

CURRICULUM VITAE
SAHASRANAM "SAM" HARIHARAN

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EDUCATIONAL DEGREES:

- 1990** PhD in Corporate Strategy, University of Michigan
"Technological Compatibility, Standards and Global Competition:
The Dynamics of Industry Evolution and Competitive Strategies",
Ph.D. Dissertation, (Chair: C. K. Prahalad)
- 1979** B.E. (Hons.) in Production Engineering, University of Madras, India

WORK EXPERIENCE:

- Sept. 2003 – Present** **Faculty Member, Management Division**
Babson College, Wellesley, MA
Taught Core Strategy Courses and Graduate and Undergraduate elective courses
in Strategy and Global Business, and at Babson Executive Education (BEE).
Executive Education clients include DSM, Merck, Covidien, AspenTech.
Winner of the Dean's Award for Teaching in Graduate Programs in 2015.
- Oct. 2013 – Present** **Chairman of the Board & President, The Case Centre, USA**
Board Member, The Case Centre, UK.
- Mar. 2003 – Aug. 2014** **Visiting Associate Professor**
Purdue University/GISMA - Hannover, Germany
Supervised consulting projects for VW, TUI, Hannover Re, Alpiq, Atel,
Siriderma, Sennheiser, and BAT
Voted Outstanding Teacher of an Elective Course (2008, 2007, 2006, 2005)
Distinguished Teacher Award for both Core and Elective Course (2004)
- Sept. 2002 – Aug. 2003** **Visiting Faculty, Accelerated MBA Program (Executive MBA)**
San Francisco State University, San Francisco
- Jan. 1999 – Aug. 2001** **Chief Knowledge Officer (CKO) and Co-founder, NextStrat, Inc.**
Member, Board of Directors and Compensation Committee
Responsible for developing intellectual property and frameworks
for strategic management incorporated in the NextStrat Enterprise
Strategy Management (ESM) software, developing white papers on ESM
methodology and deployment, and leading strategy consulting
Additional responsibilities related to founding and management:
Raising funds from venture capitalists and other investors

Writing the Business Plan and creating the Financial Model
Helping develop and implement NextStrat's strategy

- Sept. 1997 – Aug. 2000 Associate Clinical Professor of Management & Organization
Director, Field Studies & Publications, PRIME program
Marshall School of Business Administration,
University of Southern California**
Taught Strategy Formulation and Implementation, International Business, Global Strategy and General Management in Executive MBA program, IBEAR program, MBA program and Executive Programs.
(One of the highest ranked faculty members - across all USC programs)
Supervised the consulting and field studies undertaken for PRIME program
Recognized in Business Week Annual Survey of B-Schools
- Sept. 1990 – Aug. 1997 Assistant Professor of Management & Organization
Graduate School of Business Administration
University of Southern California
Winner of the MBA Golden Apple Teaching Award for 1991**
- Sept. 1990 – Aug. 2000 Faculty Director and Strategy Faculty in many USC Executive Programs:**
e.g. Advanced Management Program (AMP), Nevada Power, Kaiser-Permanente Group, Hughes Space & Electronics
- Strategy Faculty in many USC Executive Programs:**
e.g. Management Development Program (MDP), Daimler-Benz, Toyota Motor, TRW, Long Beach Hospital, Korea Telecom
- Supervised and Directed Consulting projects for IBEAR program and others:**
Strategies for expansion into new geographic/country markets
Strategy formulation and implementation for a firm
Management and Business Plan for a start-up/new venture
Clients included Cisco, 3Com, Heil Tractor, Formica, Boise Cascade, Formica, Fortune Brands/STP, Agribuys.com, EC2
Sample of countries considered for expansion:
Japan, Argentina, Brazil, China, India, Germany, Taiwan, Singapore
- Sept. 1986 – Present Independent Strategy Consultant and Strategy Facilitator/Educator
Sample of strategy consulting engagements:**
Identifying, screening, and recommending candidate strategic acquirers
Integrating knowledge management across merging organizations
Strategic and competitive positioning of product line
Strategy development and implementation for non-profit organization
Strategy for business creation including business plan creation and justification
Organization and Implementation for a non-profit organization
Enterprise Growth Strategy
Identification of Enterprise Core Competence
Expansion into new geographic/country markets
E-Business Strategy for a traditional business

