

CONSTANCE E. HELFAT

J. Brian Quinn Professor in Technology and Strategy
Tuck School of Business at Dartmouth
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Hanover, NH 03755
constance.e.helfat@tuck.dartmouth.edu

RESEARCH FOCUS

Firm and managerial capabilities for strategic change; technological innovation; the dynamics of diversification and vertical integration

EDUCATION

YALE UNIVERSITY

Ph.D. (Economics), 1985; M.A. and M. Phil. (Economics), 1981 and 1982

UNIVERSITY OF CALIFORNIA AT BERKELEY

A.B. (Economics), 1979

WORK EXPERIENCE

1998-present

TUCK SCHOOL OF BUSINESS AT DARTMOUTH

J. Brian Quinn Professor in Technology and Strategy, 2004-present
Senior Associate Dean for Research Innovation, 2019-2021
Associate Dean for Research Innovation, 2018-2019
Professor of Strategy and Technology, 2002-2004
Associate Professor of Business Administration (with tenure), 1998-2002
Research Affiliate, Center for Digital Strategies, 1999-present

Spring 2025

INSEAD

Visiting Professor, Strategy Area

Winter 2017

UNIVERSITY OF PENNSYLVANIA

THE WHARTON SCHOOL

Visiting Scholar, Mack Institute for Innovation Management

2008-2009

HARVARD BUSINESS SCHOOL

Visiting Scholar, Strategy Unit

1991-1998

UNIVERSITY OF PENNSYLVANIA

THE WHARTON SCHOOL

Assistant Professor, Management Department

1987-1991

NORTHWESTERN UNIVERSITY

J. L. KELLOGG GRADUATE SCHOOL OF MANAGEMENT

Assistant Professor, Department of Management and Strategy

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1985-1987

UNIVERSITY OF CALIFORNIA, DAVIS
GRADUATE SCHOOL OF MANAGEMENT
Assistant Professor

**INVITED
VISITOR**

London Business School, April 2018
BI Norwegian Business School, September 2015

**HONORS AND
AWARDS**

Distinguished Scholar Award, Technology and Innovation Management Division, Academy of Management
Foundations Scholar, Knowledge and Innovation Interest Group, Strategic Management Society
Fellow of the Academy of Management
Fellow of the Strategic Management Society
Viipuri Prize in Strategic Management
Honorary Doctorate, Lappeenranta University of Technology
Consortium on Competitiveness and Cooperation (CCC) Faculty Day Honoree, 2025
Distinguished Service Award, Strategic Management Society, 2025
Clarivate Analytics Highly Cited Researcher, Web of Science Economics & Business, 2019 and 2020
Dan and Mary Lou Schendel Best Paper Prize, 2022, *Strategic Management Journal*
SO!What Award for Scholarly Contribution (2007, 2009), *Strategic Organization*
Editor's Choice Article, 2015, *Industrial and Corporate Change*
Top Viewed Article, 2023, *Strategic Management Journal*
Plenary Session Panelist Academy of Management (2014, 2017, 2018, 2022, 2024), Strategic Management Society (2010, 2015, 2016, 2017, 2018, 2019), and DRUID (2001, 2005)
Keynote Speaker, Atlanta Competitive Advantage Conference (2012), University of Minnesota Platform Ecosystems Conference (2018)
M.B.A. Excellence in Teaching Award, The Wharton School
Yale University Graduate Fellowship
Distinction on Ph.D. Qualifying Examination in Economic History
Phi Beta Kappa
High Honors in Economics and Great Distinction in General Scholarship, University of California at Berkeley

RESEARCH

**Academic
Publications**

"Exploring the Minds of Visionary Scholars: Evolution in Strategy and Strategy in Evolution" (with Ekin Ilseven, Sukti Ghosh, Leanna Kinger-Hans, Naja Pape, Hoang-Minh Vo, Amy Zhao-Ding, Daniel A. Levinthal, Gabriel

Szulanski, David J. Teece). Forthcoming, Strategic Management Review.

“Adapting, Shaping, Evolving: Refocusing on the Dynamic Capabilities-Environment Nexus” (with Matteo Cristofaro and David Teece). 2025. Academy of Management Collections 4(1): 20-26.

“Unlocking Dynamic Capabilities: Pathways for Empirical Research” (with Oliver Schilke). 2025. Journal of Management Scientific Reports 3(2): 71-87.

“Resource Allocation Capability and Routines in Multibusiness Firms” (with Catherine Maritan). 2024. Organization Science 35(3): 1110-1130.

“Renewing the Resource-based View: New Contexts, New Concepts, and New Methods” (with Aseem Kaul, David Ketchen, Jay Barney, Olivier Chatain, and Harbir Singh). 2023. Strategic Management Journal 44(6): 1357-1390.

- *Top Viewed Article for articles published in 2023*

“Strategic Organization, Dynamic Capabilities, and the External Environment.” 2022. Strategic Organization 20(4): 734-742.

“Strategic Transformation and the Problem of Inertia.” 2022. Strategic Management Review 3(2): 325-337.

“Transferring Knowledge by Transferring Individuals: Innovative Technology Use and Organizational Performance in Multiunit Firms” (with Christian Stadler and Gianmario Verona). 2022. Organization Science 33(1): 253-274.

- *Lead article in the regular issue of the journal*

“What Does Firm Shaping of Markets Really Mean?” 2021. Strategy Science 6(4): 360-370.

“The Economic View of Strategic Management.” 2021. In Irene Duhaime, Michael Hitt, and Marjorie Lyles, Eds., Strategic Management: State of the Field and Its Future. Oxford University Press: Oxford, UK.

“Disentangling the Microfoundations of Acquisition Behavior and Performance” (with Philipp Meyer-Doyle and Sunkee Lee). 2019. Strategic Management Journal 40(11): 1733-1756.

