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Education

Ph.D.	Harvard University	Business Economics	1982
A.B.	Harvard University	Economics	1976

Dissertation

Title: The Learning Curve, Pricing, and Market Structure in the Chemical Processing Industries

Committee: Richard E. Caves, Michael E. Porter, A. Michael Spence

Academic Positions

2018 – present: Harry and Elsa Kunin Chair in Business and Society
Senior Associate Dean and Director of the Doctoral Program
Strategy Area Chair, UCLA Anderson School of Management

2001 - present: Professor, UCLA Anderson School of Management

1990 - 2001: Associate Professor, Anderson Graduate School of Management, UCLA

1989 - 1990: National Fellow, Hoover Institution, Stanford University

1982 - 1989: Assistant Professor, Graduate School of Business, Stanford University

1979 - 1981: Teaching Fellow (Introductory Economics), Harvard University

Academic Honors

La Force Award for Leadership at UCLA Anderson, 2022
Dean's Prize for Outstanding Faculty Mentorship of Ph.D. Students, 2018
Visiting Scholar, NYU Stern School of Business, May 2013
Strategic Management Society Fellow
TMS Distinguished Speaker, Fall 2009 INFORMS Conference
1996 Best Paper Prize, *Strategic Management Journal*
Hoover National Fellowship, 1989-90
Shigeo Shingo Prize for Manufacturing Excellence, 1989
Harvard Business School Division of Research Thesis Fellowship, 1981
Browder Thompson Best Paper Award (IEEE), 1979
National Science Foundation Fellowship, 1976-80

Journal Articles

“Moving beyond competitive advantage: A rejoinder to Barney, et al.” *Strategic Management Review*, forthcoming 2023.

“Empirical Inquiry without Hypotheses: A Question-driven, Phenomenon-based Approach to Strategic Management Research,” (with Melissa Graebner, Ann Marie Knott and Will Mitchell). *Strategic Management Journal*, forthcoming 2022.

“Sunk Costs and Concentration in Homogeneous Product Industries.” *Strategy Science* 7(2):106-119, June 2022. <https://doi.org/10.1287/stsc.2022.0159>

“The Distinctive Domain of The Sharing Economy: Definitions, Value Creation, and Implications for Research,” (with Gideon Markman, Michael Leiblein, Li-Qun Wei and Yonggui Wang). *Journal of Management Studies*, Vol. 58, No. 4, June 2021, pp: 927-948. <https://doi.org/10.1111/joms.12707>

“Disruption Through Complements,” (with Ron Adner). *Strategy Science*, 6(1):91-109, March 2021. <https://doi.org/10.1287/stsc.2021.0125>

“Is Competitive Advantage *Intellectually* Sustainable?” *Strategic Management Review*, Vol. 2: No. 1, pp 29-46, February 2021. <http://dx.doi.org/10.1561/111.00000016>

“Strategic Responses to Crisis,” (with Matthias Wenzel and Sarah Stanske). *Strategic Management Journal*. Vol. 42, No. 2, February 2021, pp. 016-027. <https://doi.org/10.1002/smj.3161>

“The Impact of Diversification on Task Performance: Evidence from Kidney Transplant Centers,” (with Sara Parker Lue). *Strategic Management Journal*, Vol. 41, No. 7, July 2020, pp. 1169-1190. <https://doi.org/10.1002/smj.3141>

Second place winner for the Industry Studies Association’s 2021 Ralph Gomory Best Industry Studies Paper Award.

“Toward a Dynamic Notion of Value Creation and Appropriation in Firms: The Concept and Measurement of Economic Gain,” (with Natarajan Balasubramanian and Roberto Garcia). Special issue on “New Theory in Strategic Management,” *Strategic Management Journal*, Vol. 39, No. 6, June 2018, pp. 1546-1572.

“Measuring Value Creation and Appropriation in Firms: The VCA Model” (with Natarajan Balasubramanian and Roberto Garcia). *Strategic Management Journal*, Vol. 38, No. 6, June 2017, pp. 1193-1211 (lead article).

“Entry, Exit and the Potential for Resource Redeployment,” (with Gwendolyn Lee and Tim Folta). *Strategic Management Journal*, Vol. 38, No. 3, March 2017, pp. 526-544.

