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I. EDUCATIONAL BACKGROUND

A. *Degrees*

Graduate

1977 Ph.D. Managerial Economics and Decision Sciences: Northwestern University - J.L. Kellogg Graduate School of Management
1975 M.A. Economics: The Hebrew University of Jerusalem (Israel)

Undergraduate

1973 B.A. Economics: The Hebrew University of Jerusalem (Israel)

B. *Dissertation*

Graduate Thesis Title: "Petroleum Reservoir Exploitation: When and How?"

II. TEACHING ACCOMPLISHMENTS

A. *Academic positions held*

1999- Present Robert B. Goergen Professor of Entrepreneurship,
And Professor of Management
The Wharton School, University of Pennsylvania
2006- Present Fellow, The Wharton Financial Institutions Center
2003- Present Academic Director, Chairman of the Executive Committee, The
Wharton Global Family Alliance (WGFA)
2000- Present Director, Wharton Electronic Business Initiative (*WeBI*)
1999- Present Academic Director, Wharton Entrepreneurial Programs (WEP)
1994- 1999 Peter Wall Distinguished Professor, University of British Columbia
1994-1999 Discovery Foundation Research Fellow, University of British
Columbia
1992-1999 Director, Entrepreneurship & Venture Capital Research Center
1990-94 Associate Professor, University of British Columbia
1984-90 Associate Professor of Management, J.L. Kellogg Graduate School of
Management, Northwestern University
1983-84 Visiting Associate Professor of Management, J.L. Kellogg Graduate
School of Management, Northwestern University

Update: August 29, 2008

- 1980-82 Lecturer, Faculty of Industrial Engineering and Management,
Technion, Israel Institute of Technology, Haifa, Israel
- 1980-81 Senior Researcher, Samuel Neaman Institute for Advanced Studies in
Science and Technology

B. Courses taught1. Graduate courses

Venture Capital and Entrepreneurial Management (Wharton, MBA and Undergrads)
 PhD Seminar in Entrepreneurship (Wharton)
 PhD Seminar in Family Business (Wharton)
 Entrepreneurship and New Venture Initiation (Wharton)
 Technology Entrepreneurship Internship (TEI) course (Wharton)
 Business Strategy (at UBC)
 Preparing the Business Development Plan (at UBC)
 Strategic Planning Models (at Northwestern)
 Strategy and Organization (at Northwestern)
 Strategy and Policy (at UBC)
 Corporate Strategy (at UBC)
 Business Applications of Optimal Control Theory (at Technion)
 Entrepreneurship and New Venture Creation (at UBC & Northwestern)
 Microeconomic Theory (at Technion)
 Natural Resource Economics (at Technion)

2. Executive Education Course

Venture Capital and Private equity (Wharton)
 Entrepreneurship and New Venture Initiation (Wharton)
 The Wharton Fellows Program (Co-Academic Director)
 E-Business (Wharton)
 Technology Strategy (Wharton)
 Corporate Venturing (Wharton)
 Strategic Management (AMP-Wharton)
 Venture Capital Financing of Entrepreneurship (NUS, AGSM)
 Venture Capital Financing of Entrepreneurship (NUS, AGSM)
 Entrepreneurship in Corporate Settings (Residential Program for Executive
 Development, UBC)
 Strategic Management (Kellogg/Wharton/Sasin Executive MBA, Thailand)
 Strategic Management (Executive MBA program, and EDP, Kellogg)
 Entrepreneurship (Executive MBA program and EDP, Kellogg)
 Strategic Management (Residential Program for Executive Development, UBC)

C. Courses created/developed

- Developed a semester long PhD seminar entitled “*PhD Seminar on Entrepreneurship*” (MGMT 932)
- Developed a semester long undergraduate course entitled “*Venture Capital and Entrepreneurial Management*” (MGMT 264)
- Developed an MBA mini course (1/2 a semester) entitled “*Venture Capital and Entrepreneurial*

Management” (MGMT 804)

Lead role in the conceptualization, development, and teaching of a new internet-based MBA course “Technology Entrepreneurship Internship” (taught on both east and west coasts)

Developed and coordinated the Entrepreneurship teaching program and MBA specialization in Entrepreneurship at University of British Columbia

Developed and coordinated the Strategic Management teaching program and MBA specialization in Strategic Management at University of British Columbia

Lead role in the development of a new course: Commerce 590 Technology

Entrepreneurship (co-sponsored by the Faculties of Commerce and Applied Sciences at University of British Columbia).

Conceptualized, developed and taught a 3-day Executive Program entitled "*New Venture Creation: Entrepreneurship in Independent and Corporate Settings.*" To date, the program was offered 6 times at University of British Columbia

Conceptualized, developed and taught *The Art of Venturing* (3 day executive program at Kellogg; it has been offered twice a year for 12 years)

D. Teaching interests

Entrepreneurship; Strategic Management; Venture Capital; Family Business

III. RESEARCH/PUBLICATIONS**A. Publications***Articles published in refereed journals*

1. “Designing your future business model: An activity system perspective” (with C. Zott) Forthcoming in *Long Range Planning*, 2009.
2. “Innovación del modelo de negocio: creación de valor en de cambio (with C. Zott) Forthcoming in *Universia Business Review*, November 2009.
3. “How are U.S. family firms controlled?” (with B. Villalonga) *The Review of Financial Studies*, 22 (8), 3047–3091, 2009.
4. “The fit between product market strategy and business model: implications for firm performance” (with C. Zott) *Strategic Management Journal*, 29(1), pp 1-26, January 2008.
5. “Business Model Design and the Performance of Entrepreneurial Firms” (with C. Zott), *Organization Science*, 18(2), pp 181-199, March-April 2007.
6. “How do Family Ownership, Control, and Management Affect Firm Value?” (with B. Villalonga), *Journal of Financial Economics* 80, pp 385-417, May 2006.
7. “Self-Selection in Strategic Alliances: Effects on Firm Performance in the Computing Industry” (with R. Arend), *European Management Journal*, 23 (4), pp 361 -381 August 2005
8. “Learning from Failure: Bankruptcy, Firm Age and the Resource-based View” (with S. Thornhill), *Organization Science* 14(5), pp.497-509, September-October 2003.
9. “The Dynamics of Innovative Activity and Competitive Advantage: The Case of Australian Retail Banking, 1981-1995” (with P.W. Roberts), *Organization Science*, 14(2), pp. 107-122, March/April 2003.