Strategic Advisor for an Internet business focused on charitable giving

Clients include Phytotech, Cognizant Technologies, ACMA, Wipro, Murugappa Group, Nord LB, Mattel, Xerox, Daimler-Chrysler, Marketplace Productions, Armstrong Industries, Daimler-Benz, Acer Computers, IBM, TRW, MiTek, Nevada Power TRW, Colgate Palmolive, Shop2Give, Syntellect, Continental Graphics, LACMA, Pacific-Bell, Sabre, MAPCO

**Jan. 1985 – Dec. 1990 External Consultant, Line of Business (LOB) Program
Federal Trade Commission**

Sept. 1989 – May 1990 Instructor, School of Business Administration, University of Michigan
Taught elective MBA course on Industry and Competitive Analysis, and Strategy Formulation and Implementation in the Executive Education programs at University of Michigan.
Developed evaluation criteria for Pryor Business Plan Competition

REFEREED PUBLICATIONS AND PRESENTATIONS:

“Entrepreneurial Globalization: Lessons from The ‘New’ Global Indian Firm”, (coauthored with U. Srinivasa Rangan), In Budhwar, P. , Varma and A. Kumar, R., Indian Business: Understanding a Rapidly Emerging Economy, Routledge: London, UK, 2019.

“Execution Challenges: The Experiences of Emerging Economy Multi-Nationals”, (co-authored with U Srinivasa Rangan), (Paper & Presentation), *Conference Proceedings, 2nd International Conference on Management Leadership and Governance*, Boston, March, 2014.

Program Chair, *2nd International Conference on Management Leadership and Governance*, Boston, March, 2014.

“Vermont Butter and Cheese Creamery”, Case and Teaching Note, (co-authored with David Wylie and U. Srinivasa Rangan), *North American Case Research Association (NACRA) Conference*, October, 2013.

“Integrating the Teaching of Strategic Analysis, Entrepreneurship and Sustainability: The Case of Maine Lobsters” (co-authored with U. Srinivasa Rangan), *International Journal of Sustainability Education*, Vol. 8(3), pp. 13-26, 2013.

“Entrepreneurial Globalization: Emerging Multinationals from Emerging Economies”, (co-authored with U. Srinivasa Rangan), *Conference Proceedings, 8th European Conference on Management Leadership and Governance (ECMLG12)*, Pafos, Cyprus, Nov. 8-9, 2012.

“Entrepreneurial Globalization: Emerging Multinationals from Emerging Economies”, (co-authored with U. Srinivasa Rangan), (Paper & Presentation), *8th European Conference on Management Leadership and Governance (ECMLG12)*, Pafos, Cyprus, Nov. 8-9, 2012.

“Acquisition Advantage: How Emerging Market Firms use Acquisitions and What Incumbents can do about it”, (co-authored with U. Srinivasa Rangan), in Global Strategies for Emerging Asia, Jossey-Bass/Wiley, 2012.

"Integrating the Teaching of Strategic Analysis, Entrepreneurship and Sustainability: The Case of Maine Lobsters" (co-authored with U. Srinivasa Rangan), (accepted for *Eighth International Conference on Environmental, Cultural, Economic and Social Sustainability*, January 10-13, 2011, University of British Columbia, Vancouver).

"Acquisition Advantage: How Emerging Market Firms use Acquisitions and What Incumbents can do about it", (with U. Srinivasa Rangan), (Paper & Presentation), *Global Strategy Conference: Leveraging Megatrends for Global Advantage*, Tokyo: Japan, December 16-17, 2010.

"Maine Seafood Products", Case (with David Wylie and U. Srinivasa Rangan), (accepted and presented), *North American Case Research Association (NACRA) Conference*, July, 2010.

"Maine Seafood Products", Teaching Note (with U. Srinivasa Rangan), (accepted and presented), *North American Case Research Association (NACRA) Conference*, July, 2010.

"Plant Scale in Entry Decisions: A Comparison of Start-Ups and Established Firms", (with Thomas Brush), *Managerial and Decision Economics*, 20, 1999.

"Scale of Entry: The Competitive Advantage of Established Firms?", (with Thomas Brush), In Thomas, H. et. al. (Eds.), *Strategic Integration*, John Wiley, 1995.

"Strategic Windows in the Structuring of Industries: Compatibility Standards and Industry Evolution", (with C. K. Prahalad), In Thomas, H. et. al., (Eds.), *Building the Strategically Responsive Organization*, John Wiley, 1994.

"Diversified Expansion by Established Firms", (with Cynthia Montgomery), *Journal of Economic Behavior and Organization*, 15 (1), January, 1991.

