



PIERO MOROSINI

<http://www.sevenkeystoimagination.com>

Personal	Italian and Peruvian citizen. Fluent in Spanish, Italian and English. Married and father of three children.
Education	The Wharton School , University of Pennsylvania, Philadelphia <ul style="list-style-type: none">• Ph.D in Management (1994)• M.A. in Decision Sciences (1988)• MBA (1988) Universidad del Pacífico , Lima <ul style="list-style-type: none">• Graduated in Economics (1984) NYU Stern School of Business, New York University <ul style="list-style-type: none">• International Teachers Program - ITP (1999-2000)
Current Positions	Founding president of PAYA Sàrl , a leadership institute that helps individuals and organizations around the world apply imagination to create new and successful futures.
Areas of Expertise	Piero Morosini is an internationally recognized author, keynote speaker, and educator within the following areas: <ul style="list-style-type: none">• International Strategy• Leadership• Imagination, creativity and innovation• Mergers and Acquisitions, and Corporate Alliances• Corporate Glue
Executive Education	Piero Morosini has designed, led and delivered high-profile, international leadership programs with companies such as: Pirelli, FIAT Group, Generali (Italy), SUEZ (France) DNV, Kongsberg, Telenor (Norway), Ernst & Young, Zurich Financial Services Group (Switzerland), Euro RSCG, Sun Microsystems (USA), DaimlerChrysler, DHL, ThyssenKrupp (Germany), PriceWaterhouse Coopers (Madrid), Nokia (Colombia), the Brazilian Industry Association, and others.

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PREVIOUS PROFESSIONAL EXPERIENCE:

International Institute for Management Development (IMD)

Professor of Strategy and Leadership Lausanne, Sep 1998 – Jul 2004

Accenture – Strategic Services Group

Managing Consultant Milan, Jun 1995 – Jul 1998

Robert Fleming Italia, Asset Management

Director of Institutional Sales and Marketing Milan, Jan 1994 – Mar 1995

Morgan Guaranty Trust (JP Morgan)

Manager, Global Fixed Income Milan and London, Jan 1992 – Dec 1993

McKinsey & Company

Associate Consultant Madrid and London - Jul 1989 - Jan 1992

Citibank, N.A.

Marketing Consultant, Consumer Services Group Int'l London, Summer 1988

Presidency of Perù

Public Policy Expert Lima, Jan - Jul 1986

Andean Community

Public Policy Expert Lima, Jul 1984 - Jul 1986

MAIN PUBLICATIONS

Books:

- ***Seven Keys to Imagination.*** London, Marshall Cavendish, 2010, 260 pages.
- ***The Common Glue. An Alternative Way of Transcending Differences to Unleash Competitive Performance.*** Oxford, UK: Pergamon Press, July 2005, 250 pages.
- ***Managing Complex Mergers.*** Piero Morosini and Ulrich Steger (Editors), Financial-Times Prentice Hall, January 2004, 200 pages.
- ***Managing Cultural Differences. Effective Strategy and Execution Across Cultures in Global Corporate Alliances,*** Oxford, UK: Pergamon Press, March 1998, 300 pages.

Managerial Articles:

- **Oil and Wasser.** In the *Letters to the Editor* section of the **Harvard Business Review**, June 2004, pages 130-131.
- **The path of Wiraqocha.** In: www.commonglue.com
- **How strong is your company's common glue?** In: www.commonglue.com Also in: *Management Jaarboek 2005*, Paul Verdin *et al.* (Eds.), PIMMS NV & Vlaamse Management Associatie (VMA), 2005
- **Mega-mergers: The “real” challenges start after the deal is signed.** *Perspectives for Managers*, September 1999, IMD, P.O.Box 915, CH-1001 Lausanne, Switzerland.
E-mail: pubinfo@imd.ch

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MAIN PUBLICATIONS (cont.)

Managerial Articles:

- **Global Execution: Have you forgotten what 95% of management is all about?** In: *International Management Behavior*, 4th Edition, H. W. Lane *et al* (Eds.), Blackwell Business, 2001, pages 218-224

Cases listed in the Harvard Business School Online Case Library as

Most Popular:

- **ABB in the New Millennium: New Leadership, New Strategy, New Organization** (IMD, GM 829). With video and teaching note.
- **The San Patrignano Community** (IMD Series: GM 918, GM 919 and GM 920). With video and teaching note.
- **Daimler Chrysler: The Post-Merger Integration Phase** (IMD, GM 773). With video and teaching note.
- **Daimler Chrysler: Organizing The Post Merger Integration** (IMD, GM 774). With video and teaching note.

Video Cases available at the European Case Clearing House (ECCH):

- **Renault-Nissan: The Unlikely Alliance**, 21'30".
- **The Diesel Way**, 24'30" – A video case on fashion leader Diesel.
- **Building a Common Glue for Extraordinary Company Transformation** – A video case featuring Medtronic's former CEO Bill George, 10'.
- **Building a Common Glue in a Merger of Equals** – A video case featuring Novartis' CEO Daniel Vasella, 17'.
- **Buongiorno San Patrignano**, 19' – A video case featuring former drug addicts turned into world-class performers in activities ranging from wine production to competitive sports (available with the case study listed in the previous paragraph).