10. "Venture capital syndication: Improved venture selection versus the value added hypothesis" (with J. Brander and W. Antweiler), revised December 2001. *Journal of Economics and Management Strategy*, 11(3), pp. 423-452, Fall 2002.
11. "Value Creation in e-Business" (with C. Zott). *Strategic Management Journal*, 22, pp. 493-520, 2001.
12. "Does money matter: Wealth attainment as the motive for initiating growth oriented technology ventures" (with K.R. MacCrimmon, C. Zietsma and J. Oesch), *Journal of Business Venturing*, 16, (2), pp.119-143, March 2001.
13. "A dynamic, perspective of internal fit in corporate venturing:" (with S. Thornhill), *Journal of Business Venturing*, 16 (1), pp. 25-50, January 2001. (An abbreviated version is published in the best paper proceedings of the 1999 Academy of Management)
14. "Strategies for Value Creation in E-commerce: Best Practice in Europe", (with C. Zott and J. Donlevy). *European Management Journal*, 18(5), pp. 463-475, October 2000.
15. "Learning from failure: A firm-level analysis of the liability of newness" (with S. Thornhill), *Academy of Management Best Paper Proceedings* August 2000.
16. "Human resource management processes: A value creating source of competitive advantage" (with M. Belcourt), *European Management Journal*, 17(2), pp. 463-475, April 1999.
17. "Does empowerment lead to higher quality and profitability?"(with E. Gal-Or), *Journal of Economic Behavior and Organization*, 36(4) September, pp. 411-432, 1998.
18. "Why do venture capital firms exist? Theory and Canadian evidence" (with J. Brander and C. Zott), *Journal of Business Venturing*, 13(6), pp.441-466, 1998.
19. "Rethinking venture capital financing" (with J. Brander and C. Zott), *Canadian Investment Review*. X (3), pp. 19-22 Fall, 1997.
20. "Competence-based strategic defense" (with Z. Rotem), *Academy of Management Best Papers and Proceedings of the 56th Annual Meeting*, pp. 56-60, 1996. (Note: Only 14 papers out of 365 submissions to the Business Policy and Strategy Division are published in this double blinded refereed volume.)
21. "Opportunity costs and entrepreneurial activity" (with E. Muller and I. Cockburn), *Journal of Business Venturing*, 10 (2), pp 95-106, March 1995.
22. "Push" and "Pull" entrepreneurship" with (E. Muller), *Journal of Small Business and Entrepreneurship*, 12(4), pp. 64-80, October-December, 1995. Preliminary and reduced version published in *Frontiers of Entrepreneurship Research*. Proceedings of the 14th Annual Babson College/Kauffman Foundation Entrepreneurship Research Conference.
23. "Challenges to theory development in entrepreneurship research" (with L. Glosten and E. Muller), *Journal of Management Studies*, 30 (5) September: 815-834, 1993.
24. "Roles for government in fostering knowledge-based companies: the British Columbia experience" (with M. Tombak), *Proceedings (refereed) of the Third Biennial High Technology Management Conference*. pp. 21-32, 1993. Also, in *Advances in Global High Technology Management: Public Policy and the Management of Innovation in Technology-Based Entrepreneurship*. JAI Press, 1996.
25. "Strategic assets and organizational rent" (with P. Schoemaker), *Strategic Management Journal*, 14 (1): 33-46, 1993.
26. "Accounting implications of corporate diversification" (with J. Livnat and P. Zarowin), *Management Science*, 37 (5): 532-545, 1991.

27. "Entrepreneurial ability, venture investments, and risk sharing" (with L. Glosten and E. Muller), *Management Science*, 36 (10): 1232-1245, 1990.
28. "Why do firms reduce business risk?" (with B. Wernerfelt), *Academy of Management Journal*, 33 (3): 520-533, 1990.
29. "Does venture capital foster the most promising entrepreneurial firms?" (with L. Glosten and E. Muller), *California Management Review*, 32 (3): 102-111, 1990.
30. "The choice of manufacturing technology in the presence of dynamic demand and experience effects" (with Y. Ilan), *IIE Transactions*, 22 (2): 100-111, 1990.
31. "Grouping of conglomerates by their segments' economic attributes: towards a more meaningful ratio analysis" (with J. Livnat), *Journal of Business, Finance & Accounting*, 17 (1): 85-100, 1990.
32. "A classification of mergers and acquisitions by motives: analysis of market responses" (with J. Livnat and P. Zarowin), *Contemporary Accounting Research*, 6 (1): 143-158, 1989.
33. "Efficient corporate diversification: methods and implications" (with J. Livnat), *Management Science*, 35 (7): 879-897, 1989.
34. "The mode of corporate diversification: internal ventures versus acquisitions" (with J. Livnat and P. Zarowin), *Managerial and Decision Economics*, 10 (2): 89-100, 1988.
35. "A concept of conglomerate diversification" (with J. Livnat), *Journal of Management*, 14 (4): 593-604, 1988.
36. "Diversification strategies: business cycles and economic performance" (with J. Livnat), *Strategic Management Journal*, 9 (2): 99-110, 1988.
37. "Thinking one step ahead: the use of conjectures in competitor analysis" (with I. Domowitz and C. Fershtman), *Strategic Management Journal*, 9 (5): 431-442, 1988.
38. "Diversification, capital structure and systematic risk: an empirical investigation" (with J. Livnat), *Journal of Accounting Auditing & Finance*, 3 (1): 19-48, 1988.
39. "Diversification and the risk-return tradeoff" (with J. Livnat), *Academy of Management Journal*, 31 (1): 154-166, 1988.
40. "Petroleum reservoir exploitation: switching from primary to secondary recovery", *Operations Research*, 34 (4): 534-54, 1986.
41. "Cost leadership strategy and experience curves", *Strategic Management Journal*, 7 (3): 281-292, 1986.

1a. Papers under review in refereed journals

42. "Family Control of Firms and Industries" (With B. Villalonga) August 2008

B. Other Articles

1. Chapters in Books

43. "The Business Model as the Engine of Network-based Strategies" (with C. Zott) in P. Kleindorfer and Y. Wind (Eds) *Network-Based Strategies and Competencies*.