Best paper award finalist, BPS Division, 2010 Academy of Management Meeting.

“Production Frontier Methodologies and Efficiency as a Performance Measure in Strategic Management Research,” (with C.M. Chen and Magali Delmas). *Strategic Management Journal*, Vol. 36, January 2015, pp. 19-36.

“Conundra and Progress: Research on Entry Order and Performance,” (with David Montgomery). *Long Range Planning*, Special Issue on Entry Timing Strategies, Vol. 46, August 2013, pp. 313-324.

“Learning by Doing and Market Structure,” (with Natarajan Balasubramanian). *Journal of Industrial Economics*, Vol. 59, No. 2, June 2011, pp. 177-198.

“Internal and External Influences on Adoption Decisions in Multi-Unit Firms: The Moderating Effect of Experience,” (with Daniel Simon). *Strategic Organization*, Vol. 8, No. 2, May 2010, pp. 132-154.

“Industry Learning Environments and the Heterogeneity of Firm Performance,” (with Natarajan Balasubramanian). *Strategic Management Journal*, Vol. 31, No. 4, April 2010, pp. 390-412.

“Acquisition vs. Internal Development as Modes of Market Entry,” (with Gwendolyn Lee). *Strategic Management Journal*, Vol. 31, No. 2, February 2010, pp. 140-158.

“How to Measure Company Productivity using Value-added: A Focus on Pohang Steel (POSCO)” (with Jina Kang). *Asia Pacific Journal of Management.*, Vol. 25, No. 2, June 2008, pp. 209-224.

“Why Do Firms Imitate Each Other?” (with Shigeru Asaba). *Academy of Management Review*, Vol. 31, No. 2, April 2006, pp. 366-385.

Reprinted in *Competitive Strategy*, C. Maritan and M. Peteraf, eds., Edward Elgar, 2011.

“Assessing the Resource Base of Japanese and U.S. Auto Producers: A Stochastic Frontier Production Function Approach,” (with Rajeev Dhawan), *Management Science*, Vol. 51, No. 7, July 2005, pp. 1060-1075.

“The Birth of Capabilities: Market Entry and the Importance of Pre-History,” (with Constance Helfat), *Industrial and Corporate Change*, Vol. 11, No. 4, August 2002, pp. 725-760.

Reprinted in *Competitive Strategy*, C. Maritan and M. Peteraf, eds., Edward Elgar, 2011.

“The Magnesium Industry in Transition,” *Review of Industrial Organization*, Vol. 19, June 2001, pp. 71-79.

“Inventory Reduction and Productivity Growth: Linkages in the Japanese Automotive Industry,” (with Lieven Demeester), *Management Science*, Vol. 45, No. 4, April 1999.

“The Empirical Determinants of Inventory Levels in High-Volume Manufacturing,” (with Susan Helper and Lieven Demeester), *Production and Operations Management*, Vol. 8, No. 1, Spring 1999, pp. 44-55.

“Comparative Productivity of Japanese and US Steel Producers, 1958-1993,” (with Douglas Johnson), *Japan and the World Economy*, Vol. 11, No. 1, January 1999, pp. 1-27.

“First-Mover (Dis)Advantages: Retrospective and Link with Resource-Based View,” (with David Montgomery), *Strategic Management Journal*, Vol. 19, No. 12, December 1998, pp. 1111-1125.

“Patent Trends in Steelmaking Technologies,” (with Aya Chacar), *Iron and Steel Engineer*, Vol. 75, No. 8, August 1998, pp. 72-73.

“Inventory Reduction and Productivity Growth: A Comparison of the Japanese and US Automotive Sectors,” (with Shigeru Asaba). *Managerial and Decision Economics*, Special issue on Japanese Technology Management, Vol. 18, No. 2, March 1997, pp. 73-85.

“Determinants of Vertical Integration: An Empirical Test,” *Journal of Industrial Economics*, Special Issue on Vertical Relationships, Vol. 39, No. 5, September 1991.

“Exit from Declining Industries: ‘Shakeout’ or ‘Stakeout?’” *Rand Journal*, Vol. 21, No. 4, Winter 1990.

