

## Mary J. Benner

Management Department  
The Wharton School  
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### EDUCATION

Columbia University Graduate School of Business, New York, NY  
Ph.D. in Management, 2002

Dissertation: "Process Management, Technological Innovation, and  
Organizational Adaptation"

Columbia University Graduate School of Business, New York, NY  
M.Phil. 1999

Stanford University Graduate School of Business, Stanford, CA  
MBA 1989

University of Minnesota, Minneapolis, MN  
B.S. economics; minor: history, *cum laude*, 1982

### ACADEMIC EMPLOYMENT

Assistant Professor of Management, University of Pennsylvania, The Wharton School,  
(2001 to present).

### PUBLISHED PAPERS

Benner, Mary J. Securities analysts and incumbent response to radical technological  
change: Evidence from digital photography and internet telephony, *Organization Science*,  
(*in press*).

Featured at the INFORMS conference, San Diego, October 2009 in a session on  
notable papers published in *Organization Science*.

Adler, P., M. Benner, D.J. Brunner, J.P. MacDuffie, E. Osono, B.R. Staats, H. Takeuchi, M. Tushman, S.G. Winter, 2009. Perspectives on the productivity dilemma, *Journal of Operations Management* 27: 99-113.

Benner, Mary J., 2009. Dynamic or static capabilities? Process management practices and response to technological change. *Journal of Product Innovation Management* 26(5): 473-486 (lead article).

Benner, Mary and Joel Waldfogel, 2008. Close to you? Bias and precision in patent-based measures of technological position, *Research Policy*, 37: 1556-1567.

Benner, Mary J. and Francisco Veloso, 2008. ISO 9000 practices and financial performance: A technology coherence perspective, *Journal of Operations Management*, 26(5): 611-629. (Authors are listed in alphabetical order.)

Winner of the Stan Hardy Award for the outstanding paper published in 2008 in the field of operations management

Finalist for the Journal of Operations Management Best Paper Award

Benner, Mary J. 2008. Financial market reactions following technological discontinuities: A non-event study in two industries. *Industrial and Corporate Change*, 17(1): 109-154.

Benner, Mary J. 2007. The incumbent discount: Stock market categories and response to radical technological change. *Academy of Management Review*, 32: 703-720. (lead article).

Benner, Mary J. and Michael L. Tushman, 2003. Exploitation, exploration, and process management: The productivity dilemma revisited. *Academy of Management Review*, 28: 238-256.

Winner of the *Academy of Management Review* Best Paper Award

Benner, Mary J. and Michael Tushman, 2002. Process management and technological innovation: A longitudinal study of the photography and paint industries. *Administrative Science Quarterly*, 47: 676-706.

### **Working papers and papers under review**

Benner, Mary and Ram Ranganathan. Selective Myopia: A comparison of analysts' reactions to incumbent and non-incumbent responses to radical technological change, under revision for resubmission to *Organization Science*.

Benner, Mary and Ram Ranganathan. Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. Under revision for resubmission, *Academy of Management Journal*.

Benner, Mary and Mary Tripsas, The influence of prior industry affiliation on framing in nascent industries: The evolution of digital cameras (authors are in alphabetical order). Under review at *Strategic Management Journal*.

Benner, Mary and Ram Ranganathan. Shifting categories: Co-evolution of technology, strategy, and institutions.

### **Articles published in refereed proceedings**

Benner, Mary J., 2001. Process management and technological innovation: Evidence from the photography industry. *Academy of Management Best Paper Proceedings*.

Henderson, Andrew D. and Mary J. Benner, 2000. The evolution of risk and return: Modeling the temporal unfolding of gains and losses. *Academy of Management Best Paper Proceedings*.

Benner, Mary J., 1999. Process management and organizational adaptation to technological change. *Academy of Management Best Paper Proceedings*.

### **Book chapters**

Benner, Mary J. and Michael Tushman, 2007. "Process Management, Technological Innovation, and Organizational Adaptation." Chap. 15 in *Business Process Transformation*, edited by Varun Grover and M. Lynne Markus, 317-326. In the *Advances in Management Information Systems (AMIS)* serial. M.E. Sharpe.

### **INVITED PRESENTATIONS**

Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. Invited to present at University of Illinois, November 2009.

Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. Invited to present at Harvard Business School strategy conference, November 2009.

Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. Invited to present at London Business School, October 2009.

Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. Invited to present at Temple University, October, 2009.

Securities analysts and incumbent response to radical technological change: Evidence from digital photography and internet telephony. Invited to present at INFORMS

conference, San Diego, October 2009 in a session on notable forthcoming papers in *Organization Science*.

Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. Invited to present at University of Michigan strategy seminar, October 2009.

Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. Presented at Washington University in St. Louis, September 2009.

Shifting categories: Co-evolution of technology, strategy, and institutions. Presented in the Business Policy and Strategy Division at the Academy of Management meetings, Chicago, August 2009.

Invited speaker in symposium on “Managing Across Technological Transitions,” Academy of Management meetings, Chicago, August 2009.

ISO 9000 practices and financial performance: A technology coherence perspective. Presented at the Journal of Operations Management Best Paper Session, OM Division, Academy of Management meetings, Chicago, August 2009.

Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. Presented at the Carey School of Business, Johns Hopkins University. May, 2009.