44. “Single Family Offices: The Art of Effective Wealth Management” (with H. Lichtenstein, J. Prats and T. Millay) in J. Tapias and J. Ward (Eds) *How do Family-Owned Businesses Foster Enduring Values?* Palgrave Macmillan. Publishing, 2008
45. “Global Equity Capital Markets for Emerging Growth Firms: Patterns, Drivers, and Implications for the Globalizing Entrepreneur” (with C. Zott) in H. Gatignon and J.R. Kimberly (Eds) *The INSEAD Wharton Alliance on Globalization* Cambridge University Press , pp 229 – 253. 2004
46. “The Business Model” (with C. Zott) In M.A. Hitt and D. Ireland (Eds), *Blackwell Encyclopedia of Entrepreneurship*, forthcoming 2004.
47. “Value Creation in e-Business” (with C. Zott). In M.A. Hitt, R. Amit, C. Lucier & R.D. Nixon (Eds.), *Creating Value: Winners in the New Business Environment*, Oxford, UK: Blackwell Publishers, 2002.
48. “Entrepreneurial Management as Strategy” (with K. Brigham and G. Markman). In G. Dale Meyer and K. Heppard (Eds) *Entrepreneurship as Strategy: Competing on the Entrepreneurial Edge*, Thousand Oaks, CA: Sage Publications, pp. 83-99. 2000.
49. “Young firm growth: An analysis of strategy and context (with S. Thornhill). In R. Bresser et. al. (Eds) *Winning Strategies in a Deconstructing World*. Sussex, UK: John Wiley & Sons, pp. 289-308. 2001.
50. “Venture capital financing of entrepreneurship: Theory, empirical evidence, and a research agenda” (with J. Brander and C. Zott). In Donald Sexton and Hans Landstrom (eds.), *Handbook of Entrepreneurship*, Blackwell Publishers, pp. 259-281, 2000.
51. “Growth management of emergent firms in Canada. (with S. Thornhill). In P. Reynolds et. al. (Eds) *Frontiers of Entrepreneurship Research*, Babson Park, MA: Babson College. pp. 381-392. 1998.
52. “Venture capital financing of entrepreneurship in Canada” (with J. Brander and C. Zott). In Paul Halperin (ed.), *Financing Growth in Canada*. Industry Canada, Ottawa, University of Calgary Press. pp. 237-277, 1997.
53. “The competitive dynamics of capabilities: developing strategic assets for multiple futures”(with P. Schoemaker). In G. Day and D. Reibstein (eds)., *Wharton on Dynamic Competitive Strategy*. pp. 368-394, 1997.
54. “Strategic implication of business process re-engineering” (with B. Ericksen). In N.J. Foss and C. Knudsen (eds.), *Towards a Competence Theory of the Firm*. Routledge, London, UK, 1996.
55. “Strategic defense and competence-based competition” (with Z. Rotem). In A. Heene and R. Sanchez (eds.), *Competence-Based Strategic Management*. John Wiley and Sons, 169-191. 1996.
56. “The decision to start a new venture: Values, beliefs, and alternatives” (with K. MacCrimmon and J. Oesch), *Frontiers of Entrepreneurship Research*. Babson College.
57. “Investment in strategic assets: industry and firm level perspectives” (with P. Schoemaker). In A. Duff and J. Dutton (eds.). *Advances in Strategic Management*, 10:3-33, 1994.
58. “Commercializing innovations: Linking theory with practice”. In Hans Jobst Pleitner (ed.), *Structures and Strategies of Small and Medium Sized Enterprises*. pp. 391-401, 1994.
59. “A methodology for analyzing the impact of regulations on the coal industry” (with S. Martin and M. Naughton). In R. Amit and E. Avriel (eds.), *Perspectives on resource policy modeling: energy and minerals*. Cambridge, MA: Ballinger Publishing Company, 1982.

2. Working Papers

60. "How Do Firm Specificity and Asset Specificity Differ: Implications for the Choice of Firm Boundaries" (with C. Zott) February 2008
61. "Entrepreneurship and firm formation across countries" (with L. Klapper, M. Guillen, and M. Quesada). February 2008
62. "Capital flows and the venture capital cycle" (with Rafael Silveira) Revised May, 2007
63. "Strategy and corporate finance: Can the interface lead to new insights?" (with Belen Villalonga) February 2005.
64. "Profiting from digital transformation of business processes", (with M. Cohen and J. Wunram), 2003.
65. "The engine of growth hypothesis: On the relationship between firm size and employment growth"(with J. Brander, K. Hendricks, and D. Whistler), July 1998.
66. "Are Canadian entrepreneurs financially constrained?" (with K. Hendricks, R. Porter, D. Whistler and J. Brander), November, 1997.
67. "Business taxation of SMEs in Canada" (with K. Hendricks and D. Whistler), October 1997.
68. "The dynamic structure of the small and medium-sized enterprise sector" with J. Brander, K. Hendricks, R. Arend and D. Whistler), September 1996.
69. "Venture capital regimes and entrepreneurial activity" (with L. Glosten and E. Muller), under revision for publication.

3. Trade Publications

1. "Single Family Offices: Private Wealth Management in the Family Context" (H. Liechtenstein, J. Prats, T. Millay and L. Pendleton) June 2008
2. "Successful Entrepreneurs Design Better Business Models" (with C. Zott) *European Business Forum*, Issue 15, pp 16-17, Autumn 2003.
3. "Growing from the inside out" (with M. Belcourt), *The Financial Post*, Mastering Enterprise Series. May 20, 4-6, 1998.
4. "Overcoming the seed capital gap", *Monitor*, 2(1) January/February: 13-16, 1995.
5. "Entrepreneurship theory: the state of the art and research challenges", *Business Review*, Spring: 10-13, 1993.
6. "U.S. coal exports: a European perspective", *DRI Coal Review*, 3 (2), 1980.
7. "The turn in the coal market: when and where?" (with M. Naughton), *DRI Coal Review*, 3 (1), 1980.
8. "The coal consumption outlook: new growth in sight" (with M. Naughton), *DRI Energy Review*, 4 (2), 1980.
9. "The divergence of oil and coal prices - what does it really mean?" (with S. Martin), *DRI Coal Review*, 2 (2), 1979.
10. "The coal industry: the future of eastern coal" (with S. Martin and M. Naughton), *DRI Coal Review*, 2 (2), 1979.
11. "The revised new source performance standards: Who pays?" (with S. Martin), *DRI Energy Review*, 3 (2), 1979.
12. "Alternative outlooks for the coal industry" (with S. Martin), *DRI Coal Review*, 2 (1), 1979.
13. "The coal industry: assessment and outlook" (with S. Martin), *Coal Review*, 2 (1), 1979.

