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EDUCATIONAL BACKGROUND

**The University of
Chicago Law School
(1990-1993)**

- J.D. with High Honors, 1993. Member, University of Chicago Law Review. Order of the Coif. John M. Olin Fellow in Law & Economics (1992-93); Reuben & Proctor Scholar (1991-92). Co-founder, ACLU student chapter.

**Northwestern
University
(1978-1980)**

- B.A. with Honors in English, History, and Computer Science (minor), December, 1980. Edwin A. Schuman Award for Essay (1980). Dean's Lists, nominated to Mortar Board. Associate Director, Course and Teacher Evaluation Council. Henry Luce Scholars - Western Regional Finalist.

TEACHING EXPERIENCE

**The University of
California-Berkeley
(2003-present)**

- Adjunct Professor of Technology and Strategy, School of Information Management & Systems. Developed and taught "Information Law and Policy for Non-Lawyers" (SIMS) and "Technology Strategies for Market Dominance" (Inter-Disciplinary Management of Technology Program). Research interests include technology law, regulation, strategic planning and other issues at the intersection of strategy and technology.

**The University of
Chicago Graduate
School of Business
(1999-2000)**

- Senior Lecturer in Corporate Strategy. Developed and taught "E-Business Strategy," Fall, 1999. Course received highest bidding by students ever for a first-time course.

**Northwestern
University School of
Law (1998-2001)**

- Senior Lecturer. Developed and taught "The Law of Technology, The Technology of Law" for three years, supervised independent study projects and advised Dean on JD/MBA program and entrepreneurship curriculum. Student evaluations in top 10% for all courses taught.

PROFESSIONAL WORK EXPERIENCE

Larry Downes Consulting Group (1996-Present)

- Consulting, speaking, and writing on the impact of information technology in business strategy. Deliver 50-75 speeches a year worldwide for clients including IBM, U.S. Sprint, Business Objects, American Hospital Association, American Banker's Association, U.S. Chambers of Commerce. Consulting clients include Eastman Chemical Company, McGraw-Hill Companies, Marriott Corp., McDonald's Corp., Knight-Ridder, Amgen, and Napster. Quoted in New York Times, USA Today, Wall Street Journal, National Public Radio. (See below for publications.)
- Board of Advisors, Eastman Chemical Company (1999-present). Work closely with CEO and other members of the executive team in execution of corporate strategy.
- Columnist, The Industry Standard (1999-2001) – Wrote monthly column on “E-Business Strategies.” Editorial Producer and Host for sold-out Net Returns 2000 and iB2B conferences.
- Fellow, Diamond Cluster International (1998-2000). Worked directly with Diamond and its clients to develop business strategies, developed programs for Diamond Exchange and Insight Seminar series, regular faculty and presenter at multi-client research program meetings.
- Chief Strategy Officer, Spyonit (1999-2000). Oversaw sale of mobile Internet software company to 724 Solutions, Inc.
- Strategist-in-Residence, eHatchery (1999-2000). Advised start-up companies in Atlanta-based incubator on product and market strategy.
- Co-taught “Entrepreneurship in Cyberspace” with Prof. Larry Lessig, Harvard Law School, Winter 1998-99.
- Founding Fellow, Cyberspace Law Institute (1995-present).
- Board of Directors, ACLU of Illinois and The Roger Baldwin Foundation of ACLU, Inc., 1990-1994. Treasurer, 1993-1994.

**CSC Index
(1995-1996)**

- Vice President and Associate Director, Index Vanguard. Performed research on the impact of emerging digital technologies for a consortium of over 100 global organizations. Frequent speaker at Vanguard and other CSC Research and Advisory programs. Authored numerous reports, including “Five Privacy and Security Imperatives for Electronic Trade” (with John Perry Barlow) and “The 21st Century CEO: Imperatives for Today” (with Chunka Mui).
- Developed client practice in digital strategy. Managed engagements in the U.S. and Europe for clients including McDonald’s Corp., British Petroleum, The British Post Office, Union Bank of Switzerland, and VEBA AG. Served as Vice President, CSC Index Germany.

