)
7. Corruption in International Business (B), (WDI # 428-644)
8. Cross-Border Project Valuation, (WDI # 428-649)
9. Cross-Border Project Valuation Exercise (A), (WDI # 428-663)
10. Cross-Border Project Valuation Exercise (B), (WDI # 428-763)
11. Cross-Border Project Valuation Exercise (C), (WDI # 428-764)
12. Entry Mode, (WDI # 428-587)
13. Entry Mode (A): Choosing the Right Approach, (WDI # 428-593)
14. Entry Mode (B): Direct and Indirect Exporting, (WDI # 428-806)
15. Entry Mode (C): Licensing, (WDI # 428-804)
16. Entry Mode (D): Franchising, (WDI # 428-807)
17. Entry Mode (E): Joint Ventures, (WDI # 428-802)
18. Foreign Direct Investment, (WDI #428-827)
19. From GECIS to Genpact: A Captive goes Third Party, , (WDI #428-595)
20. The Global Business Environment, (WDI # 428-651)
21. Global Business in the Next 25 Years, classroom video, July 2004
22. Going Global (A): General Motors, August 2004.
23. Going Global (B): eBay, August 2004.
24. Going Global (C): Infosys, August 2004.
25. Going Global (D): Apollo Hospital Systems, August 2004.

26. Going Global (E): Embraer, August 2004.
27. Going Global (F): Haier, August 2004.
28. Going Global (G): MTV India, August 2004.
29. IT-Enabled Services (A): Healthscribe India, (WDI # 428-652)
30. IT-Enabled Services (B): Transworks, (WDI # 428-653)
31. IT-Enabled Services (C): GE Capital International Services, (WDI # 428-654)
32. IT-Enabled Services (D): Spectramind eServices, (WDI # 428-655)
33. IT-Enabled Services (E): Bechtel India, (WDI # 428-656)
34. IT-Enabled Services (F): Teleradiology Solutions Inc., (WDI # 428-657)
35. The Services Shift: Managing the Global Sourcing of Services, (WDI # 428-762)
36. Trade and Comparative Advantage, (WDI #934)
37. Understanding Balance of Payments, (WDI #428-789)
38. Understanding Exchange Rates, (WDI # 428-646)
39. Understanding Exchange Rates Quiz (A), (WDI # 428-662)
40. Understanding Exchange Rates Quiz (B), (WDI # 428-700)
41. Understanding Exchange Rates Quiz (C), (WDI # 428-701)
42. Understanding Exchange Rates Quiz (D), (WDI # 428-702)
43. Understanding Exchange Rates Quiz (E), (WDI # 428-703)

B. Introduction to Business: Michigan and WDI Cases and Notes

44. Circuit City, (WDI # 429-039)
45. The Decline of the “Big Three” U.S. Auto Producers, (WDI # 429-048)
46. Managing the Value Chain: Governance, Location, and Firm Scope Decisions, (WDI # 429-011)
47. Mass Production and Vertical Integration at Ford in the 1920s, (WDI # 429-003)
48. Note on Economic Variation Across Firms, (WDI # 429-001)
49. The Value Chain: A Framework for Analyzing Firm Activities, (WDI # 429-002)

C. HBS Cases and Conceptual Notes

50. Banco Solidario: The Business of Microfinance, (HBS# 702-019).
51. The CAMPFIRE Program: Wildlife Management in Zimbabwe, (HBS# 799-082).
52. Casablanca Finance Group, (HBS# 700-063).
53. Casablanca Finance Group classroom video.
54. Chile: The Latin American Tiger?, (HBS# 798-092).
55. Chile: The Latin American Tiger? Teaching Note, (HBS# 799-092).
56. China: Facing the 21st Century, (HBS# 798-066).
57. China: Facing the 21st Century, Teaching Note, (HBS# 799-093).
58. Chrysalis Capital: Venture Capital in an Emerging Market, (HBS# 701-136).

