

SAIKAT CHAUDHURI

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EDUCATION

HARVARD UNIVERSITY, Boston, MA, USA September 1999-Present
Graduate School of Business Administration, Doctor of Business Admin. in Tech. & Ops. Mgmt. (Exp. March 2004)

Dissertation: "Can Innovation Be Bought? Managing Acquisitions in Dynamic Environments"

Empirical study of operational drivers of performance in innovation-targeted acquisitions, based on multi-method field research with leading high-technology companies. Examines the impact of technical complexity, organizational complexity, technical uncertainty, and market uncertainty on time to market and financial performance, as well as the moderating role of integration strategies on these effects.

Committee: Profs. Marco Iansiti (Chair), Stefan Thomke, Erik Stafford, Behnam Tabrizi

General Exam: Passed with Distinction

Additional Honors:

Harvard Business School Fellowship, 1999-2003
Multiple Harvard Business School Research Grants

STANFORD UNIVERSITY, Stanford, CA, USA September 1997-June 1998
School of Engineering & Graduate School of Business, M.S. Manufacturing Systems Engineering
Concentrations: Manufacturing Engineering & Strategic Technology Management

Grade Point Average: 3.95/4.00

UNIVERSITY OF PENNSYLVANIA, Philadelphia, PA, USA, *Mgmt. & Tech. Program* September 1993-May 1997
The Wharton School, B.S. Multinational Management *Summa Cum Laude*
School of Engineering & Applied Science, B.S.E. Mechanical Engineering *Summa Cum Laude*
College of Arts & Sciences, Minor Mathematics

Grade Point Average: 3.82/4.00 *GMAT:* 730 (Top 1%) *Rank:* 1 (Mechanical Engineering); Top 5 (Wharton School)

Additional Honors:

Ralph M. Teetor Award as top student in Mechanical Engineering
Runner-up for Wharton Dean's Award for Excellence
Award for Excellence in Mechanical Engineering Senior Design Project
Dean's List, Tau Beta Pi, Golden Key National Honor Society

INTERNATIONAL SCHOOL OF DÜSSELDORF, Düsseldorf, Germany August 1982-June 1993
Bilingual International Baccalaureate Diploma with 40/45 points & High School Diploma with Distinction

Grade Point Average: 3.8/4.0 *Rank:* 1

Additional Honors: Awards for Excellence in Chemistry, History, English, German, and Music; Award from the President of Germany in essay competition on "Foreigners in Germany"; National Honor Society.

PAPERS AND CONFERENCE PRESENTATIONS

WORK IN PROGRESS

Chaudhuri, S. "The Impact of Complexity and Uncertainty on the Performance of Innovation-Motivated Acquisitions."

Chaudhuri, S. "Managing Complexity and Uncertainty in Innovation-Targeted Acquisitions: Contingent Effects of Integration Strategies on Performance."

Chaudhuri, S. "The Relationship Between Time to Market and Financial Performance in Innovation Acquisitions."

Chaudhuri, S. "Integration Strategies in High-Technology Acquisitions."

PUBLICATIONS

Chaudhuri, S. "Managing Human Resources to Capture Capabilities: Cases in High-Technology Acquisitions." In *Managing Culture and Human Resources in Mergers and Acquisitions*, edited by G. Stahl and M. Mendenhall. Stanford University Press, forthcoming.

Chaudhuri, S. and B. Tabrizi. "Capturing the Real Value in High-Tech Acquisitions," *Harvard Business Review*, Sept.-Oct. 1999. Article has been used in teaching MBA/executive courses at Harvard, Kellogg, INSEAD, Michigan, NYU. Also quoted by media.

Chaudhuri, S. "Overcoming Merger and Acquisition Challenges," *Cutter Business-IT Strategies Advisor*, Jan. 15, 2003.

Chaudhuri, S. "A Time to Buy," *Businessworld*, June 11, 2001. Article quoted by the media.

Chaudhuri, S. "Making Mergers and Acquisitions Work," *Business Today*, Feb. 2001.

Chaudhuri, S. "Managing the Buyout Game," *Businessworld*, Nov. 20, 2000.

ACADEMIC CONFERENCE PRESENTATIONS

Chaudhuri, S. "Integration Strategies in High-Technology Acquisitions." Business Policy and Strategy Division, Academy of Management Meeting. Seattle, Aug. 4-6, 2003.

Chaudhuri, S. "Can Innovation Be Bought? Managing Acquisitions in Dynamic Environments." Innovation Research Conference. Boston College, Chestnut Hill, May 31, 2003.

Chaudhuri, S. "Innovations-Management in unsicheren Märkten." Forum Instandhaltung zwischen Handwerk und Cybertech. Verein Deutscher Ingenieure/Verein Deutscher Eisenhüttenleute, Lahnstein/Rhein, May 13-14, 2003.