14. *The DRI/Zimmerman coal model* (with M. Zimmerman). Lexington, MA: Data Resources, Inc., 1978.
15. “The coal outlook” (with S. Martin), *DRI Energy Review*, 2 (1), 1978.
16. “The coal outlook: A prolonged uncertainty” (with S. Martin), *DRI Energy Review*, 2 (2), 1978.
17. “The coal industry assessment and outlook” (with S. Martin and M. Zimmerman), *DRI Coal Review*, 1 (2) (Nov), 1978.
18. “Issues in coal supply” (with S. Martin and M. Zimmerman), *DRI Coal Review*, 1 (1) (Nov), 1978.
19. “The short-term outlook for coal” (with S. Martin), *DRI Energy Review*, 2 (3), 1978.

C. Books

1. Edited

Creating Value: Winners in the New Business Environment, (with M.A. Hitt, C. Lucier & R.D. Nixon)
Oxford, UK: Blackwell Publishers, 2002

Perspectives on resource policy modeling: energy and minerals (with M. Avriel). Cambridge, MA: Ballinger Publishing Company, 1982.

D. Invited Papers

1. Invited Lectures/Presentations

Budapest University of Economic Sciences	University of California at Berkeley
Brigham Young University	University of California at Los Angeles
Harvard University	University of Chicago
Hong Kong University of Science and Technology	University of Colorado at Boulder
London Business School	University of Illinois
Massachusetts Institute of Technology	University of Indiana
New York University	University of Michigan
Purdue University	University of New South Wales, Australia
Rice University	University of Pittsburgh
Southern Methodist University	University of Texas at Austin
State University of New York at Buffalo	Vienna University
Technion, Israel Institute of Technology	Washington University
Tel-Aviv University	Yale University

2. Conferences

1. “The Impact of the Economic Downturn on Global Challenges” Panel presenter, Education without Borders conference Dubai, March 2009
2. “Family Office Benchmarking”, Asia Family Office Forum. Singapore, March 2009.
3. “Brave New World of Entrepreneurship & venture capita: new reality, new choices” Supernova 2008, San Francisco CA, June 2008.

4. "Keeping It In The Family: Financing Growth Without Loosing Control" European Growth Summit 2008 at IESE Business School. June 2008. Barcelona, Spain.
5. "Family Values and Value Creation: The Cases of Growth Financing and Succession" IV International Family-Owned Business Conference" June 2008. Barcelona, Spain.
6. "Family Control and Firm value" at the Academic Workshop of the IV International Family-Owned Business Conference", June 2008. Barcelona, Spain.
7. "Family Firm Research: Opportunities and Challenges" Grief Entrepreneurship Research Symposium, Los Angeles, March 2008
8. "Family Control and Firm Value" Conference on Strategy, Industry and Innovation. IMT Luca Institute for Advanced Studies. Luca, Italy; July 2007
9. "How do Asset Specificity and Firm Specificity of Resources affect Firm Boundaries?" The Academy of Management Annual Meeting Atlanta GA; August, 2006
10. "Strategy and Corporate Finance: Can the Interface lead To New Insights?" The Academy of Management Annual Meeting Atlanta GA; August, 2006
11. Discussant of four papers in a session entitled "New ventures: Fishing for Founders" at The Academy of Management Annual Meeting Atlanta GA; August, 2006
12. "Benefits and costs of control Enhancing Mechanisms in U.S. family Firms" Conference on Corporate Governance in Family/Unlisted Firms. Thun, Switzerland. June 2006.
13. "How Do Firm Resources Affect Transaction Governance?" The Atlanta Competitive Advantage Conference. Atlanta Georgia. June, 2005
14. "Family Controlled Industries" Conference on Corporate Governance of closely held firms. Copenhagen, Denmark.. June, 2005
15. "Strategy and Corporate Finance: Can The Interface lead To New Insights?" RST authors' conference in Silverado. Napa, CA. March, 2005.
16. "How do Family Ownership, Control, and Management Affect Firm Value?" American Finance Association Annual Meeting. Philadelphia PA. January 2005
17. "How do Family Ownership, Control, and Management Affect Firm Value?" The European Finance Association Annual Meeting. Maastricht, The Netherlands August 2004
18. "How do Family Ownership, Control, and Management Affect Firm Value?" The Academy of Management Annual Meeting, New Orleans August 2004
19. Multiple Perspectives on New Venture Alliances" Discussant , The Academy of Management Annual Meeting, New Orleans August 2004
20. "How do Family Ownership, Control, and Management Affect Firm Value?" NBER summer Institute, July 2004.
21. "Reflections On Technology Management" presentation at the Wharton Technology Conference. Philadelphia PA. March 2004.
22. "The Intersection of Business Models and Business Strategy in Entrepreneurial Firms" Paper Presentation at the 23rd Annual International Conference of the Strategic Management Society , Baltimore, Maryland; November 2003
23. "Red Light/Green Light: RBV at the Cross Road: Panel Presentation at the 23rd Annual International Conference of the Strategic Management Society , Baltimore, Maryland; November 2003