**Cooley Godward
Huddleson Castro &
Tatum (1994-1995)**

- Senior Associate, Corporate Law Practice. Intellectual property, licensing and corporate finance for high-technology companies. Clients included Siebel Systems, Metricom, Insite Peripherals.

**The Honorable Richard
A. Posner, Chief Judge,
United States Court of
Appeals for the Seventh
Circuit (1993-1994)**

- Law clerk. Legal research, assisted with drafting of judicial opinions, consulted on cases before the court.

**McKinsey & Co.
(1988-1990)**

- Associate Director. Management consultant specializing in acquisition and implementation of information technologies. Extensive practice development, client management. Strategic planning and operations design.
- Industry focus on computer, electronics, and software industries, as well as information services providers. Clients included Hewlett-Packard, Advanced Micro Devices, AION, and Marriott.

**Andersen Consulting
(now Accenture)
(1980-1988)**

- Senior Manager, World Headquarters. Founding Director, Center for Strategic Technology Research. Worldwide practice management responsibility for IBM mid-range computing projects (\$100 million in annual fees). Very large project management experience (teams of 50+). Extensive software product development and product management experience.
- Specialist in large-scale applications and systems software development, artificial intelligence, Computer-Aided Software Engineering (CASE), and cooperative processing.
- Focus on manufacturing, government and financial services industries. Clients included IBM, American Express, Marsh & McLennan, and the U.S. Army.
- Regular instructor at Andersen and client education. Several personnel citations awarded for exceptional performance.

PUBLICATIONS

BOOKS

Series Editor, Management of Technology, Cambridge University Press (2004-Present).

The Strategy Machine: Building Your Business One Idea at a Time, HarperBusiness, June, 2002. Lead title for Summer 2002 catalog. Best Book on Business Strategy for 2002—Barnes & Noble. See website at www.thestrategymachine.com.

Unleashing the Killer App: Digital Strategies for Market Dominance. Harvard Business School Press, 1998 (complete text available at www.killer-apps.com; reviews and excerpts available at Amazon.com, Business Week Online and others). Over 200,000 copies sold. Eight months on Business Week bestseller list, three months on New York Times Business bestseller list. Best-selling business and strategy title for 1998 on Amazon.com. Translated into French, Italian, Spanish, Dutch, Korean, Chinese, Japanese, Portuguese, German, Swedish. *Manuscript approved by peer review panel and Publication Review Board of Harvard Business School faculty.*

ACADEMIC ARTICLES

“Brooks Adams Against the Railroads: The Approach of a Lawyer-Economist,” American Journal of Legal History (forthcoming). (Peer-reviewed journal)

“How to Manage Technology Without Shorting the Future,” Harvard Management Update, January 2003

“The End of Strategy,” Strategy and Leadership. Sept/Oct. 1998.

“Electronic Communications and the Plain View Exception: More ‘Bad Physics,’” Harvard Journal of Law and Technology, Spring, 1994.

“Functional Prototyping: Using AI Techniques to Untie Knots of Systems Complexity,” chapter in L.F. Pau et. al, editors, Expert Systems in Economics, Banking and Management (Reed-Elsevier, 1989).

OTHER PUBLICATIONS

“The Internet Winter,” USA Today, January 8, 2004

- “Don’t Fear New Bar Codes,” USA Today, September 25, 2003
- “Give Spammers More Information, Not Less,” USA Today, June 25, 2003
- “Unleashing Killer Architecture,” CIO, June 15, 2003
- “Free the Mouse for Creativity’s Sake,” USA Today, October 8, 2002
- “Connect Government Stovepipes,” USA Today, June 4, 2002
- “The Metamorphosis of Information,” Optimize, June 2002
- “Strange Tales of the New Economy.” Chapter in Marshall Goldsmith, editor, Leading Authorities on Business, January, 2002
- “Don’t Cry for New Economy,” USA Today, May 23, 2001
- “E-Business in the Banking Industry,” ABA Banking Journal, November/December, 1999.
- “The Internet: A Sum Greater than its Parts,” USA Today, June 21, 1999
- “Weighing a Remedy in Microsoft Case,” USA Today, November 12, 1999.
- “Confronting E-Grief,” Wired, March, 1999.
- “Intellectual Capital,” Business 2.0, December, 1998.
- “Seller Beware,” Context, Fall, 1998.
- “Under the New Technology Rules, Big Can Seem Dangerously Slow,” American Banker, May 14, 1998”
- “Beyond Porter,” Context, Winter, 1997
- “Five Privacy and Technology Imperatives for Electronic Business,” (with John Perry Barlow), Vanguard Research Papers, February, 1994
- “Just the Perfect Blendship,” The American Scholar, Winter, 1991 (Review of “The Five of Hearts” by Patricia O’Toole)
- “Hearing Derrida,” New City, November 18, 1990

