Likened to the ancient master of strategic arts, Sun Tzu, by *Fortune Magazine*, Dr. Richard D'Aveni lives up to his reputation by advising executives on how to be revolutionaries, and others on how to create order out of the chaos that revolutionaries cause.

Richard A. D'Aveni is Professor of Strategic Management at Dartmouth's century old Amos Tuck School of Business Administration. The *Wall Street Journal* recently named the Tuck School as the number one MBA program in the world for the second year in a row, and the Tuck School is the oldest graduate business school in the world. Tuck's parent, Dartmouth College, was chartered in 1769 by the King of England. D'Aveni holds a Ph.D. from Columbia University and a bachelor’s degree from Cornell University, as well as being an attorney and CPA.

**KEY TOPICS**

- *Hypercompetition* – His groundbreaking book, translated into eight languages, coined the frequently used term "Hypercompetition" -- for revolutionaries and those in rapid change environments seeking to change the rules of the game.
- *Strategic Supremacy®* – This book recommended the use of “Spheres of Influence” and “counter-revolutionary” strategies—for those trying to create order out of the chaos caused by the revolutionaries.
- *Beating the Commodity Trap* - His latest book, already translated into Chinese, Italian, and Japanese, develops the use of Price-Benefit Mapping and Analysis, tools that help you visualize how and why market is moving, so you can prevent Hypercompetition from disintegrating into Commodization.

Far ahead of the Internet Revolution, D'Aveni advised that sustainable advantage is no longer possible. In his best seller, *Hypercompetition*, D'Aveni warned that firms will prosper in the long run only if they surprise competitors and create a series of "unsustainable advantages" – brief periods of superiority that destroy the current industry leader's advantage and provide unique value to customers. In this way, hypercompetitive firms disrupt and confuse competitors and force them to play continuous "catch-up." In the post-Internet bubble age, successful companies still continually replace their own short-lived advantages with new ones. "The Golden Rule," D'Aveni says, "is: 'Do unto yourself before others do unto you." D'Aveni's provocative analysis and strategy have led management guru Tom Peters to describe him as "a very fresh voice urging managers to build enterprises dedicated to perpetual revolution."

In keeping with his own view of building new advantages to displace old ones, D'Aveni’s next big insight (contained in *Strategic Supremacy*) lays out techniques for beating the revolutionary strategies he recommended in *Hypercompetition*. D'Aveni advises global giants and other corporations that they will probably never become the elephant that learns to dance, so they should build strategies around their massive resources. To leverage their weight, global firms will need to establish a sphere of influence, beat back the forces of competitive pressure surrounding their spheres, and develop strategies for routing resources within their sphere to contain, shape, absorb, neutralize, hedge, or annul the revolution. Winners also create order out of the chaos caused by revolutionaries through building durable competitive configurations – certain patterns of cooperative and competitive relationships between competitors. D'Aveni says: "Through the use of unique “concert of power” alliances and competitive pressure strategies, well-established, slower-moving firms can configure the major players and the revolutionaries into a more stable and favorable world." Some of his unusual and innovative strategies include: creating polarized blocs to deal with revolutionaries, using triangulation strategy to realign the interests of other major firms, and building overlapping
spheres of influence to create a more peaceful configuration. Like Hypercompetition, Strategic Supremacy is controversial and challenges many of popular paradigms. In Strategic Supremacy, D'Aveni warns the global giants, "synergies are your least likely source of advantage. They are too hard to capture and too vague to understand. Rely instead on your Sphere of Influence to create order out of chaos." He also warns the revolutionaries, "when you are a fly on an elephant's butt, the last thing you want to do is to force it to sit down."

Because of his extensive use of lessons from the history of European international relations and empires in Strategic Supremacy, D’Aveni received the prestigious honor of being invited to speak about the book in the French Senat. In addition, he has earned the praise of Adrian Slywotzky, author the best sellers The Profit Zone and Value Migration, who called D’Aveni “the Henry Kissinger of corporate strategy.”

In his latest book, Beating the Commodity Trap, D’Aveni’s critical insight is about how to deal with the worst form of Hypercompetition, Commoditization. He reveals his discovery that there are three types of commoditization: deterioration, proliferation, and escalation. Each of these creates a different strategic dilemma for firms, requiring different methods to take advantage of the trap, destroy the trap, or avoid the trap. The Financial Times of London and the Los Angeles Times both said that these are “issues every firm will have to face”, making this one of the most critical challenges of our times.

