

Christian Ketels, Ph.D.

Institute for Strategy and Competitiveness, Harvard Business School, Boston, MA [REDACTED]
[REDACTED]

OVERVIEW

- Strategic thinker with a strong focus on informing and driving executive decisions; extensive experience of working with top level political, corporate, and academic leaders around the world. Leadership roles in more than 20 large national and many regional/sectoral competitiveness and growth projects.
- From 2000 to 2017, and again from 2020 to 2023, faculty member at Harvard Business School; head of the research team at Prof. Michael E. Porter's Institute for Strategy and Competitiveness; adjunct and visiting positions at the Lee Kuan Yew School (Singapore), BI (Norway), and EBS (Germany). Research Fellow at the Stockholm School of Economics (Sweden). Teaching in MBA and Exec Education courses on Microeconomics of Competitiveness, Cluster-Based Economic Development, and Business Strategy
- Vice Chair of the Board of Directors of Innovation Fund Denmark, the Danish government's innovation agency; Member of the Senior Economic Advisory Council (SEAC) of PIF, Saudi Arabia's Sovereign Wealth Fund; Advisor to the Head of Strategy and Economic Development, NEOM; Chair/Member of a range of government commissions making funding decisions and developing policy recommendations in Germany, Sweden, and at the EU level
- From Jan 2018 to December 2019 Global Chief Economist of the Boston Consulting Group, heading the Center for Macroeconomics at the BCG Henderson Institute; since then external advisor to BCG
- Chair of the Advisory Board of the Basque Institute of Competitiveness in the Basque Country, Spain; member of several other advisory boards for academic institutions, think-tanks, and research programs in Europe, Asia, Latin America, and the Middle East; From 2011 to 2018 President of the TCI Network, the leading global practitioners network in cluster-based economic development; since November 2018 serving as the Chair of TCIs Advisory Board
- Co-Editor of the *Competitiveness Review*, an academic journal devoted to research on locational competitiveness and clusters; author of 30+ journal articles and academic working papers as well as more than 20 book chapters; author of a large number of policy-oriented reports; 9,500+ citations on Google Scholar, with an h-index of 38

PROFESSIONAL EXPERIENCE

HARVARD BUSINESS SCHOOL , Boston, U.S.A.	2000-2023
Principal Associate at the Institute for Strategy and Competitiveness, 2000-17 and again since 2020; Visiting Executive, 2018-2020; Faculty Affiliate at the Ginzburg Center for European Studies, 2013-17; Affiliate at IQSS, the Harvard Institute for Quantitative Social Science since 2016	
INNOVATION FUND DENMARK , Copenhagen, Denmark	2020-
Vice-Chair, Member of the Board of Directors	
NEOM , Saudi-Arabia	2022-
Advisor to the Head of the Strategy and Economic Development Office	
STOCKHOLM SCHOOL OF ECONOMICS , Stockholm, Sweden	2004-17, 2023-
Senior Research Fellow at the Center for Strategy and Competitiveness (2004-17) Senior Research Fellow at the Center for Resilient Health (2023-)	
BOSTON CONSULTING GROUP (BCG) , Stockholm & New York	2018-19
Global Chief Economist, Head of the Center for Macroeconomics at the BCG Henderson Institute Since 2020 external advisor to BCG	
INTERNATIONAL MONETARY FUND (IMF) , Washington, D.C.	2017
Visiting Scholar, Institute for Capacity Development (September 2017)	
EUROPEAN BUSINESS SCHOOL (EBS) , Oestrich-Winckel, Germany	2009-16
Honorary Professor	
LEE KUAN YEW SCHOOL OF PUBLIC POLICY (NUS) , Singapore	2009
Visiting Professor; Asia Competitiveness Institute (July-December)	
NORWEGIAN SCHOOL OF MANAGEMENT (BI) , Oslo, Norway	2001-03
Adjunct Professor (part-time), Strategy Department	
ADCORE STRATEGY SWEDEN AB , Stockholm, Sweden	2000
Senior project manager, member of the founding team	
MONITOR COMPANY GMBH , Frankfurt, Germany	1997-2000
Project manager	

