



H A R V A R D | B U S I N E S S | S C H O O L

**TARUN KHANNA**

JORGE PAULO LEMANN PROFESSOR  
DIRECTOR, LAKSHMI MITTAL & FAMILY SOUTH ASIA INSTITUTE  
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**EDUCATION**

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

**Current Responsibilities**

*Harvard Business School (since 1993)*

Jorge Paulo Lemann Professor; Strategy Faculty; Faculty Chair, HBS activities in India/ S. Asia Executive Education, Chair of Senior Executive Leadership program for Middle East, and participant in several China/India programs; Chair of focused programs for global corporations (eg Samsung)  
Co-coordinator, [Creating Emerging Markets](#) project (video interviews of iconic entrepreneurs across emerging markets) a teaching/ research public good.  
Supervisor, Doctoral dissertations on Emerging Markets  
Co-editor of several leading scholarly journals on economics and business

*Harvard University*

Director, [The Lakshmi Mittal and Family South Asia Institute](#) (since 2010)  
Harvard College Gen.Ed & University-wide course (for undergraduates and graduate students): **Contemporary Developing Countries: Entrepreneurial Solutions to Intractable Problems**  
Coordinator: Mittal Institute-led University Projects: Mapping the [Kumbh Mela](#), world's largest gathering of humanity; [Partition of British India Project](#) (70<sup>th</sup> anniversary in 2017); Meritocracy Project  
Executive Council, Asia Center; Member of Steering Committee, Harvard Global Health Institute  
HarvardX Online free course (MOOC): [Entrepreneurship in Emerging Economies](#), reaching tens of thousands of students annually across 25+ countries

*Outside Activities Summary*

Government of India (GoI) Activities: Chairman, Commission on Entrepreneurship and Innovation, 2015, and board member, [Atal Innovation Mission](#), GoI flagship nationwide program to accelerate entrepreneurship; Commission Member, Prime Minister's program to establish India's Institutes of Eminence (universities)  
World Economic Forum (Davos, Dalian/ Tianjin)  
Cofounder of, and investor in, several entrepreneurial ventures in India, China, Singapore, Dubai  
Board Member of, and consultant, to several global & Asia-centered corporations & non-profits  
Trustee, [Museum of Fine Arts](#), Boston  
Princeton University, Chair, Academic advisory committee to Provost, [PIIRS](#)  
Cofounder, (pro bono) [Summer Crossroads](#), Dubai, one-week free program for talented first-in-family-to-college from developing countries. 1% selection rate. Attended by youth from 25 developing countries

**Selected Awards and Honors**

2018 Honorary appointment, China Europe International Business School (CEIBS), Shanghai, China  
2018 35<sup>th</sup> Annual Honorary Sir P Thakurdas Memorial Lecture, Indian Inst. Banking & Finance, India  
2016 Elected Eminent Scholar, lifetime achievement in Int'l Management, Academy of Management  
2014 Runner-up McKinsey Prize for best article in the Harvard Business Review in 2014  
2009 Elected Fellow of the Academy of International Business  
2007 Young Global Leader. World Economic Forum (Davos) citation for exceptional talent under 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 in Arabic, Brazilian Portuguese, Indonesian, Korean, Portuguese, Turkish, Vietnamese.

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).

Dastidar, S.G., R. Fisman, Tarun Khanna. "Testing Limits to Policy Reversal: Evidence from Indian Privatizations." *Journal of Financial Economics* 89, no. 3, September 2008

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

Rural Taobao (Alibaba e-commerce expansion) (with R. Allen, A. Frost & W. Koo) 2019. Online behemoth sequentially experiments with attempts to penetrate rural China

Talent@Tencent, 2018 (with N. Dai & S. Lin). Social media giant, owner of WeChat, considers ways to nurture talent during hypergrowth, and to support entrepreneurs in Shenzhen.

Huaxia: Building a US style Dairy in China, 2016 (with Juan Ma and Nancy Dai). Attempt to build state-of-the-art dairy to counter massive milk poisoning problems in China.