“Articles on Datasets” (with Sendil Ethiraj and Alfonso Gambardella). 2019. Strategic Management Journal 40(5): 713-714.

“The Dynamics of Capability Search and Creation.” 2018. Industrial and Corporate Change 27(6): 1155-1157.

“Dynamic and Integrative Capabilities for Profiting from Innovation in Digital Platform-Based Ecosystems” (with Ruth Raubitschek). 2018. Research Policy 47: 1391-1399.

“Theory in Strategic Management” (with Sendil Ethiraj and Alfonso Gambardella). 2018. Strategic Management Journal 39: 1529.

“The Behavior and Capabilities of Firms.” 2018. In Richard R. Nelson et al., Modern Evolutionary Economics: An Overview. Cambridge University Press: Cambridge, UK.

“Quo Vadis, Dynamic Capabilities? A Content-Analytic Review of the Current State and Recommendations for Future Research (with Oliver Schilke and Songcui Hu). 2018. Academy of Management Annals 12(1): 390-439.

“Improving Data Availability: A New *SMJ* Initiative” (with Sendil Ethiraj and Alfonso Gambardella). 2017. Strategic Management Journal 38(11): 2145-2146.

“Searching, Shaping, and the Quest for Superior Performance” (with Giovanni Gavetti and Luigi Marengo). 2017. Strategy Science 2(3): 194-209.

“The Necessity, Logic, and Forms of Replication” (with Richard A. Bettis and J. Myles Shaver). 2016. Strategic Management Journal 37(11): 2193-2203.

“Replication in Strategic Management” (with Sendil Ethiraj and Alfonso Gambardella). 2016. Strategic Management Journal 37(11): 2191-2192.

“Resource Redeployment and Corporate Strategy” (with Timothy B. Folta and Samina Karim). 2016. In T.B. Folta, C.E. Helfat, and S. Karim, Eds., Resource Redeployment and Corporate Strategy (Advances in Strategic Management 35) pp. 1-17, Emerald Group Publishing Limited.

Resource Redeployment and Corporate Strategy (Advances in Strategic Management 35) (edited volume, with T.B. Folta and S. Karim). 2016. Emerald Group Publishing Limited, Bingley, United Kingdom.

“Integrative Capabilities, Vertical Integration, and Innovation Over Successive Technology Lifecycles” (with Miguel Campo-Rembado). 2016. Organization Science 27(2): 249-264.

“Creating Repeatable Cumulative Knowledge in Strategic Management” (with Richard A. Bettis, Sendil Ethiraj, Alfonso Gambardella, and Will Mitchell). 2016. Strategic Management Journal 37(2): 257-261.

“Heterogeneity in Dynamic Organizational Capabilities” (with Margaret Peteraf). 2016. In S. Leith and D. J. Teece, Eds., The Oxford Handbook of Dynamic Capabilities in Oxford Handbooks Online, Oxford University Press.

“Vertical Firm Structure and Industry Evolution.” 2015. Industrial and Corporate Change 24(4): 803-818.

- *Editor’s Choice article showcasing the best of the journal*
- *One of three articles nominated for the biennial Richard R. Nelson Prize for the best article published by the journal in prior years*

“Dynamic Managerial Capabilities: Review and Assessment of Managerial Impact on Strategic Change” (with Jeffrey Martin). 2015. Journal of Management 41(5): 1281-1312.

- *Lead article*

“Managerial Cognitive Capabilities and the Microfoundations of Dynamic Capabilities” (with Margaret Peteraf). 2015. Strategic Management Journal 36: 831-850.

- *Most downloaded article from the journal’s website of articles published in 2015*

“Dynamic Managerial Capabilities: A Perspective on the Relationship Between Managers, Creativity and Innovation in Organizations” (with Jeffrey Martin). 2015. In Christina Shalley, Michael Hitt, and Jing Zhou, Eds., The Oxford Handbook of Creativity, Innovation, and Entrepreneurship: Multilevel Linkages, Oxford University Press.

“Qualitative Empirical Research in Strategic Management” (with Richard Bettis, Alfonso Gambardella, Will Mitchell). 2015. Strategic Management Journal 36: 637-639.

“Theory in Strategic Management” (with Richard Bettis, Alfonso Gambardella, Will Mitchell). 2014. Strategic Management Journal 35: 1411-1413.

“Quantitative Empirical Analysis in Strategic Management” (with Richard Bettis, Alfonso Gambardella, Will Mitchell). 2014. Strategic Management Journal 35: 949-953.

“Fit Between Organization Design and Organizational Routines” (with Samina Karim). 2014. Journal of Organization Design 3(2): 18-29.

“The Impact of Dynamic Capabilities on Resource Access and Development”

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(with Christian Stadler and Gianmario Verona). 2013. Organization Science 24(6): 1782-1804.

“Technical Fitness.” 2013. Palgrave Encyclopedia of Strategic Management: Palgrave Macmillan.

“Evolutionary Fitness.” 2013. Palgrave Encyclopedia of Strategic Management: Palgrave Macmillan.

“Capability Lifecycle” (with Tiona Zuzul). 2013. Palgrave Encyclopedia of Strategic Management: Palgrave Macmillan.

“Managerial Resources and Capabilities” (with Andrea Hugill). 2013. Palgrave Encyclopedia of Strategic Management: Palgrave Macmillan.

“Managerial Rents” (with Andrea Hill). 2013. Palgrave Encyclopedia of Strategic Management: Palgrave Macmillan.

“Dynamic Managerial Capabilities” (with Dawn Harris). 2013. Palgrave Encyclopedia of Strategic Management: Palgrave Macmillan.

“Untangling Dynamic and Operational Capabilities: Strategy for the (N)ever Changing World” (with Sidney G. Winter). 2011. Strategic Management Journal 32(11): 1243-1250.