ADVISORY POSITIONS

• Irish Department for Enterprise , Advisory Panel on Enterprise Policy, Member, Dublin, Ireland	2022
• Public Investment Fund (PIF) , Senior Economic Advisory Council, Member, Riyadh, Saudi-Arabia	2021-
• TCI Network , Chair of the Advisory Board since 2019 (President, 2011 - 2018), Barcelona, Spain	2011-
• BASQUE INSTITUTE OF COMPETITIVENESS , Chair of the Advisory Board (member 2006-), Spain	2011-
• S3 PLATFORM MIRROR GROUP , Member, European Commission, Brussels, EU	2011-
• CENTER FOR COMPETITIVENESS , Advisory Board, Fribourg, Switzerland	2009-
• INSTITUTE FOR COMPETITIVENESS , Advisory Board, Guragon, India	2009-
• SWEDISH ENTREPRENEURSHIP FORUM , Economic Policy Committee , Member, Stockholm, Sweden	2017-21
• Commission On The Danish Innovation System , Chair, Copenhagen, Denmark	2019
• BMBF MINISTRY OF EDUCATION AND SCIENCE , Spitzencluster selection committee , Germany	2007-18
• BALTIC DEVELOPMENT FORUM , Advisory Board, Copenhagen, Denmark	2008-18
• VINNOVA , Strategic Innovation Areas , Selection Commission, Stockholm, Sweden	2013-14
• EXPERT GROUP ON CLUSTERS AND SMART SPECIALIZATION , Chair, Brussels, EU DG R&I	2013
• ERICSSON AB , Networked Society City Index, Expert panel member, Stockholm, Sweden	2013
• EUROPEAN FORUM FOR CLUSTERS IN EMERGING INDUSTRIES , Appointed member, Brussels, EU	2012-13
• ASIA COMPETITIVENESS INSTITUTE , Special Advisor, Singapore	2006-12
• INNOVATIONS DIALOGUE GERMANY , Expert Group Innovation processes and –cultures, Berlin	2011
• IVA – SWEDISH ACADEMY , Innovation for Growth, Scientific Council, Stockholm, Sweden	2010-11
• REGIOSTARS 2011 , Selection Committee, Brussels, EU	2010-11
• INVEST:SWEDEN , Council of Economic Advisors, Sweden	2006-11
• LATVIA'S PRIME MINISTER'S HIGH LEVEL ADVISORY GROUP , Riga, Latvia	2009-10
• EUROPEAN CLUSTER POLICY GROUP , Appointed member, Brussels, EU	2009-10
• HERITAGE FOUNDATION , Energy Competitiveness Matrix Advisory Board, Washington, D.C.	2008-09
• NRW MINISTRY OF ECONOMY , Chair of Cluster selection committee , Germany	2007-09
• SWEDISH MINISTRY OF FINANCE , Advisory Group on Environmental Regulation, Sweden	2006-07

EDUCATION

LONDON SCHOOL OF ECONOMICS & POLITICAL SCIENCE, U.K. Ph.D. Economics: “International competition and the efficiency of firms”	1994-1997
COPENHAGEN UNIVERSITY, Denmark Summer School in Empirical Industrial Economics	1996
KIEL INSTITUTE OF WORLD ECONOMICS (IfW), Germany Advanced Studies in International Economic Policy Research	1993-1994
COLOGNE UNIVERSITY, Germany Diplom-Volkswirt (M.Sc. in Economics)	1990-1993
UNIVERSITY HAMBURG, Germany Vor-Diplom (BA in Economics)	1988-1990

SCHOLARSHIPS AND AWARDS

LAPPEENRANTA UNIVERSITY OF TECHNOLOGY, FINLAND Honorary Doctorate of Science in Economics and Business Administration	2017
EUROPEAN BUSINESS SCHOOL OESTRICH-WINCKEL, GERMANY Excellence Award – Teaching	2011
EUROPEAN COMMISSION, MARIE-CURIE-FELLOWSHIP Training and Mobility of Researchs (TMR) Programme	1996-1997
BÖTTCHER-FOUNDATION, MÖLLGAARD-FOUNDATION Full Scholarship, Advanced Studies Program at the IfW Kiel	1993-1994
KONRAD-ADENAUER-FOUNDATION E.V. Scholarship (Deutsche Studentenförderung)	1989-1993