Chaudhuri, S. "Obtaining Capabilities through International Acquisitions: Experiences of European and Indian High-Tech Companies in the U.S." Workshop on Innovation-Led Competition and Global R&D Management. Institut Français de Relations Internationales, Paris, June 26, 2001. By invitation.

Chaudhuri, S. "Acquisitions as Mechanisms for Organizational Change: Insights from the Networking Industry." Transatlantic Ph.D. Conference. London Business School, London, June 22-24, 2001.

Chaudhuri, S. "Toward a New Theory of Acquisitions: Insights from the Networking Industry." CCC Conference. Duke University, Durham, April 27-29, 2001. By invitation.

OTHER CONFERENCE PRESENTATIONS AND INTERVIEWS

Chaudhuri, S. Interviewed on Indian IT firms' acquisition strategies in article "Mating Season," by Alam Srinivas. *Businessworld*, March 25, 2002.

Chaudhuri, S. Panel speaker on India's IT industry at "International Breakfast Connection Series: An Exploration of the Hottest International Technology Market Places." Greater Boston High-Tech Association, Cambridge, February 13, 2002. By invitation.

Chaudhuri, S. Participant at India Economic Summit 2000. World Economic Forum, New Delhi, November 26-28, 2000. By invitation. Attendees comprised heads of state, global chief executives, international thought leaders, and Indian cabinet.

Chaudhuri, S. "A Capabilities Approach for Successful High-Tech Acquisitions." Agilent Technologies Learning Forum. San Francisco, December 15, 1999. By invitation. Also conducted two workshops on building acquisition strategies and teams.

TEACHING & ADDITIONAL RESEARCH EXPERIENCE

HARVARD UNIVERSITY, Grad. School of Business Admin., Boston, MA, USA September-December 2001
Teaching Assistant - Taught students concepts in corporate strategy, capability creation, and disruptive innovation in MBA course on building a sustainably successful enterprise taught by Prof. Clayton Christensen. Assisted in preparing teaching plans.

STANFORD UNIVERSITY, School of Engineering, Stanford, CA, USA March 1998-June 1999
Researcher - Investigated technology selection and integration processes in high-tech firms under guidance of Prof. B. Tabrizi.

STANFORD UNIVERSITY, School of Engineering, Stanford, CA, USA March-June 1998
Teaching Assistant - Taught students concepts of IT strategy in graduate-level course taught by Prof. B. Tabrizi. Evaluated students.

UNIVERSITY OF PENNSYLVANIA, The Wharton School, Philadelphia, PA, USA January-May 1997
Teaching Assistant - Taught students skills in global management, in elective course taught by Prof. H.V. Perlmutter. Evaluated students.
Research Assistant - Evaluated the effectiveness of the course content and structure in developing students' global perspective.

UNIVERSITY OF PENNSYLVANIA, The Wharton School, Philadelphia, PA, USA Sept.-May 1994, 1995, 1996
Teaching Assistant - Taught leadership, communication, and teamwork skills in introductory undergraduate management course, which involved running own classes. Evaluated students.
Teaching Assistant Selection Committee - Interviewed, evaluated, hired, and trained teaching assistants for the course.

INTERNATIONAL SCHOOL OF DÜSSELDORF, Düsseldorf, Germany May-June 1993, 1994
Teaching Assistant - Taught International Baccalaureate (I.B.) Math, Physics, and Chemistry for brief periods.

PROFESSIONAL EXPERIENCE

MANNESMANN AG, Düsseldorf, Germany, *Project Leader, Corporate Development* October 1998-August 1999
Planned, executed, and led strategy and acquisition projects for global portfolio of companies within Mannesmann Group, covering engineering, automotive, tubes and trading, and telecommunications industries. Reported to Group executive board.

MANNESMANN AG, Düsseldorf, Germany, *Intern, Market Research Group* June-August 1997
Led projects in consulting team identifying new market opportunities for Mannesmann Group and company executive boards.

MCKINSEY & COMPANY, Düsseldorf, Germany, *Intern* July-August 1996
Developed a concept for IT-based quality and cost measurement for a large, core client in the health care industry.

CITIBANK PRIVATKUNDEN AG, Düsseldorf, Germany, *Summer Associate, Service Quality* May-August 1995
Developed a new concept for Germany- and Europe-wide IT-based measurement and monitoring of quality of customer service.

CONSULTING EXPERIENCE

GOVERNMENT OF INDIA, New Delhi, India January 2001-January 2002
Advised Minister of Information Technology on future growth of India's IT industry and opportunities for leveraging high-tech expertise to catalyze growth in other sectors of the country's economy.
Advised Member of the Planning Commission on IT-based development projects.
Advised President of NASSCOM, the Indian IT industry's trade association, on growth opportunities for companies.