“Location, Decentralization, and Knowledge Sources for Innovation” (with Aija Leiponen). 2011. Organization Science 22(3): 641-658.

“Innovation Objectives, Knowledge Sources, and the Benefits of Breadth” (with Aija Leiponen). 2010. Strategic Management Journal 31(2): 224-236.

“Organizational Linkages for Surviving Technological Change: Complementary Assets, Middle Management, and Ambidexterity” (with Alva Taylor). 2009. Organization Science 20: 718-739.

“Understanding Dynamic Capabilities: Progress Along a Developmental Path” (with Margaret Peteraf). 2009. Strategic Organization 7(1): 91-102.

• *SO!What Award for Scholarly Contribution, Strategic Organization*

“Strategic Renewal of Organizations” (with Rajshree Agarwal). 2009. Organization Science 20(2): 281-293.

Dynamic Capabilities: Understanding Strategic Change in Organizations (with Sydney Finkelstein, Will Mitchell, Margaret Peteraf, Harbir Singh, David Teece, and Sidney Winter). 2007. Blackwell Publishers.

- *Japanese translation published in 2010*
- *First chapter reprinted in C.A. Maritan and M.A. Peteraf, Eds., 2011, Competitive Strategy, vol. 1, Edward Elgar.*

“The Board of Directors as a Social Network: A New Perspective” (with Dawn Harris). 2007. Journal of Management Inquiry 16(3): 228-237.

“Stylized Facts, Empirical Research, and Theory Development in Management.” 2007. Strategic Organization 5(2): 185-192.

- *SO!What Award for Scholarly Contribution, Strategic Organization*

“The Pipeline to the Top: Women and Men in the Top Executive Ranks of U.S. Corporations” (with Dawn Harris and Paul Wolfson). 2006. Academy of Management Perspectives 20(4): 42-64.

- *Finalist for the Outstanding Practitioner Oriented Publication in Organizational Behavior Award, Academy of Management*

“External Succession and Disruptive Change: Heirs Apparent, Forced Turnover, and Firm Performance” (with Elizabeth E. Bailey). 2005. Strategic Organization 3:47-84.

“Inter-temporal Economies of Scope, Organizational Modularity, and the Dynamics of Diversification” (with Kathleen Eisenhardt). 2004. Strategic Management Journal 25: 1217-1232.

- *Lead article*

“The Dynamic Resource-Based View: Capability Lifecycles” (with Margaret Peteraf). 2003. Strategic Management Journal 24: 997-1010.

- *Dan and Mary Lou Schendel Best Paper Prize, Strategic Management Journal*
- *Reprinted in D. Teece and M. Augier, Eds., 2004, Fundamentals of Business Strategy, Sage Publications.*
- *Reprinted in C.A. Maritan and M.A. Peteraf, Eds., 2011, Competitive Strategy, vol. 1, Edward Elgar.*

“Corporate Effects and Dynamic Managerial Capabilities” (with Ron Adner). 2003. Strategic Management Journal 24: 1011-1026.

The Blackwell/Strategic Management Society Handbook of Organizational Capabilities: Emergence, Development, and Change (edited volume). 2003. Blackwell Publishers.

“Stylized Facts Regarding the Evolution of Organizational Resources and Capabilities,” in C. Helfat, Ed., 2003. The Blackwell/Strategic Management

Society Handbook of Organizational Capabilities: Emergence, Development, and Change, Blackwell Publishers.

“External Management Succession, Human Capital, and Firm Performance: An Integrative Analysis” (with Elizabeth E. Bailey). 2003. Managerial and Decision Economics 24: 347-369.

“The Birth of Capabilities: Market Entry and the Importance of Pre-History” (with Marvin Lieberman). 2002. Industrial and Corporate Change 11: 725-760.

- *Reprinted in C. Maritan and M. Peteraf, Eds., 2011, Competitive Strategy, vol. 1, Edward Elgar.*

“Epilogue: Product Sequencing, Knowledge, and E-Commerce” (with Ruth Raubitschek). In N. Bontis and W. Choo, Eds., 2002. The Strategic Management of Intellectual Capital and Organization Knowledge: A Collection of Readings, Oxford University Press.

“The Managerial Rents Model: Theory and Empirical Analysis” (with Richard Castanias). 2001. Journal of Management 27: 661-678.

“Does Corporate Strategy Matter?” (with Edward H. Bowman). 2001. Strategic Management Journal 22: 1-23. *Lead article.*

- *Reprinted in J.A. Krug, Ed., 2008, Corporate Strategy, Sage Publications.*

“Product Sequencing: Co-evolution of Knowledge, Capabilities, and Products” (with Ruth Raubitschek). 2000. Strategic Management Journal 21: 961-979.

- *Reprinted in N. Bontis and W. Choo, Eds., 2002, The Strategic Management of Intellectual Capital and Organization Knowledge: A Collection of Readings, Oxford University Press.*

“Guest Editor’s Introduction to the Special Issue: The Evolution of Firm Capabilities.” 2000. Strategic Management Journal 21: 955-959.

“CEO Duality, Succession, Capabilities and Agency Theory: Commentary and Research Agenda” (with Dawn Harris). 1998. Strategic Management Journal 19: 901-904.

“Simple Indicators of Adaptation Versus Rigidity in History Dependent Firm Activities and Decision Rules.” 1998. Industrial and Corporate Change 7: 49-75.

“Specificity of CEO Human Capital and Compensation” (with Dawn Harris). 1997. Strategic Management Journal 18: 895-920.

“Know-how and Asset Complementarity and Dynamic Capability Accumulation: The Case of R&D.” 1997. Strategic Management Journal 18: 339-360.