“E-BUSINESS STRATEGIES” COLUMNS

(All columns appeared in The Industry Standard)

“Man, Plan, Canal” (July, 2001)

“Strategy Can be Deadly” (May, 2001)

“The Metamorphosis” (April, 2001)

“Shift Happens” (March, 2001)

“Second System Syndrome” (February, 2001)

“Unleashing the Ancient App” (December, 2000)

“When Worlds Collide” (November, 2000)

“The Perpetual Motion Machine” (October, 2000)

“Napsterized” (September, 2000)

“Deconstructing the Web” (August, 2000)

“Invisible Capital” (July, 2000)

“The Secret Balance Sheet” (June, 2000)

“The Next Big Thing: The A-to-Z Play” (May, 2000)

“Jurassic Business Park” (April, 2000)

“Storm Warnings” (March, 2000)

“What’s the Big Idea?” (February, 2000)

“Exchanges for Everything” (January, 2000)

“Building a Partnership Portfolio” (December, 1999)

REPRESENTATIVE PRESS QUOTATIONS

“Tilting at ‘Stovepipes’?” **MSNBC**, Sept. 9, 2003. “Larry Downes, a private-sector strategy consultant and author of *Unleashing the Killer App* and *The Strategy Machine*, says tweaking the federal organization chart is a doomed effort. ‘On a day-to-day basis, each department, each agency, each office works hard to avoid having to interact with others when doing so means more work for the individuals who actually do the work, especially when there is no reason to believe they will get anything in return,’ he says.”

“Idiots who buy stuff off spam ruin e-mail for the rest of us,” **USA Today**, May 28, 2003. “‘If spam gets any worse, there will be an overall problem that might threaten everyone's benefiting from e-mail, including spammers as a group,’ says Larry Downes, author of business book *The Strategy Machine*.”

“Don't put cash in dividends, Microsoft; buy your own country,” **USA Today**, January 28, 2003. “For starters, Microsoft could turn itself into a sovereign nation. Larry Downes, author of *The Strategy Machine*, has this all figured out. ‘Microsoft only has one aspect of its business that has really lost the company money on a consistent basis, and that's litigation,’ Downes says. ‘So I'd suggest they buy themselves more leverage over the legal system. The easiest way would be to acquire a small country, and structure the deal as a reverse merger. Microsoft changes from corporation to sovereign nation, relocates its assets and key executives, and legislates itself free of most forms of government regulation,’ Downes says. ‘I'm only half joking.’ This isn't far-fetched. Somebody recently bought Bridgeville, Calif., on eBay for \$1.8 million. Just think what \$43 billion would buy. And boy, have I got the place for you, Bill Gates: Micronesia! You won't have to change the name! Structure it right, and the country of Micronesia could sell Microsoft-branded products, yet avoid landing in U.S. federal court on antitrust charges, thanks to the Foreign Sovereign Immunities Act, which, as Downes points out, makes it difficult for the United States to sue other nations.”

“Dell business model turns to muscle as rivals struggle,” **USA Today**, January 20, 2003. “‘These are companies that fixate on pursuing a single mission — not a mission statement, but an actual, honest-to-goodness mission,’ says Larry Downes, author of *The Strategy Machine*.”