Haier: Taking a Chinese Company Global, 2011 (with K. Palepu & P. Andrews). Traces rise and maturation of China's white goods giant, and recent global expansion attempts.

### **Selected Case Studies- India & South Asia**

Health City Cayman Islands, 2016 (with B. Gupta). How can Narayana Health (Bangalore) deliver cardiac care affordably around world? VIDEO detailing founding & expansion.

BRAC, World's Largest NGO, 2014 (with R. Roy, R. Tahilyani, & A. Sesia) Leadership in Bangladesh reviews scope of financially self-sustaining non-profit across developing world

Aadhaar: India's 'Unique Identification' System. 2012 An ambitious state-of-the-art initiative to collect biometric data for each of India's 1.2 billion residents.

Jaipur Literature Festival, 2012. An upstart festival in India captures lovers of books' imagination around world. How should this platform be managed?

HCL Technologies, 2008 (with L. Hill & E. Stecker). Software services giant adopts 'employee first, customer second' radical approach to re-energize business model & retain talent.

Globalization of Tatas, 2008 (K. Palepu, R. Bullock). India's preeminent business group has aggressively expanded globally through acquisitions as part of a novel globalization journey.

## EMERGING MARKETS (Selected Books, Articles, Cases)

**TRUST: Creating the Foundation for Entrepreneurship in Developing Countries.** Published 2018. Berrett-Koehler Publishers (Penguin. South Asia). Translations: Brazilian Portuguese, Spanish, Hindi

**WINNING IN EMERGING MARKETS: A Roadmap for Strategy and Execution** With K. Palepu & R. Bullock. Published in 2010 by Harvard Business School Publishing. Translations: Brazilian Portuguese, Japanese & Chinese.

Khanna, Tarun, and Gupta, B. "A Recombination-Based Internationalization Model: Evidence from Narayana Health's Journey from India to the Cayman Islands," *Organization Science*, 2018.

P. Choudhury, D/ Wang, N. Carlson, T. Khanna. "Machine Learning approaches to Facial and Text Analysis: Application to CEO Communication." HBS/Columbia University paper, 2018.

Khanna, Tarun. "When Technology Gets Ahead of Society." *Harvard Business Review* 96, no. 4, July–August 2018.

Cheng, G., Zuzul, T., Khanna, T. and Jones, G. "Overcoming Institutional Voids: A reputation-based view of long run survival," *Strategic Management Journal*, 2017.

Barnett, Ian, Khanna, Tarun, & Onnela, JP. "Social & Spatial Clustering of People at Humanity's Largest Gathering." *PLOS One*, 2016.

Khanna, Tarun. "Contextual Intelligence." *Harvard Business Review* 92, no. 9, September 2014

Khanna, Tarun, and Catherine Thomas. "Synchronicity and Firm Interlocks in an Emerging Market." *Journal of Financial Economics* 92, no. 2, May 2009

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 Int'l Business." *Journal of Int'l Business Studies* July 2006

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

### **Creating Emerging Markets Business History Project**

~120 research & instructional VIDEO interviews of iconic business leaders across 20 emerging markets in Africa, Asia, and Latin America. > 2,000 website visitors per month.

### **Selected Case Studies**

El Sistema. 2018, (with Fernanda Miguel and Laura Urdapilleta). A Venezuelan music academy changes lives of kids worldwide.

Veolia, 2017 (with G. Ahuja, K. Maslouskaite, V. Dessain). French water/waste/energy behemoth addresses 'circular economy' projects to adequately resource the world?

Nokia's Rise & Fall, 2013 (with J. Alcacer & C. Snively) Traces the rise and dramatic fall of Nokia mobile phones (esp. in emerging markets). Why the dominance & the denouement?

Genzyme's CSR Dilemma 2009 (with C. Bartlett & P. Choudhury). A global biotech develops therapies for neglected diseases. How should its CSR and strategy relate?