24. "Where Resources meet the Road: RBV in practice" Panel Presentation at the 23rd Annual International Conference of the Strategic Management Society , Baltimore, Maryland; November 2003
25. "Business Models and Strategy of Entrepreneurial Firms" paper presented at the Academy of Management Annual Meeting, Seattle Washington August, 2003.
26. "Corporate Venturing and Venture Capital" Discussant of four papers. Academy of Management Annual Meeting, Seattle Washington August, 2003.
27. "conversations on Business and Competitive Strategy" Panelist. Academy of Management Annual Meeting, Seattle Washington August, 2003.
28. "Application of Quantitative methods in Entrepreneurship Research." The Euro/Informs Joint International meeting, Istanbul Turkey. July 2003
29. "Business Model Design and the Performance of Entrepreneurial Firms" The Euro/Informs Joint International meeting, Istanbul Turkey. July 2003
30. "Business Model Design and the Performance of Entrepreneurial Firms" Distinguished invited speaker. The ASAC conference Halifax Nova Scotia Canada. June 2003
31. "Business Model Design and the Performance of Entrepreneurial Firms" The Second Entrepreneurship, Venture Capital, and IPO (EVI) Conference. New York University, New York, NY. April 2003.
32. "Business Model Design and the Performance of Entrepreneurial Firms" keynote speaker at the Entrepreneurship and New Technologies in Latin America Regional Conference of the Strategic Management Society, Buenos Aires Argentina. March 2003.
33. "Business Model Design and the Performance of Entrepreneurial Firms", Washington University Conference, St. Louis, MO. January 2003.
34. "Entrepreneurship Education: Linking Theory with Practice", LMU Private Equity Conference, Munich, Germany. November 2002.
35. "The 21st Century Corporation: How Digital Technologies Affect Corporate Transformation and Performance" 22nd Annual International Conference of the Strategic Management Society. Paris France. September 2002.
36. "Business Model Design and Firm Performance: Evidence From Emerging Growth Companies" Academy of Management 2002 Conference. Denver, CO. August 2002.
37. "The 21st Century Corporation: How Digital Technologies affect Corporate Transformation & Performance" Academy of Management 2002 Conference. Denver, CO. August 2002.
38. "Strategy and Entrepreneurship: What Changes in the Digital Economy?" Academy of Management 2001 Conference. Washington DC August 2001.
39. "Business Models and the Market capitalization of eBusiness Firms" 21st Annual International Conference of the Strategic Management Society. San Francisco California. October 2001
40. "Value Drives of e-Commerce Business Models" 20th Annual International Conference of the Strategic Management Society. Vancouver Canada October 2000.
41. "Executing Winning Strategies" Keynote at the 20th Annual International Conference of the Strategic Management Society. Vancouver Canada October 2000.
42. "Value Drivers of e-Commerce Business Models" *Academy of Management Annual Meeting*. Toronto Canada. August 2000.

43. "Learning From Failure: Contrasting Bankruptcies of Young and Old Firms." *Academy of Management Annual Meeting*. Toronto Canada. August 2000.
44. "Discussant of "Architectural Innovations and Modular Corporate Forms" by Charles Galunic and Kathleen M. Eisenhardt. The BYU First Annual Strategy Conference, Provo, Utah. March 2000.
45. "Growth Strategies in the New Economy; A Structural Analysis of Strategic Configurations" (with Stewart Thornhill, 19th Annual Conference of the Strategic Management Society, October 1999, Berlin, Germany.
46. "Capability Development and Firm Profitability" (with Peter Roberts), 19th Annual Conference of the Strategic Management Society, October 1999, Berlin, Germany.
47. "Do Independent Boards of Directors Protect Shareholders' Interests?" (with Yuval Deutsch), 19th Annual Conference of the Strategic Management Society, October 1999, Berlin, Germany.
48. "The Dynamics of Capability Development: The Case of Australian Retail Banking, 1981 to 1995" (with Peter Roberts) *Academy of Management Annual Meeting*, August 1999, Chicago, IL
49. "A Dynamic Perspective of Internal Fit in Corporate Venturing". (with Stewart Thornhill) *Academy of Management Annual Meeting*, August 1999, Chicago, IL
50. "Why Do Young Firms Fail? Managerial Capabilities, Organizational Assets, and the Liability of Newness" (with Stewart Thornhill), *18th Annual Conference of the Strategic Management Society*, November 1998, Orlando, FL.
51. "Does Money Matter? Wealth Attainment as a Motive for Initiating Growth Oriented Technology Ventures" (with K. MacCrimmon, J. Oesch, and C. Zietsma), *Academy of Management Annual Meeting*, August 1998, San Diego, CA.
52. "Young Firm Growth: An Empirical Study of Industry and Firm-Specific Determinants"(with Stewart Thornhill), *Academy of Management Annual Meeting*, August 1998, San Diego, CA.
53. "Venture Capital Financing of Entrepreneurship in Canada" (with J. Brander and C. Zott), *IFABE @ APEC* November 1997, Vancouver, BC.
54. "Innovation and the Dynamics of Firm Profitability in the Australian Banking Industry" (with P. Roberts), *17th Annual Conference of the Strategic Management Society*, October 1997, Barcelona, Spain.
55. "Growing Businesses within Businesses: The Role of Strategic Fit" (with S. Thornhill and M. Belcourt), *17th Annual Conference of the Strategic Management Society*, October 1997, Barcelona, Spain.
56. "A Theory of the Market for Entrepreneurship Arising from the Dynamic Structure of the Canadian Small Enterprise Sector" (with J. Brander, K. Hendricks, D. Whistler, and R. Arend), *Academy of Management Annual Meeting*, August 1997, Boston, MA.
57. "Coopetition: An Empirical Analysis of Prevalent Screening Criteria in the Information Technology Industry" (with R. Arend), *Academy of Management Annual Meeting*, August 1997, Boston, MA.
58. "Why do Venture Capital Firms Exist: Theory and Empirical Evidence from Canada" (with J. Brander and C. Zott), *Economic Foundations of Venture Capital*, March, 1997, Stanford, CA.
59. Remarks on "How Much Does Industry Really Matter?"(by A. McGahan and M. Porter) *Stanford Conference on Strategic Management*, February 1997, Stanford, CA.
60. "Growing Businesses within Businesses: A Process for Corporate Renewal" (with M. Belcourt and S. Thornhill), *16th Annual Conference of the Strategic Management Society*, November 1996, Phoenix, AZ.
61. "Coopetition in the Information Technology Industry: Theory and Practice" (with R. Arend), *16th Annual Conference of the Strategic Management Society*, November 1996, Phoenix, AZ.