CREDENTIALS

Professor of Strategic Management at Dartmouth's Amos Tuck School of Business Administration, A.B., Cornell University; J.D., Suffolk University; M.B.A., Boston University; Ph.D., Columbia University; CPA, Massachusetts

Winner of the prestigious A.T. Kearney Award and credited with developing a new paradigm for strategic thinking. Wirtschafts Woche (the German equivalent of Business Week) named D'Aveni one of America's leading management thinkers for the future. Also named by the Washington DC-based Corporate Executive Board as one of the seven most influential strategy thinkers.


Served on the staff of a Governor from Massachusetts who was nominated by his party to run for President of the United States.


PROFESSIONAL ACTIVITIES

Consultant/coach for many Fortune 500 corporations, including Aetna Insurance, AGFA, Armstrong Industries, Citicorp/Salomon Smith Barney, Corning, Creative Labs, Dun & Bradstreet, General Electric, General Motors, Hoffman-LaRoche, Motorola, and Schering Plough.

Keynote speaker/facilitator at CEO Level Corporate Meetings and Offsite Planning Sessions, including Boston Technology, Cox Communications, Creative Labs, Delphi Automotives, Fininvest
Italia, Fischer Scientific, Florida Power, Grant Thornton, Heafner Tire Group, Instinet (Reuters),
John Deere, J.R. Simplot Co., Knight Ridder, Land O'Lakes, Merrill Lynch, Phillip Morris
(Europe), Reynolds & Reynolds, Rhodia, Schering Plough International, School Specialty Supply,
Schwan's Foods and Union Camp.

Keynote speaker at CEO Forums, including Ambrosetti Group (Italy), The Chief Executive
Leadership Institute's Conferences for CEOs, The Conference Board's Private CEO Meetings, The
Global Panel (Netherlands), IBM Electric Utility CEO Forum, Invest Corp., World Economic
Forum (Davos, Switzerland), Young President's Organization (YPO), and venture capital fund
conferences for their portfolio companies.

Frequent keynote speaker for large audiences at industry and professional associations and senior-
level marketing meetings, including AMA, Bayer AG, Belgium Stitching (Marketing) Association,
GlaxoWellcome Wholesale/Retailers, Hartco (PC & Software Resellers), Monsanto, National
Association of Credit Managers, Netherlands Institute of Marketing, Pepsico International, Pfizer,
Planning Forum, Renaissance Weekend (Renaissance Institute), SmithKline Beechum Marketing,
Society of Competitive Intelligence Professionals, Strategic Management Society, Target
Marketing, and US Cellular.

Faculty for executive education programs, including the Tuck School, the Wharton School and
programs in Israel, Japan, Mexico, Vietnam, and throughout Europe, South America and the USA.

Represented (for speaking engagements only) by the W. Colston Leigh Bureau, Inc., the same agent
that represents Peter Drucker, Gary Hamel, Michael Porter and Adrian Slywotzky.

**QUOTES**

About *Strategic Supremacy*:
“Timely, provocative and clear.”
--*Harvard Business Review*

About *Hypercompetition*:
"A modern-day analogue to *The Art of War*, the ancient Chinese classic that is the Bible of many
corporate strategists."
--*Fortune*

About Professor D’Aveni:
"Mr D'Aveni and Mr. Hamel reject formulaic management techniques in favour of a more fluid
approach. Once executives realise there are no set rules, they might be more willing to discard
conventional ways of thinking. It is a good time to be a maverick, they say, since old ideas have
never been as useless as they are in today's business environment."
--*The Financial Times of London*

"D'Aveni … offers a vision for disruption, competencies for disruption, tactics for disruption."
--Tom Peters, Author

"De-emphasize, but don't cast aside, your reliance on the traditional static thinking of Harvard
professor and competitive guru Michael Porter. Adopt more of the dynamic thinking of Dartmouth
professor, Richard D'Aveni, author of *Hypercompetition; Managing the Dynamics of Strategic
Maneuvering*. Today's Internet Marketers Worship at the Competitive Altar of D'Aveni."
--*Marketing News*