- *Lead article*
- *Reprinted in C.A. Maritan and M.A. Peteraf, Eds., 2011, Competitive Strategy, vol. 1, Edward Elgar.*

“Evolutionary Trajectories in Petroleum Firm R&D.” 1994. Management Science 40: 1720-1747.

“Firm-Specificity in Corporate Applied R&D.” 1994. Organization Science 5: 173-184.

“Managerial and Windfall Rents in the Market for Corporate Control” (with Richard Castanias). 1992. Journal of Economic Behavior and Organization 18: 153-184.

- *Lead article*

“Managerial Resources and Rents” (with Richard Castanias). 1991. Journal of Management, Special Issue on Firm Resources and the Theory of Competitive Strategy, 17: 783-809.

“Investment in Offshore Oil by Diversified Petroleum Companies.” 1989. Journal of Industrial Economics 38: 79-93.

“Investment Choices in the Petroleum Industry.” 1989. Journal of Economic Behavior and Organization 11: 253-283.

Investment Choices in Industry. 1988. Cambridge, MA: The MIT Press.

- *Reviewed in The Economic Journal*

“Vertical Integration and Risk Reduction” (with David J. Teece). 1987. Journal of Law, Economics, and Organization 3: 47-67.

Working Papers “Resource Redeployment in Multi-Business Firms: Centralized or Decentralized?” (with Arkadiy Sakhartov).

“When Do People Pay Attention to New Ideas? Novelty and Emotional Expression.” (with Stefano LiPira, Christian Stadler, and Giovanni Gavetti).

“The Theory of the Firm: The Potential for an Organizational Capabilities Approach.”

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Other Publications

“3 Strategies for Rolling Out New Tech Within Your Company (with Christian Stadler and Gianmario Verona). 2021. Harvard Business Review Digital Article, August 5.

“FIVE Project: Data Overview” (with Steven Klepper). 2007. <http://papers.ssrn.com/paper=1028022>. *The FIVES Project is a repository of data and documentation on firm and industry evolution, entrepreneurship, and strategy* (<http://five.dartmouth.edu>).

“Work-Life Issues in Academia and Business: The Current State of Affairs.” 2002. Journal of Management Inquiry 11: 329-331.

“Comment: Edward H. Bowman, 1925-1998.” 2001. Strategic Management Journal 22: 25-26.

BOOK REVIEWS

Review of *Dynamic Capabilities & Strategic Management: Organizing for Innovation and Growth*. By David J. Teece. 2009. Oxford, UK: Oxford University Press. 2011, R&D Management 41(2): 217-218.

Review of *Open Innovation: The New Imperative for Creating and Profiting from Technology*. By Henry Chesbrough. 2003. Boston, MA: Harvard Business School Press. 2006, Academy of Management Perspectives.

Review of *Knowledge Assets: Securing Competitive Advantage in the Information Economy*. By Max Boisot. 1998. Oxford, UK: Oxford University Press. Emergence 1(2): 119-121.

Review of *Paths of Innovation: Technological Change in Twentieth-Century America*. By David C. Mowery and Nathan Rosenberg. 1998. Cambridge, U.K.: Cambridge University Press. June 1999, Journal of Economic Literature, 37.

PRESENTATIONS

2024-2025

HEC, May 2025

INSEAD, April 2025

IE Madrid, March 2025

Dynamic Competition Initiative Workshop on Capabilities, Keynote speaker, European University Institute, October 2024

Dynamic Competition Initiative Conference, European University Institute, October 2024

Viipuri Prize Plenary Panel, Helsinki, Finland, September 2024

Academy of Management Annual Meeting, August 2024

ENT Division Plenary Panel on Replication; Panelist in PDWs on Managerial Foresight, Scaling and Scalability, and Women in Management;

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Panelist in Symposia on Diversification Mechanisms and Dynamics and Knowledge and New Venture Innovation
Utah Strategy Summit, August 2024
Carnegie School of Organizational Learning, June 2024
Harvard Business School Conference in Honor of Michael Tushman, June 2024

2023-2024	Strategic Management Society, Corporate Strategy Masterclass on Strategic Renewal (virtual), February 2024 Corporate Strategy Conference, Wharton School, December 2023 Fest in Honor of Giovanni Dosi, Scuola Superiore Sant'Anna, November 2023 Strategic Leadership, Entrepreneurship, and Innovation Conference, Lehigh University, September 2023 Strategic Management Society Annual Meeting, September 2023 Panel on Corporate Strategy: Opportunities for Cross-Disciplinary Research Academy of Management Annual Meeting, August 2023 Panelist in PDWs on Corporate Strategy, the Evolutionary Dynamics of Corporate Strategy, and Cross-pollination Between Strategy and Organization Research; Panelist in Symposium on Unpacking the Relationship Between Experience and Performance
2022-2023	Consortium on Cooperation and Competitiveness Annual Conference, Dan Levinthal on Capabilities, June 2023 Academy of Management, STR Division Research Distinctiveness Panel (virtual), April 2023 INSEAD (virtual), April 2023 Duke University, Fuqua School of Business, March 2023 Strategic Management Society Annual Meeting, September 2022 Microfoundations of Corporate Strategy Panel; Sharing Code, Data, and Other Tools Panel; Past and Future of Business Dynamics Research Panel Academy of Management Annual Meeting, August 2022 STR Division Plenary Panel on Value Creation and Capture; Panelist in two Symposia on Firm Shaping; Panelist in PDWs on Resources in the Digital Era, Evolutionary Dynamics of Firms, and Value Creation and Capture Postpandemic
2021-2022	Consortium on Cooperation and Competitiveness Annual Conference, Will Mitchell on Capabilities, Innovation, and Strategy Research, June 2022 Strategic Management Society, Tribute to Will Mitchell (virtual), April 2022 MIT Sloan School, April 2022 University of Colorado at Boulder (virtual), March 2022 University of Wisconsin at Madison (virtual), February 2022 Tuck School of Business, Rapid Research Talk, October 2021 Strategic Management Society Annual Meeting (virtual), September 2021