PUBLICATIONS

- Editor (with Philippe Gugler) of the *Competitiveness Review* (Emerald Publishing)
- 30+ journal articles and academic working papers; 20+ book chapters
- 15+ HBS teaching cases and additional teaching notes
- Large number of published policy reports and studies, including the annual *State of the Region-Report* on competitiveness and collaboration in the Baltic Sea Region (2004-2017) and the annual *Nordic Globalization Barometer* (2008-2011)

PUBLIC APPEARANCES

- 300+ keynote speeches on global economic trends, regional and national competitiveness, clusters, and on location and strategy in Europe, Asia-Pacific, the Middle East, and the Americas
- Media coverage in 20+ countries in Europe, Asia-Pacific, and North America

LANGUAGES

- German (Mother language)
- English, Swedish (Fluent)
- Norwegian (Advanced), Danish (Reading comprehension)

FAMILY

- Born July 8, 1968,

[REDACTED]
 [REDACTED]

With K. Aiginger (co-editors): **New Industrial Policies in a New World Order**, Special Issue, *Journal of Industry, Competition, and Trade*, [forthcoming](#).

“Competitiveness Roadmap for India@100”, Economic Advisory Council to the Prime Minister, Government of India, August 2022. [Competitiveness Roadmap for India at 100.pdf \(eacpm.gov.in\)](#)

With M. Porter: **“Rethinking the Role of the EU in European Competitiveness”**, *Competitiveness Review*, Vol. 31 (2), December 2020. <https://doi.org/10.1108/CR-08-2020-0100>

With P Thulin: **“Swedish Competitiveness Scorecard 2020”** in: J Eklund (Ed), Swedish Economic Report 2020, Swedish Entrepreneurship Forum: November 2020.

With S. Protsiv: **“Cluster Presence and Economic Performance: A New Look Based on European Data”**, *Regional Studies*, August 2020. <https://doi.org/10.1080/00343404.2020.1792435>

With J. P. Clinch: **“Acting now while preparing for tomorrow: Competitiveness upgrading under the shadow of COVID-19”**, ISC Working Paper, Harvard Business School: April 2020.

With M. Hanouz a.o.: **“Peer Review of the Danish R&I System Ten steps, and a leap forward: taking Danish innovation to the next level”**, European Commission: September 2019.

With A. Bhattacharya, L Satar: **“Global Trade Goes Digital”**, BCG Henderson Institute: August 2019.

“Structural Transformation: A competitiveness-based view”, in: J. Lin/C. Monga (eds.): *Handbook on Structural Transformation*, Oxford University Press: February 2019.

With M Reeves: **“How Much Will a Trade War Hurt Your Company”**, BCG: August 2018.

“Cluster Mapping as a Tool for Development”, World Bank: September 2017.

With M. Porter: **“UK Competitiveness after Brexit,”** HBS Working Paper 19-029, HBS: March 2017.

“Upgrading regional competitiveness: what role for regional government?” in: Huggins, Robert (ed.): *Handbook of Regions and Competitiveness*, Edward Elgar Publishers: April 2017.

“Competitiveness Frameworks Review”, Irish National Competitiveness Council, Dublin: April 2016.

“What is Regional Strategy? Lessons from Business Strategy” in: Valdaliso, Wilson (eds.): *Strategies for Shaping Territorial Competitiveness*, Routledge Publishers: April 2015.

“Competitiveness and Clusters: Implications for a New European Growth Strategy” WWFforEurope WP 84, WIFO, Vienna: February 2015.

“Recent research on competitiveness and clusters: what are the implications for regional policy?” Cambridge Journal of Regions, Economy and Society, May 2013.

With M. Delgado, M. Porter, and S. Stern: **“The Determinants of National Competitiveness,”** [NBER WP 18249](#): June 2012.

“Clusters and Competitiveness: Porter’s contribution”, in: Huggins, Izushi (eds.), *Competition and Competitive Advantage: The Ideas of Michael Porter*, Oxford University Press, Oxford: 2011.

With N. Cung et al, **“Vietnam Competitiveness Report 2010”**, ACI/CIEM, Hanoi: November 2010.

With K. Murphy, **“Clusters for Competitiveness: A Practical Guide,”** World Bank, Washington, D.C.: February 2009.