DIAMOND-CLUSTER INTERNATIONAL, Chicago, IL, USA November 2000
Advised large technology consulting firm on acquisition strategy.

NEEL GAGAN, Windham, NH, USA August 2000-Present
Member of Advisory Council of ethnic online retailing company.

VOX POPULI, Boston, MA, USA August 2000-March 2002
Consultant to telecom start-up venture.

HEWLETT-PACKARD, Vancouver, WA, USA January-June 1998
Developed a new product development process for future DeskJet printer series.

HONG KONG AIR CARGO TERMINALS LTD., Hong Kong, China January-March 1998
Identified opportunities for market expansion into North America. Developed an entry strategy.

IBM, San Jose, CA, USA September 1997-March 1998
Redesigned manufacturing line for the high-end tapehead business of IBM's highly profitable storage systems division.

NUMMI, Fremont, CA, USA September-December 1997
Restructured potentially lucrative service parts manufacturing business for this Toyota-General Motors joint venture.

LOCKHEED MARTIN, Valley Forge, PA, USA January-December 1996
Designed IT-system for managers/directors to enable online communication, project management, and budgeting USA-wide.

ACADEMIC SERVICE

INTL. JOURNAL OF ENTREPRENEURSHIP & INNOVATION January 2003-Present
Ad-Hoc Reviewer - Invited to review paper submitted for publication to this leading academic management journal.

MANAGEMENT SCIENCE June 2002-Present
Ad-Hoc Reviewer - Invited to review paper submitted for publication to this leading academic management journal.

ACADEMY OF MANAGEMENT January 2002-Present
Ad-Hoc Reviewer - Review papers submitted for AOM's annual conferences for the BPS and TIM divisions.

HARVARD UNIVERSITY, Grad. School of Business Admin., Boston, MA, USA December 1999-December 2002
Judge, Dell Case Competition - Evaluated Harvard MBA case analysis presentations to select team to represent School in USA-wide competition. Selected teams placed first in 2001 and 2002, and second in 2000, in the national finals.

OTHER ACTIVITIES AND SERVICE

DIGITAL PARTNERS, Seattle, WA, USA March 2002-Present
Member, Brain Trust - Select technology-based, entrepreneurial, social development projects for promotion by this United Nations supported non-profit organization. Advise business plan development and execution of program to create a self-sustaining program to make sections of women from impoverished backgrounds in India computer literate.

INTERNATIONAL SCHOOL OF DÜSSELDORF, Düsseldorf, Germany November 1998-August 1999
Chair, Resource Management, Development Committee of the Board of Trustees - Assessed future developmental and financial needs of the school, and coordinated all corporate and alumni fund-raising activities.

STANFORD UNIVERSITY, Stanford, CA, USA September 1997-June 1998
Co-Founder, South Asian Graduate Alliance - Created and led a professional and social networking organization.
Executive Director, Stanford Engineering Association - Allocated funds to student organizations promoting engineering.
Member, Stanford Engineering Club for Automation and Manufacturing - Initiated various manufacturing activities.

UNIVERSITY OF PENNSYLVANIA, Philadelphia, PA, USA September 1993-May 1997
Chief of Staff, International Affairs Association - Led and managed a staff of 165 students to organize and run a USA-wide model United Nations conference, with 1300 participants and revenues over \$100K. Achieved profit of \$40K.
Secretary/Public Relations Officer, American Society of Mechanical Engineers - Initiated and led projects.
Student Recruiter, International Admissions Office - Recruited, interviewed, and recommended students for admission.
Further activities include: Residential Advisor, South Asia Society, International Students' Association, Management and Technology Club, Trainer for Peer Advisors for Cultural Education, "Into the Streets" Community Service.

INTERNATIONAL SCHOOL OF DÜSSELDORF, Düsseldorf, Germany August 1989-June 1993
Secretary/Treasurer, Student Council; President, Amnesty International, Editor-in-Chief, Newspaper; Member, Judicial Board; Captain, Tennis Team; Manager, Basketball Team; Intl. Mathematics Competitions, Speech and Debate, Intl. Honor Choir, Meistersingers, Jazz Ensemble, Musical Productions, Peer Counselor, First Aid Helper, Soccer.

RESEARCH INTERESTS, TEACHING INTERESTS, AND LANGUAGES

Research Interests: Innovation management, Acquisition implementation, Adaptation in changing environments.

Teaching Interests: Strategy, Innovation and operations management, Management of mergers and acquisitions.

Languages: Fluent in English, German, Bengali, Hindi.

REFERENCES

Marco Iansiti
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