“IBM chief hopes daring vision can ignite sector.” **USA Today**, October 31, 2002. “‘The real obstacles are not technical, but social and even political,’ notes Larry Downes, author of business and technology book *The Strategy Machine*. Though on-demand computing could save money, entrenched corporate technology managers will probably resist changes that would further erode their control over computing, Downes says. Individuals and companies will worry about privacy and security, which will lead to governments debating laws that could slow the process.”

“Size is Not a Strategy,” **Fast Company**, September, 2002. “In the emerging model, which Downes calls a ‘strategy machine,’ economies of scale do create competitive

advantage. But those economies are rooted entirely in information. Standardize it, repackage it, use it to gain unique market insight, and turn it into products and services. 'The better the information is,' Downes declares, 'the better the fuel, and the more things will come out the other end.'"

"Woe is the CFO," **Entrepreneur**, September, 2002. "How can you tell whether your CFO measures up? Larry Downes, consultant and author of *The Strategy Machine*, advises giving a quick quiz."

"Making the Tech Slump Pay Off, **Business Week**, June 24, 2002. "The conventional wisdom is to pull the wagons into a circle and hunker down and try to keep the cash up. But it's a losing strategy," says Larry Downes, author of the newly published management book, *The Strategy Machine*."

"Fiorina Gets to Fight Another Day." **USA Today**, March 6, 2002 (3B) "The sad truth is that merging is not what H-P is particularly good at," says Larry Downes, author of the forthcoming *The Strategy Machine*. (...) "Ironically, H-P's strong suit is innovation, and in choosing to buy market share rather than earn it, Fiorina is treading on dangerous ground," Downes says.

"In the Future, You'll Pluck Your Info from Thin Air." **USA Today**, July 20, 2001 (3B). "Privacy problems will be 'the equivalent of air pollution in the first industrial revolution,' says technology author Larry Downes. (...) 'This will prove to be the most challenging problem to solve and will require the cooperation of business, government and consumers,' says author Downes. 'It will happen, but not quickly or smoothly. Expect some disasters along the way.'"

"Holy Moses, are Tech Woes the Wrath of God All Over Again?" **USA Today**, January 17, 2001 (3B). "There are plenty of new innovations coming," Downes says. "Even if we don't figure out how to build businesses around them the first time we try."

"Net Firms Get Down to Business," **The Washington Post**, April 5, 2000 (G1): "Consumers should expect not only lower prices,' Downes said, but 'whole new relationships between manufacturers and consumers.' Carmakers, for instance, could manage their inventory so tightly that individuals could have automobiles built to incredibly narrow specifications. Instead of offering you 100 options, I'll offer you 1,000 options,' he said. 'Think about that. That's really going to change the dynamics in a lot of relationships.'"

“Digital Commerce” by Denise Caruso, **The New York Times**, February 28, 2000 (C5): “Business-to-consumer would be business-to-business if consumers were speaking with one voice,” says Mr. Downes. “Right now it doesn’t operate that way, but when people can band together as consumers and act on their collective will, then these companies won’t be able to afford the risk.”

“U.S. Department of Microsoft?” **The Wall Street Journal**, November 8, 1999 (A50): “Outside a Nader thought-bubble, there can’t be many people who don’t see this cure as worse than the disease. Northwestern University Law Professor Larry Downes...notes a ‘precedent for doing nothing; that is, for finding Microsoft guilty but recognizing that there was no court-administered solution that could solve the problem any better than letting the market try to work it out on its own.’”

“Net Start-ups Pull out of the Garage,” by Kevin Maney, **USA Today**, October 1, 1999 (A1): “There are whole industries in the b-to-b space that haven’t been cracked yet,” says Larry Downes, author of *Unleashing the Killer App*. “And no industry has been won.”

“Digital Commerce,” by Denise Caruso, **The New York Times**, May 24, 1999 (C5): “The most interesting difference between EBay and other auction sites is who decides what merchandise is sold,” Mr. Downes said. “Sites like Onsale.com,” which sells distressed, surplus or bulk goods, “are saying, ‘Here’s what we’ve got; this is what we’ll auction off.’ EBay says: ‘We have no idea what you want to buy or sell. We’ll just create the platform and a set of tools and allow the markets to define themselves.’”