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Panel on Surplus Division Between Workers and Employers and its Impact on Firm Value Creation; Women's Networking Roundtable Host Academy of Management Annual Meeting (virtual), August 2021

Panel in Honor of STR Division Distinguished Scholars; Panelist in PDW on Adaptation, Learning, and Survival During an Unprecedented Shock

2020-2021

Strategic Management Society, Master Class in Corporate Strategy on the Evolution of Corporate Strategy (virtual), June 2021

Washington University (virtual), March 2021

Academy of Management STR Division, Meet the Scholar session (virtual) February 2021

University of Michigan (virtual), February 2021

University of Illinois (virtual), November 2020

Strategic Management Society Annual Meeting (virtual), October 2020

Panel on Corporate Strategies of Platform-based Businesses; Panel on the Future of Competitive Strategy

Academy of Management Annual Meeting (virtual), August 2020

Symposium on Resource Allocation and Resource Redeployment

2019-2020

BYU-Utah Winter Strategy Conference, January 2020

Bocconi Assembly for Innovation and Cooperation, December 2019

Strategic Management Society Annual Meeting, October 2019

Plenary Panel on Fostering Robust and Reliable Research in Strategic Management; Panel for Emerging Scholar Award on Building Microfoundations of Strategy; Panel on The Interplay of Nonmarket and Competitive Strategy

University of Texas at Austin, September 2019

Academy of Management Annual Meeting, August 2019

Symposium on Firm and Industry Evolution: Creation and Redeployment of Capabilities; Symposium on Ecosystem Research 2.0; Symposium on Bridging the Gap Between Market and Nonmarket Strategy; Panelist in PDWs on Psychological Perspectives on Strategy and on Pathways to Innovation

2018-2019

Wharton School, University of Pennsylvania, April 2019

MIT Sloan School, March 2019

Corporate Strategy Conference, Wharton School, December 2018

Platform Ecosystems Conference, Carlson School, University of Minnesota, October 2018, Keynote speaker

Strategic Management Society Annual Meeting, October 2018

Foundations Scholar Session, Knowledge and Innovation Group; Plenary Panel (Revisiting the Geographic Space of Value Creation and Appropriation from the Complementary Assets Framework); Panel on Building (New) Ecosystems; Pre-conference workshop on Building a Research Identity

Academy of Management Annual Meeting, August 2018

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	Plenary Panel STR Division (Ensuring a Future for Strategic Management Research: Important Questions and Credible Answers); Symposium on Beyond Adaptation: Advancing Shaping-Oriented Approaches to Strategy; Co-organized Strategic Management Division PDW on Publishing Research in Strategic Management; Behavioral Strategy PDW speaker
2017-2018	Harvard Business School, TOM Unit, April 2018 George Washington University, April 2018 Consortium on Cooperation and Competitiveness, University of California, Berkeley, March 2018 Editors' Summit on Translational Research, Temple University, Fox School of Business, March 2018, Plenary Panel University of Connecticut, February 2018 University of North Carolina, November 2017 Strategic Management Society Annual Meeting, October 2017 Plenary Panel on Integrating Generations of Strategic Management Research; Showcase Session on Resource Allocation University of Maryland, R.H. Smith School of Business, September 2017 Academy of Management Annual Meeting, August 2017 Plenary Panel Business Policy and Strategy Division (20 Years of Dynamic Capabilities); Showcase Symposia on The Visible Hand in the Age of Platforms and The Value of Managers
2016-2017	INSEAD, March 2017 Columbia University, Columbia Business School, March 2017 Consortium on Cooperation and Competitiveness, Wharton School, March 2017 Boston University, Questrom School of Business, December 2016 Bocconi University, November 2016 LUISS University, October 2016 University of Chicago, Booth School of Business, October 2016 Strategic Management Society Annual Meeting, September 2016 Plenary Panel on Epochs in Strategic Management; Panels on The Role of Action in Dynamic Capabilities Research, The State of the Strategic Management Field, and The Transformation of Mobility
2015-2016	Duke University, Fuqua School of Business, April 2016 Evolutionary Perspectives on Strategy Conference, Graduate School of Business, Stanford University, January 2016 Strategic Management Society Annual Meeting, October 2015 Plenary Panel on Theory in Strategic Management BI Norwegian Business School, September 2015
2014-2015	Viipuri Prize Lecture, Lappeenranta University of Technology, December 2014

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	Strategic Management Society Annual Meeting, September 2014 Academy of Management Annual Meeting, August 2014 Plenary Panel, Business Policy and Strategy Division
2013-2014	Strategic Management Society Annual Meeting, October 2013 University of Maryland, R.H. Smith School of Business, September 2013 Academy of Management Annual Meeting, August 2013
2012-2013	University of Pennsylvania, The Wharton School, April 2013 University of Michigan, November 2012 Academy of Management Annual Meeting, August 2012
2011-2012	Atlanta Competitive Advantage Conference, May 2012 Keynote Speaker, Special Session Organizer & Panelist University of Pennsylvania, The Wharton School, October 2011 University of Minnesota, Carlson School of Business, October 2011 Strategic Management Society Annual Meeting, November 2011
2010-2011	New York University, Stern School of Business, October 2010 Harvard Business School, Conference on Organizational Architecture, October 2010 Strategic Management Society Annual Meeting, September 2010 Plenary Panel on Dynamic Capabilities at the Crossroads (organizer and speaker); Showcase Panel on Ambidexterity, Capabilities, and Strategic Change (organizer and speaker) Academy of Management Annual Meeting, August 2010 Best Symposium Award OMT Division and Showcase Symposium (OMT, BPS, TIM Divisions) (organizer and speaker)
2009-2010	University of California, Berkeley, John Freeman Memorial Conference, March 2010 Duke University, Fuqua School of Business, November 2009 University of Chicago-Northwestern University Conference on Innovation and Society, October 2009 Strategic Management Society Annual Meeting, October 2009
2008-2009	Harvard Business School, May 2009 Boston College, Carroll School of Business, May 2009 Strategic Management Society Annual Meeting, October 2008
2007-2008	Bocconi University Conference on Dynamic Capabilities, June 2008 MIT, Sloan School of Business, April 2008 Duke Strategy Conference, Fuqua School of Business, April 2008 University of Pennsylvania, The Wharton School, November 2007 Kauffman Foundation Data Symposium, November 2007 Academy of Management Annual Meeting, August 2007