Reprinted in *Applied Industrial Economics*, L. Philips, ed., Cambridge University Press, 1998.

“Firm-Level Productivity and Management Influence: A Comparison of U.S. and Japanese Automobile Producers,” (with Lawrence Lau and Mark Williams). *Management Science*, Vol. 36, No. 10, October 1990.

“The Learning Curve, Technology Barriers to Entry, and Competitive Survival in the Chemical Processing Industries.” *Strategic Management Journal*, Vol. 10, No. 5, September-October 1989.

Reprinted in *Innovation, Evolution of Industry, and Economic Growth*, D.B. Audretsch and S. Klepper, eds., Edward Elgar, 1999.

“Capacity Utilization: Theoretical Models and Empirical Tests.” *European Journal of Operational Research*, Vol. 40, No. 2, May 1989.

“First-Mover Advantages,” (with David Montgomery). *Strategic Management Journal*, Vol. 9, Summer 1988.

Recipient of 1996 *SMJ* Best Paper Prize (awarded for articles more than five years old with significant impact on the field of strategic management).

Reprinted in *Readings in Marketing Strategy*, V. J. Cook, J. Larreche and E. C. Strong, eds., Scientific Press, Redwood City, 1989.

Reprinted in *Strategic Management*, (volume of the International Library of Critical Writings on Business and Management), J. Birkenshaw, ed., Edward Elgar, London, 2003.

Reprinted in *Competitive Strategy*, C. Maritan and M. Peteraf, eds., Edward Elgar, 2011.

“Post-Entry Investment and Market Structure in the Chemical Processing Industries,” *Rand Journal of Economics*, Vol. 18, No. 4, Winter 1987.

“Market Growth, Economies of Scale, and Plant Size in the Chemical Processing Industries,” *Journal of Industrial Economics*, Vol. 36, No. 2, December 1987.

“The Learning Curve, Diffusion, and Competitive Strategy,” *Strategic Management Journal*, Vol. 8, No. 5, September-October 1987.

Reprinted in *Competitive Strategy*, C. Maritan and M. Peteraf, eds., Edward Elgar, 2011.

“Patents, Learning by Doing, and Market Structure in the Chemical Processing Industries,” *International Journal of Industrial Organization*, Vol. 5, No. 3, September 1987.

“Strategies for Capacity Expansion,” *Sloan Management Review*, Vol. 28, No. 4, Summer 1987.

“Excess Capacity as a Barrier to Entry: An Empirical Appraisal,” *Journal of Industrial Economics*, Vol. 35, No. 4, June 1987.

Reprinted in *The Empirical Renaissance in Industrial Economics*, T. Bresnahan and R. Schmalensee, eds., Basil Blackwell, London, 1987.

“Investment and Coordination in Oligopolistic Industries,” (with Richard Gilbert), *Rand Journal of Economics*, Vol. 18, No. 1, Spring 1987.

“The Learning Curve and Pricing in the Chemical Processing Industries,” *Rand Journal of Economics*, Vol. 15, No. 2, Summer, 1984.

“A Literature Citation Study of Science-Technology Coupling in Electronics,” *Proceedings of the IEEE*, Vol. 66, No. 1, January 1978.

Recipient of Browder Thompson prize for best research paper by an author under 30 published in an IEEE journal during 1978.

Conference Proceedings (Published)

“An Extension of the VCA Model To Estimate Stakeholder Value Appropriation” (with Roberto Garcia), *Best Papers Proceedings, Academy of Management*, 2012.

“Relatedness and Market Exit,” (with Gwendolyn Lee and Tim Folta), *Best Papers Proceedings, Academy of Management*, 2010. BPS Division Best Paper Award finalist.

“Acquisition vs. Internal Development as Entry Modes for New Business Development: The Dynamics of Firm-Market Relevance,” (with Gwendolyn Lee), *Best Papers Proceedings, Academy of Management*, 2007.

“Industry Learning Environments and the Heterogeneity of Firm Performance,” (with Natarajan Balasubramanian), *Best Papers Proceedings, Academy of Management*, 2006.