Other Case Studies:

- Forthcoming strategy case featuring NBA star **Stephon Marbury's Cheap Chic** (2006).
- Forthcoming strategy and leadership **case series on SUEZ**. Case A: SUEZ – Shifting focus to energy and environment; case B: SUEZ – Buying the remaining stake in Electrabel (2005); case C: SUEZ – Current developments (2006).
- **Renault-Nissan: The Paradoxical Alliance** (ESMT, Ref 2005-case 10).
- **The Delancey Street Foundation** (ESMT, Ref 2005-case 18).
- **The Privatization of Telecommunications in Peru – Case series** (ESMT, Ref 2005-case 12).
- **Aventis case series**. Case A: An odyssey of mergers (IMD GM 1105). Case B: One year after the merger (IMD GM 1106).
- **CNH Global Construction Equipment: Building a Global player through acquisitions, joint ventures and alliances** (ESMT, Ref 2005-case 10).
- **CNH Global Construction Equipment: Building a new global organization across boundaries** (ESMT, Ref 2005-case 10).
- **The Earth Moving Equipment Industry** (2000) (IMD GM 1040).
- **ABB Distribution Solutions: Implementing a new business model after deregulation** (IMD, GM855).

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MAIN PUBLICATIONS (cont.)

Academic Articles and Working Papers:

- **Industrial clusters, knowledge integration and performance.** *World Development*, 32 (2), February 2004, pp. 305-326.
- **National Cultural Distance and Cross-border Acquisition Performance.** With: Scott Shane and Harbir Singh. *Journal of International Business Studies*, 29(1), First Quarter 1998, pp. 137-158.
- **Importanza dei fattori culturali nelle acquisizioni cross-border - Uno studio empirico.** *Economia & Management*, n. 6, Novembre 1995, pp. 30-41.
- **Post-Cross-border acquisitions: Implementing 'national culture-compatible' strategies to improve performance.** With: Harbir Singh. *European Management Journal*, Vol. 12, No. 4, December 1994, pp. 390-400.
- Knowledge of the firm, integration mechanisms and performance. *IMD working paper 2003-1*.
- Knowledge integration mechanisms and the competitive performance of firms – An empirical investigation. With: Olivier Renaud. *IMD working paper 2003-2*.

Main Book Chapters:

- “The Renault-Nissan Case Study”. In: *International Management: Managing Across Borders and Cultures*, Dr. Helen Deresky (Ed.), Pearson Education, Prentice-Hall Business Publishing, 2007.
- “Nurturing Successful Alliances Across Boundaries – Lessons from the Renault-Nissan case”. In: *The Handbook for Strategic Alliances*, Oded Shenkar (Ed.), Sage, 2005, 300 p.
- “Competing on Social Capabilities” In: *Next Generation Business Handbook: New Strategies from Tomorrow's Thought Leaders*, Subir Chowdhury (Ed), Wiley, 2004, 1320p.
- “Building Social Capabilities to Win in Global Acquisitions, Joint Ventures and Alliances – The CNH Global case” in: *Managing Culture and Human Resources in Mergers and Acquisitions*, G. Stahl & M. Mendenhall (Eds), Stanford University Press, 2004, 300 p.

Other Book Chapters:

- “Open company values: Transforming information into knowledge-based advantages”. Chapter 14 in: *Competing with Information* (IMD executive development series, edited by D. Marchand)
- “Competence Sharing Across Boundaries”. Chapter 8 in: *Focused Energy: Mastering Bottom-up Organization* (IMD executive development series, edited by P. Strebelt)
- “Managing cross-cultural M&As: Today’s organizational imperative is how to win in execution”. Chapter VIII in: *Internationales Fusionsmanagement*, S. Jansen et al (eds), Schäfer-Poeschel Verlag Stuttgart, 2001
- “Learning from best practice in corporate universities: developing effective distance learning capabilities in your organization”. In: *Corporate Universities und E-Learning*, W. Kraemer and M. Müller (eds), Gabler, 2001, pages 195-204

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MAIN RESEARCH PROJECTS

- *Trade-on Strategies*. To be published as a book during 2007.
- *The Path of Wiraqocha*. To be published as a book during 2007 (see article outlining the book's ideas in www.commonglue.com).
- *The Renaissance of the FIAT Group*. To be published as a series of cases and/or video cases during 2007.

IMPORTANT COURSES, AFFILIATIONS AND AWARDS

- Completed the **Case Study Method Workshop** with **Louis B. Barnes**, at the **Harvard Business School** (2000)
- **Winner of Accenture's Ken Ernst World-wide Thought Leadership Award** in 1998; Ken Ernst Thought Leadership Award runner-up in 1997; and Ken Ernst Thought Leadership Award Nominee in 1996
- Currently a **Visiting Professor** of executive MBA and/or leadership programs at the **Instituto de Empresa (IE)**, Madrid, as well as at the Institute of Strategy and International Business at the **Helsinki University of Technology (HUT)**, and at the **IDDI** (Instituto de Desarrollo Directivo Integral), **Universidad Francisco de Vitoria**
- **Senior Faculty at ISVOR FIAT**, the corporate university of the FIAT Group, Torino, Italy, since 2001
- Adjunct Professor of Strategy and Leadership at the **ESMT European School of Management and Technology**, Berlin (2004-06)
- Completed the **Advanced Workshop: Coaching Global Executives** at The Summer Institute for Intercultural Communication, Portland, Oregon (2003)
- Researcher at the **Strategy Department of Bocconi University**, Milan (1993-94)
- Recipient of a **2-year full scholarship** from the U.S. Agency for International Development (USAID) to support graduate studies at Wharton
- Teaching Assistant for MBA course in Quantitative Methods at **The Wharton School** (1987-88)
- **Represented entire Student Body** at the Universidad del Pacífico Executive Board (1983)
- **Professor of Management and Public Policy** at Universidad del Pacifico, Lima (1983-86)

Last revised: Lima, May 2010