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2006-2007	Harvard Business School, May 2007 Forte Foundation, Corporate Best Practices Summit, New York, May 2007 University of Maryland, R. H. Smith School of Business, November 2006 Harvard Business School Strategy Conference, October 2006 Academy of Management Annual Meeting, August 2006
2005-2006	University of North Carolina, Real Options Conference, June 2006 Washington University, Conference in Honor of Michael Gort, June 2006 MIT, Sloan School of Business, April 2006 The Wharton School, Technology Mini-Conference, April 2006 London Business School, November 2005 Oxford University, Said Business School, November 2005 Strategic Management Society Annual Meeting, October 2005
2004-2005	DRUID Tenth Anniversary Conference, Copenhagen, June 2005 Plenary Panel Debate on Open Innovation University of Southern California, Marshall School of Business, April 2005 Informs College of Organizations Annual Meeting, November 2004 University of Illinois, School of Commerce, October 2004 Boston University, School of Business, October 2004 INSEAD, September 2004 Academy of Management Annual Meeting, August 2004
2003-2004	Emory University, Atlanta Competitive Advantage Conference, June 2004 Stockholm School of Economics, IIB, June 2004 Cornell University, Applied Economics and Management, April 2004 University of Michigan Business School, December 2003 Strategic Management Society Annual Meeting, November 2003 University of Pennsylvania, The Wharton School, October, 2003 New York University, Stern School of Business, October 2003 Carnegie-Mellon University, Social and Decision Sciences, September 2003 Academy of Management Annual Meeting, August 2003
2002-2003	Organization Science Winter Conference, February 2003 Southern Methodist University, Conference on Competitive Heterogeneity, October 2002 Strategic Management Society Annual Meeting, September 2002 Academy of Management Annual Meeting, August 2002 University of Sussex, Science Policy Research Unit, Conference in Honor of Keith Pavitt, July 2002
2001-2002	Max Planck Institute for Research on Evolutionary Systems, April 2002 University of Toronto, Rotman School of Business, March 2002 BYU/University of Utah Strategy Conference, March 2002 Strategic Management Society Annual Meeting, October 2001 Academy of Management Annual Meeting, August 2001

2000-2001 DRUID Conference in Honor of Nelson and Winter's *Evolutionary Theory of Economic Change*, June 2001, Plenary Panel
The Wharton School, Technology Mini-Conference, March 2001
University of Pennsylvania, The Wharton School, November 2000
Columbia University, Conference in Honor of Richard R. Nelson, October 2000
Academy of Management Annual Meeting, August 2000

1999-2000 Harvard Business School, June 2000
INFORMS Annual Meeting, November 1999
Helsinki School of Economics and Business, October 1999
Tuck/CCC Conference on the Evolution of Firm Capabilities, September 1999
Academy of Management Annual Meeting, August 1999

1996-1999 University of Pennsylvania, The Wharton School, May 1999
Academy of Management Annual Meeting, August 1998
University of Pennsylvania, The Wharton School, Conference on Selecting Corporate Leaders for the Next Century, June 1997
University of Michigan Business School, May 1997
Ohio State University, Fisher School of Business, May 1997
Tuck School Business at Dartmouth, May 1997
University of Maryland Business School, October 1996

1993-1996 University of Michigan Business School, April 1996
Stanford Business School Conference on Competitive Strategy, October 1994
The Institute of Management Sciences National Meeting, April 1994
Harvard Business School, April 1994
Strategic Management Society Annual Meeting, September 1993
Academy of Management Annual Meeting, August 1993

1990-1993 Allied Social Science Association Annual Meeting, January 1993
The Institute of Management Sciences National Meeting, May 1991
New York University, Stern School of Business, March 1991
University of Pennsylvania, The Wharton School, February 1991
University of Rochester, William E. Simon Graduate School of Business Administration, March 1990

1987-1990 Strategic Management Society Annual Meeting, October 1989
University of Pennsylvania, The Wharton School Conference on Models of Strategic Choice, September 1989
Northwestern University, J. L. Kellogg Graduate School of Management, March 1987