59. Chrysalis Capital classroom video.
60. Corruption in International Business (A), (with R. Di Tella, HBS# 701-128).
61. Corruption in International Business (B), (with R. Di Tella, HBS# 701-129).
62. Currency Crises, (HBS# 799-088).
63. Currency Crises classroom video.
64. Currency Crises Teaching Note, (HBS# 799-097).
65. The Development of the Internet in China (A): Challenges and Opportunities, (HBS# 700-093).
66. The Development of the Internet in China (B): Chinadotcom Corporation, (HBS# 700-094).
67. The Development of the Internet in China (C): Sohu.com, (HBS# 700-095).
68. The Development of the Internet in China (D): Perspectives on the Industry and Firms, (HBS# 700-096).
69. The Economic Gains from Trade: Comparative Advantage, (with Nancy Koehn, HBS# 796-183).
70. The Economic Gains from Trade: Theories of Strategic Trade, (HBS# 796-184).
71. Economic Liberalization and Industry Dynamics, (HBS# 700-075).
72. Ecotourism: A Brief Introduction, (HBS# 700-099).
73. E-Hub Nigeria (A), (HBS# 701-066).
74. Expatriate Management: A Brief Introduction, (HBS# 700-098).
75. Fiscal Policy, (HBS# 797-076).
76. Gerber Products Company: Investing in the New Poland—Updated Computer Supplement, (computer exercise, HBS# 798-025).
77. The Han Young Labor Dispute (A), (HBS# 799-084).
78. The Han Young Labor Dispute (B): Winter 1997-1998, (HBS# 700-018).
79. The Han Young Labor Dispute (C): Spring-Summer 1998, (HBS# 700-019).
80. Houses for Africa, (HBS# 799-041).
81. Houses for Africa Teaching Note (HBS# 799-100).
82. Houses for Africa classroom video.
83. Identifying and Realizing Investments in Eastern Europe (A), (with R. Goldberg, HBS# 701-086).
84. Identifying and Realizing Investments in Eastern Europe (B), (with R. Goldberg, HBS# 701-087).
85. India in 1996, (HBS# 798-065).
86. India in 1996, Teaching Note (HBS# 799-094).
87. InterGen and the Quezon Power Project: Building Infrastructure in Emerging Markets, (HBS# 799-057).
88. InterGen and the Quezon Power Project: Building Infrastructure in Emerging Markets Teaching Note, (HBS# 799-102).
89. InterGen and the Quezon Power Project classroom video.
90. Mavesa (A): Business Strategy Amid Economic and Political Turmoil, (HBS# 700-041).
91. Mavesa (A) classroom video.
92. Mavesa (B): International Strategy and Valuation Concerns, (HBS# 701-075).
93. Mavesa (B) classroom video.
94. National Income Accounting, (HBS# 797-075).

95. Note on Currency Crises, (HBS# 799-089).
96. Offshore Corporations: A Brief Introduction, (HBS# 799-119).
97. The Pharmaceutical Industry and the AIDS Crisis in Developing Countries, (HBS# 701-136).
98. R.R. Donnelley: Expanding into Eastern Europe, (HBS# 799-083).
99. Shock Therapy in Eastern Europe: Economic Reform in Poland and Czechoslovakia, (HBS# 797-068).
100. Shock Therapy in Eastern Europe: Economic Reform in Poland and Czechoslovakia, Teaching Note, (HBS# 799-064).
101. Social Security Reform, (HBS# 799-011).
102. Social Security Reform, Teaching Note, (HBS# 799-095).
103. Tata Consultancy Services: High Technology in a Low-income Country, (HBS# 700-092).
104. Transition to a Market Economy: The Components of Reform, (HBS# 797-080).
105. Tyco International (A), (with Cynthia Montgomery, HBS# 798-061).
106. Tyco International (A) Teaching Note, (with Cynthia Montgomery, HBS# 701-134).

PROFESSIONAL ACTIVITIES

- 1993- Member, American Economic Association.
- 1994- Member, Academy of Management.
- 1995- Member, Academy of International Business.
- 1996- Member, Strategic Management Society.
- 1993- Referee. Periodic referee for:
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| <i>The American Economic Review,</i> | <i>The Business History Review,</i> |
| <i>Contemporary Economic Policy,</i> | <i>Journal of Economics and Management Strategy,</i> |
| <i>Economic Journal,</i> | <i>Journal of Economics and Management Strategy,</i> |
| <i>Journal of Industrial Economics,</i> | <i>Journal of Law, Economics and Organization,</i> |
| <i>Quarterly Journal of Economics,</i> | <i>Review of Economics and Statistics,</i> |
| <i>Sloan Management Review,</i> | <i>Strategic Management Journal,</i> and |
| <i>World Development.</i> | |

Have reviewed book manuscripts for:

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|------------------------------------|-------------------------------|
| Addison Wesley Publishing, | The Free Press, |
| HarperBusiness, | Harvard University Press, and |
| Harvard Business School Publishing | |