62. "Competence-Based Strategic Defense" (with Z. Rotem), *Academy of Management Annual Meeting*, August 1996, Cincinnati, OH.
63. Growing Businesses within Businesses (with M. Belcourt and S. Thornhill), *ASAC '96*, May 1996, Montreal, QC.
64. "The Decision to Start A New Venture: Values, Beliefs, and Alternatives," *Babson College -Kauffman Foundation Entrepreneurship Research Conference*, University of Washington, March 1996, Seattle, WA.
65. "Coopetition in the Information Technology Industry: Theory and Practice," *Stanford Strategic Management Conference on Competition and Cooperation*, March 1996, Stanford, CA.
66. "Strategic Defense," *Third International Workshop on Competence-Based Competition*, November 1995, Gent, Belgium.
67. "Commercializing Technology: Linking Theory with Practice," *Academy of Management National Meeting*, August 1995, Vancouver, BC.
68. "Commercializing Innovations: Linking Theory with Practice," *Rencontres de St-Gall 1994*, September 1994, Davos, Switzerland.
69. "Strategic Implications of the Re-Engineered Corporation," *14th Annual International Conference of the Strategic Management Society*, September 1994, Paris, France.
70. "Opportunity Costs and Entrepreneurial Activity," *Academy of Management National Meeting*, August, 1994, Dallas, TX.
71. "Contrasting Entrepreneurs with Non-Entrepreneurs: Attributes and Attitudes," *Academy of Management National Meeting*, August 1994, Dallas, TX.
72. *Entrepreneurship Research Workshop*. Organized and led (with G. Dale Meyer) the retreat. July 1994, Winter Park, CO.
73. "Strategic Theory of the Firm: Resources, Capabilities, and Strategy," *22nd Annual Meeting of the Administrative Sciences Association of Canada*, June 1994, Halifax, NS.
74. "Push and Pull Entrepreneurship," 1994 Babson College-Kauffman Foundation Entrepreneurship Research Conference, June 1994, Wellesley, MA.
75. "Deploying Strategic Assets: Theory and Application," *13th Annual Strategic Management Society Conference*, September 1993, Chicago, IL.
76. "Investment in Strategic Assets: Industry and Firm Level Perspectives," *Academy of Management National Meeting*, August 1993, Atlanta, GA.
77. "Roles for Government in Fostering Knowledge-Based Companies: The British Columbia Experience," *Third Biennial High Technology Management Conference*, June 16-18, 1993, Boulder, CO.
78. "Commercializing Technology," *Canadian Association of Physicists' Annual Congress*, June 1993, Simon Fraser University, Vancouver, BC.
79. "The Formation and Scope of the Enterprise," *34th Annual Meeting of the Western Academy of Management*, March 1993, San Jose, CA.
80. "Venture Capital Regimes and Entrepreneurial Activity," *International Council for Small Business Canada, 9th Annual Conference*, October 1992, Victoria, B.C.; *Academy of Management National Meeting*, August, 1993, Atlanta, GA.
81. *Conference on Entrepreneurship Theory*, University of Illinois at Urbana-Champaign, October 1991. Discussant, Urbana, IL.

82. *Consortium on Competitiveness and Cooperation Conference* on “Corporate Capabilities and Competitiveness,” December 1990, Napa Valley, CA.
83. *Fundamental Issues in Strategy: A Research Agenda For The 1990s*, November 1990, Napa Valley, CA.
84. Conducted (with 3 other faculty members) the 1990 Doctoral Consortium of the Business Policy and Planning Division, *Academy of Management National Meeting*, August 1990, San Francisco, CA.
85. “Strategic Management Research on the Resource Perspective of the Firm,” *Academy of Management National Meeting*, August 1990, San Francisco, CA.
86. “Key Success Factors: Their Foundation and Application,” *Academy of Management National Meeting*, August 1990, San Francisco, CA.
87. “Challenges to Theory Development in Entrepreneurship Research,” *Theory Building in Strategic Management Conference*, May 1990, University of Illinois, Urbana-Champaign, IL.
88. “Asset Characteristics, the Appropriability of Rents and Strategy Formulation,” *Wharton Conference on Models of Strategic Choice*, September 1989, Philadelphia, PA.
89. “Why Do Firms Reduce Business Risk?” *Academy of Management National Meeting*, August 1989, Washington, D.C.
90. “Entrepreneurial Ability, Venture Investments, and Risk Sharing,” *TIMS XXIX* July 1989, Osaka, Japan, and *Ninth Annual Strategic Management Society Conference*, October 1989, San Francisco, CA.
91. “Entrepreneurial Ability, Venture Investments, and Risk Sharing,” *Conference on The State of The Art In Theory and Method In Strategy Research*, The Wharton School, May 1989, Philadelphia, PA.
92. “On the Vulnerability of Administrative Structures,” *ORSA/TIMS Joint National Meeting*, October 1988, Denver, CO.
93. “Selecting Competitive Strategies for Corporate New Ventures: The Dual Role of Corporate Assets,” *Eighth Annual Strategic Management Society Conference*, October 1988, Amsterdam, Holland.
94. “Issues in Entrepreneurship Research,” *Conference on Models of Strategic Choice Workshop*, Wharton School, September 1988, Philadelphia, PA.
95. “Efficient Corporate Diversification: Methods and Implications,” *Academy of Management National Meeting*, August 1988, Anaheim, CA.
96. Discussant of three papers at the *American Economic Association Annual Meeting*, December 1987, Chicago, IL.
97. “Efficient Corporate Diversification: Methods and Implications,” *American Economic Association Annual Meeting*, December 1987, Chicago, IL.
98. “The Choice of Manufacturing Technology in the Presence of Dynamic Demand and Experience Curves,” *ORSA/TIMS National Meeting*, October 1987, St. Louis, MO.
99. “Diversification and the Risk-Return Tradeoff,” *ORSA/TIMS National Meeting*, October 1987, St. Louis, MO.
100. “Efficient Corporate Diversification: Methods and Implications,” *Seventh Annual Conference of the Strategic Management Society*, October 1987, Boston, MA.
101. “The Reliability of Administrative Hierarchies,” *Academy of Management Annual Meeting*, August 1987, New Orleans, LA.
102. “Diversification and the Risk-Return Tradeoff,” *Academy of Management Annual Meeting*, August 1987, New Orleans, LA.