TEACHING

Awards	The Wharton School, M.B.A. Excellence in Teaching Award
Courses Taught	<p>Tuck School of Business at Dartmouth</p> <p>Strategy for Engineering Management, Master of Engineering Management core course</p> <p>Business Strategy, Master of Health Care Delivery Science</p> <p>Business Strategy, Tuck Business Bridge Program</p> <p>Competitive and Corporate Strategy, M.B.A. core course</p> <p>Deconstructing Apple, M.B.A. elective</p> <p>Strategic Principles for Internet Businesses, M.B.A. elective</p> <p>Market Entry and Growth Strategies, M.B.A. elective</p> <p>Industry and Competitive Analysis, M.B.A. elective</p> <p>Advanced Topics in Strategic Management: Business Development, M.B.A. elective</p> <p>Ethics in Action, M.B.A. elective (strategy session)</p>
	<p>The Wharton School, University of Pennsylvania</p> <p>Business Policy, M.B.A. core course</p> <p>Business Policy, executive M.B.A. core course</p> <p>Competitive Strategy, M.B.A. mini-course</p> <p>Business Policy, undergraduate elective</p> <p>Research Methods, Ph.D. core course</p>
	<p>Kellogg Graduate School of Management, Northwestern University</p> <p>Management of Organizations, M.B.A. core course in general and strategic management</p>
	<p>University of California at Davis</p> <p>Competitive Strategy, M.B.A. core course</p> <p>Government Regulation of Business, M.B.A. elective</p>
Executive Education	<p>Tuck School of Business at Dartmouth</p> <p>Back in Business: Invest in Your Return (program for business professionals reentering the workforce), Academic Co-director and Strategy Course Professor, 2005-2007</p>
	<p>National Association of Credit Managers</p> <p>Corporate Strategy Instructor, 2003-2008</p>
PH.D. ADVISING	Informal Advisor, Bijan Kherzi, Ph.D. 2020. School of Management, University of St. Gallen. Thesis title: Free-Energy Governance: Sensing, Sensemaking, and Strategic Renewal.

Dissertation Opponent, Paivi Maijanen-Kylaheiko, Ph.D. 2015. Lappeenranta University of Technology. Thesis title: Pursuit of Change versus Organizational Inertia: A Study on Strategic Renewal in the Finnish Broadcasting Company.

Dissertation Committee, Gino Cattani, Ph.D. 2004. The Wharton School, University of Pennsylvania. Thesis title: Essays on Technological Evolution.

Dissertation Opponent, Aija Leiponen, Ph.D. 2000. Helsinki School of Economics and Business. Thesis title: Essays in the Economics of Knowledge: Innovation, Collaboration, and Organizational Complementarities.

Dissertation Committee, Ron Adner, Ph.D. 1998. The Wharton School, University of Pennsylvania. Thesis title: Variated Market Feedback and the Dynamics of Technological Development: Leveraging Market Diversity to Inform Firm Strategy.

Dissertation Committee, Gary Moskowitz, Ph.D. 1998. The Wharton School, University of Pennsylvania. Thesis title: Essays on the Role of the Chief Executive Officer in the Governance of the Firm.

Dissertation Committee, Atul Nerkar, Ph.D. 1997. The Wharton School, University of Pennsylvania. Thesis title: The Development of Technological Competence Within Organizations: An Evolutionary Perspective.

Dissertation Committee, Jeho Lee, Ph.D. 1996. The Wharton School, University of Pennsylvania. Thesis title: Change Agents and the Evolution of the U.S. Pharmaceutical Industry from 1920 to 1960.

Principal Thesis Advisor, Jennifer Myatt, Ph.D. 1995. The Wharton School, University of Pennsylvania. Thesis title: Why CEOs Lose Their Jobs: The Role of Alignment and Discipline Mechanisms in CEO Forced Exit.

Dissertation Committee, Roberta Klemm, Ph.D. 1995. The Wharton School, University of Pennsylvania. Thesis title: Initial Public Offerings of Equity: A Market for Information Examined from a Transactions Cost Economics Perspective.

Dissertation Committee, Jaideep Anand, Ph.D. 1994. The Wharton School, University of Pennsylvania. Thesis title: Responding to a Declining Product Market: A Study of Defense Contracts Using Resource Based, Evolutionary and Agency Perspectives.

Informal Advisor, Maurizio Zollo, Ph.D. 1997. The Wharton School, University of Pennsylvania. Thesis title: Process Routinization, Knowledge Codification, and the Creation of Organizational Capabilities: The Case of Post-acquisition Management Practices in the Banking Industry.

EDITORIAL ACTIVITIES

Editorial Positions	Consulting Editor, <u>Strategic Management Journal</u> , 2021-present Co-editor, <u>Strategic Management Journal</u> , 2013-2020 Special Issue Co-editor, <u>Strategic Management Journal</u> , <i>Special Issue on the Resource-Based View of the Firm</i> , 2023 Special Issue Co-Editor, <u>Strategic Management Journal</u> , <i>Special Issue on Replication in Strategic Management</i> , 2016 Volume Co-editor, <u>Advances in Strategic Management</u> , <i>Resource Redeployment and Corporate Strategy</i> , 2016 Associate Editor, <u>Palgrave Encyclopedia of Strategic Management</u> , 2009-2015 Associate Editor, <u>Strategic Management Journal</u> , 2007-2013 Associate Editor, <u>Management Science</u> , 2001-2008 Special Issue Co-editor, <u>Organization Science</u> , <i>Special Issue on Strategic Renewal</i> , 2009 Special Senior Editor, <u>Organization Science</u> , 1999-2001 Special Issue Editor, <u>Strategic Management Journal</u> , <i>Special Issue on the Evolution of Capabilities</i> , 2000
Editorial Review Boards	<u>Academy of Management Perspectives</u> , 2004-2016 <u>Strategic Organization</u> , 2001-2013 <u>Industry and Innovation</u> , 2006-present <u>Research Policy</u> , 2007-2009 <u>Organization Science</u> , 1994-2007 <u>Strategic Management Journal</u> , 1991-2006
Ad Hoc Reviewer	Academy of Management Annual Meeting, <u>Academy of Management Journal</u> , <u>Academy of Management Review</u> , Addison-Wesley Publishing, Austrian Social Science Council, Blackwell Publishing, <u>California Management Review</u> , Cambridge University Press, <u>Economic Inquiry</u> , <u>Industrial and Corporate Change</u> , Irwin-McGraw Hill, <u>Journal of Economic Behavior and Organization</u> , <u>Journal of Evolutionary Economics</u> , <u>Journal of Institutional and Theoretical Economics</u> , <u>Journal of Law, Economics, and Organization</u> , <u>Journal of Management</u> , <u>Journal of Management Studies</u> , <u>Management Science</u> , National Science Foundation, <u>Organization Science</u> , Oxford University Press, <u>Rand Journal of Economics</u> , <u>Research Policy</u> , Routledge, Social Sciences and Humanities Research Council of Canada, <u>Strategic Organization</u> , <u>Strategic Management Society Annual Meeting</u>