"Technological Compatibility Choices in High-Tech Products: Implications for Corporate Strategy", (with C. K. Prahalad), in *Conference Proceedings: Managing the High Technology Firm*, 1988.

OTHER PUBLICATIONS: MANUSCRIPTS, CASE STUDIES AND TEACHING NOTES:

"The Revival of the Conglomerate?", Babson Insight, Winter 2016.

Growing Pains at Commonwealth Dairy, Case, (co-authored with Peter Cohan), published by Babson College, BAB239C, 2016.

Growing Pains at Commonwealth Dairy, Teaching Note, (co-authored with Peter Cohan), published by Babson College, BAB239TN, 2016.

Warren Buffet and the Newspaper Industry, Case, (co-authored with Peter S. Cohan), published by Babson College, BAB155C, 2014.

Warren Buffet and the Newspaper Industry, Teaching Note, (co-authored with Peter S. Cohan), published by Babson College, BAB155TN, 2014.

Vermont Butter and Cheese Creamery, Case, (co-authored with David Wylie and U. Srinivasa Rangan), 2013.

Vermont Butter and Cheese Creamery, Teaching Note, (co-authored with U. Srinivasa Rangan), 2013.

"Negotiating the maze", (co-authored with U. Srinivasa Rangan), Business Standard, The Strategist, March 11, 2013.

"The Global Indian Firm", (co-authored with U. Srinivasa Rangan), In Kumar, R. (Ed.), Doing Business in India, The Marketing and Management Collection, Henry Stewart Talks Ltd., London (online at <http://hstalks.com/?t=MM1282991-Hariharan>), 2010.

Chokehold on Live Entertainment (A), Case (co-authored with Peter S. Cohan), published by Babson College, 89-C-10-A, 2010.

Chokehold on Live Entertainment (B), Case (co-authored with Peter S. Cohan), published by Babson College, 89-C-10-B, 2010.

Chokehold on Live Entertainment: (A) Teaching Note (co-authored with Peter S. Cohan), published by Babson College, 89-T-10-A, 2010.

Maine Lobster (A), (co-authored with David Wylie and U. Srinivasa Rangan), published by Babson College, BAB154, 2009.

Maine Lobster (B), (co-authored with David Wylie and U. Srinivasa Rangan), published by Babson College, BAB155, 2009.

Maine Lobster (Teaching Note), (co-authored with U. Srinivasa Rangan), 2009.

Whirlpool's Acquisition of Maytag, 2006.

Mattel Corporation: Live Case-study, 2005.

"Is your Strategy yielding any business results?", NextStrat, Working paper, 2000.

"Strategy Implementation Systems", NextStrat, Working paper, 1999.

Cases for PRIME program, (A total of 2 cases completed), 1999.

Cases on Nevada Power Company (NPC), (a total of four (4) cases, prepared for internal corporate use for executive development), 1997.

Strategies for Market Leadership in Service Industries, (co-authored with Jagdish Sheth and Arvind Bhambri), Technical Report, Sponsored Research, Center for Telecommunications Management, USC, 1991.

The Video Cassette Recorder (VCR) Industry, University of Michigan Case, 1989.

High Definition Television (HDTV), University of Michigan Case, 1989.

Cases on Brand Equity, (a total of five (5) cases, unreleased, prepared for internal corporate use, in

collaboration with C. K. Prahalad), 1990.

Cases on Product Development, (a total of three (3) cases, unreleased, prepared for internal corporate use, in collaboration with C. K. Prahalad), 1986.

WORK IN PROGRESS:

Apple in China and India, Babson Case Study, (co-authored with Peter S. Cohan), (to be published 2020).

Book Project on the Globalization of Israeli Firms, (with Peter Cohan and U. Srinivasa Rangan), (data collection completed, interviews completed, manuscript is work in progress).

Scaling Up: Challenges in Managing Growth, Research Project (data collection)

Edwards Lifesciences, Babson Case Study, (co-authored with Peter S. Cohan), (to be initiated 2020).

Regular participant and presenter at International Conferences

List of Academic and Invited Presentations available on request

AREAS OF EXPERTISE:

Global Strategies of Emerging Market Multinationals, Global Competition, Strategies for the creation of new businesses and new competitive spaces, Competitive Strategy, Innovation, Corporate Strategy, Strategy Execution, Strategy in the Diversified Multinational Corporation.

CITIZENSHIP: United States

REFERENCES: Available on Request