Metro Cash and Carry, 2006, 2010 (with K. Palepu, D. Lane, C. Knoop) German multinational HQ-Subsidiary relations

## Corporate Boards & Selected Angel Investments

### Boards

[AES](#) - Global energy generation and distribution giant, traded on NYSE and several exchanges. Emerging markets, especially Latin America, account for 2/3 of rev. (2009 – Current)

[Axiator](#) (co-founder) – India’s leading accelerator/incubator dedicated to raising entrepreneurs’ odds of success. (2015 – Current)

[Bharat Financial Inclusion Limited](#) - India’s leading nationwide microfinance company catering to poor women borrowers to help them start businesses in rural India. (formerly SKS Microfinance) (2009-Current)

[Chai Point](#) (co-founder) - India’s tech-enabled affordable B2C & B2B tea company in 8 cities. (2018 – 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)

**Investments:** [Aspiring Minds](#), [Clutch Group](#), [Jana Care](#), [Murgency](#), [Carcrew](#)

### Selected Advisory Engagements

**Bunge Limited**, (NYSE: BG, 2005 – 2010); **Primary Sources** (Boston, 2008 – current); **Princeton University** (*External Committee*, 2018 – current; *Department of Engineering & Applied Sciences*, 2003-2004);

**Tata Opportunities Fund** (Mumbai, 2011 – 2017)

### Selected Recent Consulting/Education Company Projects

PDS Global Textile Firm (London & India), Hero Group (India), Nomura (Japan), 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 for Fortune 100 CIOs (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

Young Presidents Organization (YPO) Worldwide chapters, 1997-2008, forthcoming Johannesburg May 2019

Asia Society events on new book Trust, in Mumbai (November 2018) & Hong Kong (January 2019)

Chilean chamber of commerce, Santiago, Invited address on Trust in Developing Countries, January 2019

TiE (The Indus Entrepreneurs) global event, New Delhi, 2018

BIO International Life Sciences Convention, Boston, 2018

NASSCOM Indian software association, 25<sup>th</sup> anniversary celebrations, Mumbai, 2017

Jaipur Literature Festival, Jaipur, India, 2015, 2017 (& forthcoming January 2019)

WSJ Innovation Summit, Singapore, 2013

Economist Roundtable “Preparing for a Riskier World”, Boston, 2012

McKinsey T-30 Summit 2012, Palo Alto, 2012

Regular speaker at World Economic Forum Davos meetings in January (until 2012), and at occasional WEF regional summits in China, India and the Middle East (current).

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

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

Op-eds: International Herald Tribune, Asian Wall Street Journal, Business Week, Economic Times, Proj. Syndicate

Commentator on CNN, BBC, CNBC, Bloomberg, and on National Public Radio.

### Selected Videos (selection from [Videos on Tarunkhanna.org](#))

TEDx Mumbai, [Lessons from Kumbh Mela – World’s Largest Gathering of Humanity](#), Dec 2015

Facebook Live Emerging Markets Talk, 72K views <https://www.facebook.com/HBR/videos/10154323767612787/>

Bloomberg TV [Lessons in Strategy Series](#) 2014

HarvardX for Allston Lecture, [Health Entrepreneurship for Development](#) October 8, 2014

Wall Street Journal Executive Conference: Unleashing Innovation Summit February 19 – 21, 2013

[Is Europe Losing its Innovation Mojo?](#) & [Key For Success: Diversity of Backgrounds](#)

University of Maryland, Robert H. Smith School of Business. [Emerging Markets Forum](#) April 29<sup>th</sup> 2011.

World Economic Forum Tianjin, Summer Davos, [Doing Business at the Next Frontier](#) September 2010

Harvard Business Publishing. [How Companies Break Into Emerging Markets](#) June 22<sup>nd</sup> 2010.

GoogleTech Talks. [Billions of Entrepreneurs](#). March 12<sup>th</sup> 2009.

World Economic Forum. [Davos 2009 ideasLab](#). Jan 30, 2009.