With M. Porter, **“Clusters and Industrial Districts – Common Roots, Different Perspectives”**, *The Handbook of Industrial Districts*, Edward Elgar Publishing, Cheltenham: August 2009.

“From Clusters to Cluster-Based Economic Development”, with Olga Memedovic, *International Journal of Technological Learning, Innovation, and Development*, Vol. 1, No. 3, pp. 375 - 392

“Industrial Policy in the U. S.,” *Journal of Industry, Competition, and Trade*, Vol.3-4, No. 7, December 2007

With Ø. Fjeldstad: **“Competitive Advantage and the Value Network Configuration: The Case of a Swedish Life Insurance Company,”** *Long Range Planning*, Vol. 39, Pages 109-131, April 2006.

With Ö. Sölvell, G. Lindqvist: **“The Cluster Initiative Greenbook,”** Stockholm: September 2003.

COMPETITIVENESS PROJECT EXPERIENCE (MAJOR ENGAGEMENTS OR RESEARCH PROJECTS)

- CROSS-NATIONAL REGIONS: Baltic Sea Region (2000-01, 2004-), Cluster Mapping in the EU-10 New Member Countries (2005-06), European Union (2006-07), Cluster Mapping in the EU and Associated Countries (2006-), ASEAN (2009-2010), Nordic Countries (2008-11), European Competitiveness (ongoing)
- COUNTRY: Norway (1999-2000), Thailand (2002-03), United Kingdom (2003), Kazakhstan (2004-05), Libya (2005-06), Latvia (2006; 2010-2012), Jordan (2007), Kuwait (2006), Peru (2010), Saudi-Arabia (2006), Russia (2006-07), Indonesia (2007), Iceland (2007), Dubai/UAE (2008-2010), Turkey (2009-2010), Vietnam (2009-2010; 2020-21), Botswana (2012), Ireland (2015), Denmark (2019), Guyana (2020-), India (2021-22), Ireland (2022), Israel (2023-), Saudi-Arabia (2023-),
- SUB-NATIONAL REGIONS/CLUSTERS: Five U.S. regions participating in the Council on Competitiveness “Clusters of Innovation”-project/United States (2003-04), Massachusetts Life Sciences/United States (2003), Basque Country/Spain (2004), Rural Regions in the United States (2004), Mitteldeutschland/ Germany (2003-04), Stockholm/Sweden (2005), German Spitzencluster program (2007-), NRW/Germany RegioCluster program (2007-2009), Colombia Oil and Coal Cluster (2010-2011), Greece Cluster program (2011-2012), Comparison of clusters and networks/EU (2011-2012), Analysis of European chemical clusters (2012-2013), Stardust Cluster program across Baltic Sea Region countries (2012-2013), Catalonia/Spain (2012-2013, 2022-), Jerusalem (2014-2015); Internationalization of Flemish clusters (2020-21); Review of the cluster policies of the European Commission (2021); Business Region Gothenburg (2022), Hamburg Innovation Clusters (2022), NEOM/Saudi-Arabia (2022-), Denmark Leading Technology Areas (2023)
- EUROPEAN CLUSTER OBSERVATORY; Consecutive projects on behalf of the European Commission to extend and deepen the Cluster Observatory (www.clusterobservatory.eu), CSC was the lead partner in a consortium of five European institutions; senior member of the project team, focus on creating a measure of regional competitiveness across EU regions and the analysis of the relative impact of business environment conditions, cluster presence, and urbanization on regional prosperity
- U.S. CLUSTER OBSERVATORY; Project on behalf of the Economic Development Administration (EDA) to develop a U.S. cluster mapping observatory (www.clustermapping.us); Prof. Porter led a consortium of six U.S. institutions; senior member of the project team
- STRATEGY PROJECTS FOR COMPETITIVENESS-RELATED ORGANIZATIONS:
 - Nordic Investment Bank (NIB), review of the NIB system to align credit evaluations with the strategic direction of the Bank (2011), moderation of the strategy review (2014)
 - World Bank, support to the President of the World Bank and the SVP Change Management in the design of a strategy for the World Bank Group (2012); several other engagements on specific topics like city competitiveness, the strategy of the WB Trade & Competitiveness Global Practice, etc.