103. "The Economics of Corporate Diversification," *Allied Social Science Associations Meeting*, December 1986, New Orleans, LA (Chair and Organizer).
104. "Diversification Strategies: Business Cycles and Economic Performance," (Revised June 1986), *Academy of Management Annual Meeting*, August 1986, Chicago, IL.
105. "The Choice of Manufacturing Technology in the Presence of Dynamic Demand and Experience Curves," *Academy of Management Annual Meeting*, August 1986, Chicago, IL.
106. "Cost Leadership Strategy and Experience Curves," American Economic Association Annual Meeting, December 1985, New York, NY.
107. "Diversification Strategies: Business Cycles and Economic Performance," *Fifth Annual International Conference of the Strategic Management Society*, October 1985, Barcelona, Spain.
108. "Funding New Ventures: When, How, and How Much," *Fifth Annual Entrepreneurship Research Conference*, April 1985, University of Pennsylvania, PA.
109. "Managing for Sustainable Competitive Advantage," *Fourth Annual Conference of the Strategic Management Society*, October 1984, Philadelphia, PA.
110. "A Quantitative Analysis of the Impact of Government Regulations on the Coal Industry," (with S. Martin and M. Naughton), *Miami Conference on Alternative Energy Resources*, December 1979, Miami, FL.

E. Reports and Other Materials

1. Case Studies

1. November 2006 Sun Brewing (B). (with B. Villalonga) HBS Case Study 9-207 039. (21 pages)
2. October 2006 Kohler Co. (B), (with B. Villalonga) *HBS Case Study # 207-025*
3. October 2006 Ayala Corporation (CW), (with B. Villalonga) *HBS Courseware # 207-705*
4. October 2006 Ayala Corporation, (with B. Villalonga) *HBS Case Study # 207-041*
5. August 2006 Medco Energi Internasional (with B. Villalonga) *HBS Case Study # 207-021* (16 pages) (Family business case)
6. August 2006 Medco Energi Internasional (CW), (with B. Villalonga) *HBS Courseware 207-702*.
7. August 2006 Sun Brewing Ltd (A). (with B. Villalonga) *HBS Case Study 207-022*. (16 pages) (Family business case)
8. August 2006 Sun Brewing (CW) *HBS Courseware 207-703*.
9. January 2005. Kohler Co. (A). (with B. Villalonga) *HBS Case Study # 205-034* (20 pages) (Family business valuation case)
10. January 2005. Kohler Co. (CW) (with B. Villalonga) *Harvard Business School Courseware 205-707*
11. January 1993. MSP Medical Group, Inc. -- New Venture Planning Model, Version 3.0. (Lotus based, menu-driven planning model for the development of a corporate new venture. Used by students in conjunction with case study).
12. September 1992. MSP Medical Group, Inc. (Sustaining competitive advantage in a rapidly changing market place; entrepreneurship in a medical practice.)
13. October 1987, Revised March 1993. (Version 2.0) Professional Service Firm, Inc. -- New Venture Planning Model, Version 1.6 (Lotus based, menu-driven planning model for the development of a new venture by a professional service firm. Used by students in conjunction with case study).

14. October 1987; Revised March 1993. Professional Service Firm, Inc. (Strategy formulation, organizational implementation, and financial issues that relate to the development of new ventures in a corporate setting). Forthcoming in the European Case Book on Cooperative Strategies.
15. September 1987. An integrated business planning and strategy evaluation model, version 4.1. (Lotus 1-2-3 based simulation model and associated reference manual for the New Ventures and Strategic Planning courses.)
16. January 1985. Guidelines for discussion of the Andes Candies, Inc.
17. January 1985. Andes Candies, Inc. (Corporate planning case concerning corporate-divisional interactions in formulating and implementing the division's business plan.)

F. Editorial Activities

1. Editorial Review Boards

2004 to present	Member of the Editorial Board, <i>Wharton Publishing</i>
2001 to 2007	Member of the Editorial Board, <i>European Management Review</i>
1994 to 2005	Member of the Editorial Board, <i>Journal of Business Venturing</i>
1992 to 2002	Member of the Editorial Board, <i>Organization Science</i>
1987 to 2007	Member of the Editorial Board, <i>Strategic Management Journal</i>
1988 to 1991	Associate Editor, <i>Management Science</i> (Planning & Forecasting)

2. Refereeing

Academy of Management Journal	The MacArthur Foundation
Academy of Management Review	Management Science
Administrative Science Quarterly	Managerial and Decision Economics
California Management Review	National Science Foundation (Economics)
Journal of Finance	Optimal Control Applications and Methods
Journal of Economics & Management Strategy	Organization Science
Journal of Management Studies	Strategic Management Journal

G. Research Interests

Closely Held Family Business, Entrepreneurship; Strategic Management; Venture Capital Financing, Corporate Governance,

IV. PROFESSIONAL ACTIVITIES

A. University-Related Activities

1. Committee Membership

a. School/Department Committees

Management Department, The Wharton School, Entrepreneurship Recruiting Committee, Chairperson, (2000-current)
 Management Department, The Wharton School, Family Business Recruiting Committee, Chairperson, (2003-current)
 Management Department PhD Committee (2003 - 2005)
 Wharton Research Scholars Program (2004 - current)
 Wharton SBDC VIP program Oversight Committee (2003-current)
 Management Department, The Wharton School, Curriculum Committee (2001- current)
 Management Department Q Review Committee (2003-2004)
 Management Department Ad Hoc Personnel committees (2003 – current)
 Management Department Mack Chair recruiting Committee (2003)
 Management Department, The Wharton School, Space committee, Chair (2001- 2003)
 Management Department, The Wharton School Senior Recruiting Committee (2001-2003)
 UBC Dean’s Search Committee (1996-97)
 UBC Faculty MBA Committee (1995-96)
 UBC Faculty Resources Committee (1993-94)
 UBC MBA Core Program Design Committee (1993-94)
 UBC Appointments, Promotions, and Tenure Committee (1991-92), (1992-93)
 UBC Chair, Ad-Hoc Committee on the selection of new chaired professorships
 UBC Faculty Representative, MBA Open House (1993)
 UBC Chair, Entrepreneurship Committee (1992-93), (1993-94)
 UBC Faculty Retreat Committee (1992-93)
 UBC Major Role in organizing the “1991 Summer Conference on Industrial Organization, Strategic Management and International Competitiveness” held at UBC on June 21-23, 1991
 UBC Merit Committee (1991-92)
 UBC Recruiting committee for Placement Coordinator
 UBC Extensive outreach and communication with the business community

b. University Committees

UBC Peter Wall Institute for Advanced Studies Advisory Board (1996-1999)
 UBC University MTF committee (1994- 1999)

c. Doctoral Dissertation Committees

Yuval Deutsch (Co-Chair)	Richard Arend (Chair)
Stewart Thornhill (Chair)	Moren Levesque
Christoph Zott (Chair)	Asseem Kaul (Chair)
Jennifer Cliff	Rachel Perl (Advisor)