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CONFERENCES ORGANIZED	<p><u>Junior Faculty Strategy Research Summer Camp</u>, Summer 2013-2019, 2023-2025, Tuck School of Business at Dartmouth</p> <p><u>FIVE Project (Firm and Industry Evolution and Entrepreneurship)</u>, May 2007 Tuck School of Business at Dartmouth, with funding from the Ewing Marion Kauffman Foundation, in conjunction with the Tuck Center for Private Equity and Entrepreneurship</p> <p><u>The Evolution of Firm Capabilities</u>, October 1999 Tuck School of Business at Dartmouth, jointly sponsored with the Consortium on Competitiveness and Cooperation (CCC)</p> <p><u>Technology Strategy Conference</u>, July 1999 Tuck School of Business at Dartmouth, co-organized with Phil Anderson</p>
PRESS COVERAGE OF RESEARCH	<p>National Public Radio, <u>Financial Times</u>, Bloomberg, Associated Press, <u>US News and World Report</u>, <u>USA Today</u>, CNN.com, <u>Forbes</u>, <u>Business Week</u>, <u>International Herald Tribune</u>, <u>Harvard Business Review</u>, <u>Sloan Management Review</u>, and other news outlets</p>
PROFESSIONAL ACTIVITIES	<p>Strategic Management Society, Board of Directors, 2022-2024</p> <p>External Review Committee, Management Division, Columbia Business School, April 2023</p> <p>External Review Committee, Management Department, The Wharton School, University of Pennsylvania, January-March 2021</p> <p>External Review Committee, Social and Decision Sciences Department, Carnegie-Mellon University, May 2007</p> <p>Founding Board Member, Forte Foundation</p> <p>Strategic Management Society Annual Conference Review Committee, 1999</p> <p>Executive Committee, Business Policy and Strategy Division, Academy of Management, 1997-1999 (elected position)</p> <p>Research Committee, Business Policy and Strategy Division, Academy of Management, 1994-1996</p> <p>Business Policy Doctoral Consortium, Faculty Panelist, Academy of Management Annual Meeting, August 1993 and August 1997</p> <p>Business Policy Junior Faculty Consortium, Invited Participant, Academy of Management Annual Meeting, August 1988</p>
UNIVERSITY SERVICE	<p>Tuck School of Business at Dartmouth:</p> <p>Research Innovation Initiatives, Organizer, 2021-present</p> <p>MHCDS Curriculum Committee, 2021-present</p> <p>Personnel and Tenure Committee, 2002-present</p> <p>Council on Graduate Studies, Dartmouth College, 2023-2025</p>

Tuck Strategy Committee, 2015-2018, 2022-2023, 2024-2025
Executive Committee (elected), 1999-2001, 2003-2004, 2024-2025
Strategy Group Recruiting Committee, 2007-2008, 2010-2011, 2011-2012
(chair), 2017-2019, 2021-2023
Provost Search Committee, Dartmouth College, 2021-2022
Area Chair, Strategy and Management Group, 2018-2022
Curriculum Committee, 2009-2012, 2018-2022
Council on Undergraduate Research, Dartmouth College, 2019-2021
Senior Associate Dean for Research Innovation, 2019-2021
Associate Dean for Research Innovation, 2018-2019
Title IX Council, Dartmouth College, 2019-2021
Personnel and Tenure Committee Subcommittee on Promotion and
Tenure Guidelines, 2017-2018
Faculty Advisory Committee, Tuck Entrepreneurship Initiative, 2011-
2015
Strategy Monitoring Committee, 2012-2014
Academic Honor Committee (elected), 2012-2014
Faculty Task Force, 2012-2013
Technology, Innovation, and Learning Seminar Series, Co-organizer,
2004-2008, 2010-2013
Strategy and Management Seminar Series, Organizer, 1998-2002, 2007-
2008, 2011-2012
Faculty Advisory Committee, Center for Private Equity and
Entrepreneurship, 2004-2011
Project 2012 Strategy Monitoring Committee, 2007-2008
Project 2012 Curriculum Task Force, 2007-2008
Academic Freedom, Tenure, and Responsibility Committee (elected),
2001-2007
Co-organizer, Faculty Lunch Research Workshop Series, 2004-2008
Women in Business Task Force, 2005-2006
Integrative Course Planning Committee, 2005-2006
Tuck Work-Life Symposium, Panel Moderator, 2001, 2006, 2007
Entrepreneurship Recruiting Committee, 2004-2005
Tuck Campaign for Excellence, New York City, 2005
Faculty Mentor, 2001-2002, 2003-2008, 2018-2021
LEAD Program in Business, Instructor, 1999-2005
Strategy Brown Bag Lunch Series, Organizer, 1999-2002
Technology Strategy Recruiting Committee, 1999-2000, 2001-2002 (chair)
Faculty Advisory Committee, Digital Strategies Center, 2001-2002
Search Committee, Executive Director, Digital Strategies Center, 2000
Search Committee, Executive Director, Global Leadership Center, 2000
Research Committee, 1999-2000
Academic Performance Committee (elected) 1998-1999
Research Computing Committee, 1998-1999
Organization Behavior Recruiting Committee, 1998-1999

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First-year MBA Orientation, Instructor, 2000-2001
Tuck Alumni Reunion Weekend, Instructor, 2000
Tuck Centennial Conference, Moderator and Speaker, 2000

**PROFESSIONAL
AFFILIATIONS**

Academy of Management
American Economic Association
INFORMS
Strategic Management Society

8/2025