“Assessing the Resource Base of Japanese and U.S. Auto Producers: A Stochastic Frontier Production Function Approach,” (with Rajeev Dhawan), *Best Papers Proceedings, Academy of Management*, 2005.

“Why Do Firms Behave Similarly? A Study on New Product Introduction in the Japanese Soft-drink Industry,” (with Shigeru Asaba), *Best Papers Proceedings, Academy of Management*, 1999.

“Determinants of Vertical Integration: An Empirical Test,” *Best Papers Proceedings, Academy of Management*, 1991.

Book Chapters

“Business Model Innovation and Replication: Implications for the Measurement of Productivity,” (with Natarajan Balasubramanian, Roberto Garcia Castro and Joan Enric Ricart). Chapter 10 of *Oxford Handbook of Productivity Analysis*, E. Grifell-Tatje, C.A.K. Lovell and R. Sickles, eds., Oxford University Press, 2018.

- “Who Imitates Whom? A Study on New Product Introductions in the Japanese Soft-drink Industry,” (with Shigeu Asaba). Chapter 7 of *Japanese Management in Evolution: New Directions, Breaks, and Emerging Practices*, T. Nakano, editor, Routledge, 2017, pp. 127-154.
- “First Mover/ Pioneer Strategies,” (with David Montgomery), in Venkatesh Shankar and Gregory S. Carpenter, eds., *Handbook of Marketing Strategy*, (Edward Elgar, 2012).
- “Business Imitation,” (with Shigeru Asaba), in Charles Wankel, ed., *Handbook of 21st Century Management* (Sage, 2007).
- “Organizing for Technological Innovation in the U.S. Pharmaceutical Industry,” (with Aya Chacar), in Joel Baum and Olav Sorenson, eds., *Geography and Strategy* (Advances in Strategic Management, Volume 20, Elsevier, 2003).
- “Dow Chemical and the Magnesium Industry,” in D. I. Rosenbaum, ed., *Market Dominance: How Firms Gain, Hold or Lose It and the Impact on Economic Performance*, Praeger, Westport, CT, 1998, pp. 69-87.
- “Distribution of Returns Among Stakeholders: Method and Application to US and Japanese Auto Companies,” (with Aya Chacar), in H. Thomas and D. O’Neal, eds., *Strategic Discovery: Competing in New Arenas*, Wiley, 1997, pp. 299-313.
- “Strategy of Market Entry: Pioneer or Follow?” (with David Montgomery). In *Handbook of Business Strategy*, H. E. Glass, ed., Warren, Gorham & Lamont, 1991.
- “Inventory Reduction and Productivity Growth: A Study of Japanese Automobile Producers.” In *Manufacturing Strategy*, J. E. Ettlie, M. C. Burstein and A. Feigenbaum, eds., Kluwer Academic Publishers, 1990.
- “Learning, Productivity, and US-Japan Industrial Competitiveness.” In *Managing International Manufacturing*, K. Ferdows, ed., North Holland, 1989.
- “Estimating the Benefits to Society from Integrated Circuit Innovations: the Case of MOS Dynamic RAM's,” in R. Wilson et al., *Innovation, Competition and Government Policy in the Semiconductor Industry*, Lexington Books, 1981, pp. 122-31.

Other Publications

- “Strategic Responses to Crisis,” (with Mattias Wenzel and Sarah Stanske) Introduction to Virtual Special Issue of the *Strategic Management Journal*, April 2020. (DOI: 10.1002/smj.3161)
- “First Mover Advantages,” in *Palgrave Encyclopedia of Strategic Management*, 2013.
- “Just-in-Time,” in *Palgrave Encyclopedia of Strategic Management*, 2013.
- “Cost,” in *Palgrave Encyclopedia of Strategic Management*, 2013.
- “Sunk Cost,” in *Palgrave Encyclopedia of Strategic Management*, 2013.
- “Cost Leadership,” in *Palgrave Encyclopedia of Strategic Management*, 2013.
- “The Revitalization of US Manufacturing,” Institute for International Economic Studies, Tokyo, Japan, Seminar Series 9706, June 1997.