2. Administrative Activities

Co-Founder and Chairman of the Executive Committee, the Wharton Global Family Alliance (2004 – current)
 Academic Director, Wharton Entrepreneurial Programs (1999- current)
 Founding Director of the Wharton E-Business Initiative (WeBI) 2000- 2003
 Mack Center Core Faculty Committee (2000- current)

Founder and Director, the W. Maurice Young Entrepreneurship and Venture Capital Research Center

B. *Non-University-Related Activities*

1. *Professional Activities*

2002	Member, 22 nd Annual International Conference of the Strategic Management Society Committee.
2000	Co-Chair 20 th Annual International Conference of the Strategic Management Society. Vancouver Canada October 2000
1993-present	Member, <i>Strategic Management Journal</i> Best Paper Nominating Committee
1994- 1996	Ph.D. Dissertation Award Nominating Committee
1994- 1995	Best Paper Nominating Committee, AOM Entrepreneurship Division
1994- 1995	Chairman, Research Committee, AOM Entrepreneurship Division
1993-94	Ph.D. Dissertation Award Nominating Committee, Academy of Management, Entrepreneurship Division
1993-94	Best Paper Nominating Committee
1992-94	Member, Academy of Management, BPS Division Research Committee

2. *Business and Industry Activities*

2003-	Board member; member of the Audit committee; member of the Compensation, Nominating and Governance Committee of Alvarion Ltd. (NASDAQ: ALVR)
2001-02	Board Member Telaxis Communications (NASDAQ: TLXS)
1996-01	Chairman, Board of Directors, Creo Products Inc. (NASDAQ: CREO)
1977-82	Director, Personal Computer Products and Services, Data Resources, Inc., Lexington, MA. Overall P&L responsibility for Personal Computer Information Products and Services. Conceptualized and built a new business for DRI in an emerging marketplace; developed functional requirements for DRI's personal computer line; supervised the product development phase; established client support functions and distribution channels; and directed a rapidly growing staff of highly skilled, advanced-degree professionals.
	Senior Energy Economist and Director, Coal Service (* 1980-82 part-time basis) Overall P&L responsibility for all of DRI's coal-related work. Developed and directed modeling and economic forecasts related to US coal demand, supply and transportation; conducted special studies; evaluated national and state energy policy programs and issues; interacted with government agencies, and public and private corporations; managed a staff of economists; and conducted outlook conferences and client workshops.

3. *Volunteer Activities*

1987-1990	Member Board of Directors, The Chicago Lung Association.
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C. *Professional Affiliations and Memberships*

Academy of Management
 American Economic Association
 Strategic Management Society
 The Institute of Management Science

V. GRANTS, HONORS, AND AWARDS

A. *University-Related*

Academic Awards and Distinctions

2008	The Idea Award for thought leadership. Entrepreneurship Division, the Academy of Management
2007	The Greif Entrepreneurship Research Impact Award
2007	European Corporate Governance Institute best paper in Finance prize (“Benefits and costs of control Enhancing Mechanisms in U.S. family Firms”)
2006	Family Firm Institute best unpublished research paper (“Benefits and Costs of Control enhancing mechanisms in U.S Family Firms”)
2000	Strategic Management Journal Best Paper Prize (“Strategic Assets and Organizational Rents (with Paul Schoemaker) Volume 14 Number 1, January 1993)
2000	McKinsey & Company/Strategic Management Society Best Conference Paper Prize Honorable Mention. 20th Annual International Conference October 2000 Vancouver Canada for “Value Drivers of e-Commerce Business Models” (with C. Zott)
1994	Discovery Foundation Research Fellow
1993	Ascendant Scholar Award, Western Academy of Management
1989-90	Richard M. Paget Research Professor
1984-86, 1986-89	J.L. Kellogg Research Professor
1974-77	Northwestern University Doctoral Fellowship

2. Research Grants from Private Industry and foundations

2006	\$1,350,000 CitiGroup
2004	\$1,000,000 The Government of Dubai through Istithmar.
2004	\$450,000 Mellon Bank
2000	\$9,000,000 Raised from private equity sources to supplement entrepreneurship funding
1999	\$150,000 The Kaufman Foundation
1998	\$1,000,000 Raised from private sources to supplement entrepreneurship research
1995	\$400,000: Raised from private sources to supplement entrepreneurship research.
1993	\$100,000: Raised from private sources to supplement entrepreneurship research funding.

1991 \$500,000: Raised from private sources for the Entrepreneurship & Venture Capital Research Center to support research on entrepreneurship by UBC Faculty and Ph.D. students

3. Research Grants from Government Agencies

Aug 1999-2000	\$150,000 NSF.
April 1999 to March 2004	\$2,360,000: SSHRCC Major Collaborative Research Initiative Grant
Apr 1997	\$20,000: Department of Finance (Federal Government)
Apr 1996	\$30,000: Business Development Bank of Canada
Mar 1996	\$49,500: Industry Canada Research Grant
Feb 1996	\$6,000: Industry Canada Research Grant
Nov 1994 to Nov 1994	\$30,000: Industry Canada Research Grant
Nov 1993 to Nov 1998	\$2,125,000: SSHRCC Major Collaborative Research Initiative Grant
Nov 1992 to Oct 1993	\$15,000: SSHRCC Presidential Grant for Innovation and Development
Apr 1992 to Apr 1993	\$13,000: SSHRCC Research Grant - Entrepreneurship and New Venture Development: Theory and Empirical Evidence in Canada
1992	\$1,800: BC Government Grant, Roles for Government in Fostering Knowledge-Based Companies in BC
1990-91, 1991-92	\$2,000, \$1,700, \$2,500: UBC-HSS Research Grants