Papers Under Review and Work in Progress

“Round-Number Bidding as an M&A Strategy, (with Tingyu Du), October 2021. (Presented at the Wharton School.)

“A Typology of Disruptive Innovation,” (with S. Annambhotla), June 2016.

“Strategy as a Moderator of Business Imitation” (with Shigeru Asaba), December 2016.

“Did First-Mover Advantage Survive the Dot-Com Crash?” December 2007. (Presented at CMU, Emory, Maryland, NYU, Wharton, UC Berkeley, UCLA, University of Illinois, and the Stanford and Utah Strategy Conferences.)

Doctoral Dissertations Chaired

Donald Hatfield, 1993. (First placement: Virginia Polytechnic Institute).

Geoffrey Waring, 1993. (Co-Chair. First placement: Emory University).

Aya Chacar, 1998. (First placement: London Business School).

Constance James, 1998. (Co-Chair. First placement: Pepperdine University).

Shigeru Asaba, 1999. (First placement: Gakushuin University).

Tatsuo Ushijima, 2002. (First placement: Aoyama Gakuin University).

Natarajan Balasubramanian, 2007. (First placement: Florida International University).

Gabriel Natividad, 2008. (Co-Chair. First placement: New York University).

James Ostler, 2013. (First placement: University of Michigan).

Sara Parker, 2013. (Co-Chair. First placement: Rutgers University).

Bo Kyung Kim, 2014. (First placement: Cheju Halla University).

Vanessa Burbano, 2015. (Co-Chair. First placement: Columbia University).

Bennett Chiles, 2017. (First placement: Columbia University).

Marco Testoni, 2019. (First placement, Tilburg University).

Kira Stearns, 2020. (First placement, Intensity LLC).

Tingyu Du (in progress).

Yung-Hsu Tsui (in progress).

Cases and Teaching Notes

Martine Rothblatt and UCLA Anderson’s Greatest AMR Project (with Michael Hirshman)

United Therapeutics (with Joanne Zhang)

Lectures on "Creation and Distribution of Economic Value"

The Magnesium Industry in 1964 (A), S-BP-231A

The Magnesium Industry 1964-1974 (B), S-BP-231B

The Magnesium Industry 1974-1982 (C), S-BP-231C

Magnesium Industry Teaching Note

Learning Curve Computer Exercise

Teaching Note on the Learning Curve Computer Exercise

Note on Production Economics: Cost Structures and Process Types

Courses Taught

Business Strategy

Corporate Renewal

Industry Structure and Competitive Strategy

Market Entry Strategy

Value-Based Strategy

Entrepreneurial Perspectives on Biotechnology

Strategies for Internet Business

Production/Operations Management

Introductory Economics

Invited Presentations

Arizona State University	Tilburg University
Bocconi University	University of British Columbia
Boston University	University of California, Berkeley
Carnegie-Mellon University	University of California, Irvine
CEIBS	University of California, San Diego
Columbia University	University of Chicago
Dartmouth (Tuck)	University of Colorado, Boulder
Duke University	University of Denver
Emory University	University of Illinois, Champaign-Urbana
ETH Zurich	University of Maryland
Florida International University	University of Michigan
Harvard University	University of Minnesota
INSEAD	University of North Carolina, Chapel Hill
Institute for International Economic Studies	University of Pennsylvania (Wharton)
Kobe University	University of Pittsburgh
London Business School	University of Rochester
Massachusetts Institute of Technology	University of Southern California
National University of Singapore	University of Texas at Austin
New York University	University of Toronto
Northeastern University	University of Washington
Northwestern University	University of Wisconsin, Madison
Ohio State University	U.S. Department of Justice
Peking University	U.S. Federal Trade Commission
Purdue University	Washington University at St. Louis
Southern Methodist University	Yale University

Professional Societies

Academy of Management	Strategic Management Society (Fellow)
American Economic Association	Industry Studies Association

Editorial

Media Innovations Co-editor, Strategic Management Society
Strategic Management Journal (Associate Editor and Guest Editor)
Production and Operations Management (Senior Editor)
Special Issue Editor, SMJ Issue on Question-Driven Research
Special Issue Editor, JMS Issue on the Sharing Economy

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