Selective Myopia: A comparison of analysts’ reactions to incumbent and non-incumbent responses to radical technological change. Presented at the Atlanta Competitive Advantage Conference, May 2009.

Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. Presented at the McCombs School of Business, University of Texas at Austin, April 2009.

Selective Myopia: A comparison of analysts’ reactions to incumbent and non-incumbent responses to radical technological change. Presented at the Academy of Management Meetings, Business Policy and Strategy Division, Anaheim, 2008.

Securities analysts and incumbent response to radical technological change: Evidence from digital technology and internet telephony. Presented at the Tuck School of Business at Dartmouth College, February 2008.

Securities analysts and incumbent response to radical technological change: Evidence from digital technology and internet telephony. Presented at the HBS Strategy Unit Seminar, October 2007.

Securities analysts and incumbent response to radical technological change: Evidence from digital technology and internet telephony. Presented at the Cornell-McGill Conference on Institutions and Entrepreneurship, Ithaca, NY. July, 2007.

Securities analysts and incumbent response to radical technological change: Evidence from digital technology and internet telephony. Presented at BYU/University of Utah Winter Strategy Conference, March, 2007.

Financial market reactions following technological discontinuities: A non-event study in two industries. Presented at Academy of Management Meetings, Philadelphia, August, 2007.

Financial market reactions following technological discontinuities: A non-event study in two industries. Presented at the Wharton Technology Conference, April 2007.

Financial market reactions following technological discontinuities: A non-event study in two industries. Presented at the Rotman School of Business, University of Toronto. December, 2006.

Financial market reactions following technological discontinuities: A non-event study in two industries. Presented at the Stern School of Business, New York University, November, 2006.

The incumbent discount: Financial institutions and incumbent response to technological change. Presented at the Tuck School of Business at Dartmouth College, November, 2004.

The incumbent discount: Financial institutions and incumbent response to technological change. Presented at the Harvard Business School Entrepreneurship Unit Seminar, November, 2004.

The incumbent discount: Financial institutions and incumbent response to technological change. Presented at the Academy of Management meetings, Organization and Management Theory Division, New Orleans, August 2004.

Process management practices and performance: The moderating role of technological capabilities in the automotive component sector. (Current title: ISO 9000 practices and financial performance: A technology coherence perspective.) Presented at the Academy of Management meetings, Business Policy and Strategy Division, New Orleans, August 2004.

Making sense of new industries: The influence of pre-entry capabilities versus cognition. Presented as part of a Showcase Symposium at the Academy of Management annual meetings in New Orleans, August 2004.

Dynamic or static capabilities? Process management and organizational adaptation to technological change. Presented at the Conference for Strategic Management Journal special issue on technological capabilities, Pittsburgh, October 2002.

Dynamic or static capabilities? Process management and organizational adaptation to technological change. Presented at the Academy of Management meetings, Business Policy and Strategy Division, Denver, August 2002.

Process management and technological innovation: Evidence from the photography industry. Presented at the Academy of Management, Business Policy and Strategy Division, Washington, D.C., August 2001.

Process management and technological innovation: Evidence from the photography industry.

- University of California at Berkeley, February 2001.
- University of Michigan, February 2001.
- The Stern School of Business, New York University, February 2001
- Cornell University, February 2001.
- Duke University, January 2001.
- The Wharton School, University of Pennsylvania, January 2001.
- Kellogg School of Management, Northwestern University, January 2001.
- Georgetown University, December 2000.
- University of Illinois, December 2000.
- Washington University, December 2000.
- University of Maryland, November 2000.
- Michigan State University, October 2000.
- University of Wisconsin, October 2000.

Andrew Henderson and Mary Benner, The evolution of risk and return: Modeling the temporal unfolding of gains and losses. Presented at the Academy of Management meetings, Business Policy and Strategy Division, Toronto, August 2000.

Process management, technological innovation, and organizational adaptation (Dissertation proposal), presented at the CCC Conference, April, 2000, Kellogg School of Management.

Process management and organizational adaptation to technological change, presented at the Academy of Management meetings, Technology and Innovation Management Division Chicago, August 1999.

ISO 9000 and organizational response to environmental change. Research proposal presented at the CCC Conference, April, 1999, New York University Stern School of Business.

## **MEDIA COVERAGE**

1. Knowledge@Wharton Innovation and Entrepreneurship article on disruptive innovation, November 12, 2008.
2. The Product Development and Management Association (PDMA) *Visions Magazine*, June 2008 cover story featured “Dynamic or static capabilities: Process management practices and response to technological change.”
3. *Strategy Magazine*, June 2008 included a summary of “Financial market reactions following technological discontinuities: A non-event study in two industries” in the Out of Academia section.
4. Thomson Emerging Fronts in Research website, February 2008, features an interview about the 2003 AMR article (“Exploitation, exploration and process management: The productivity dilemma revisited”) <http://sciencewatch.com/sciencewatch/dr/erf/2008/08feberf/08feberf-MaryBenner>
5. *Chief Executive Magazine*, “Is Six Sigma a hard-sell now?” November 13, 2007.
6. *Business Week*, “At 3M, A Struggle between Efficiency and Creativity,” June 11, 2007.
7. *Philadelphia Inquirer*, “NJ textile firm finds a system for success,” April, 2007.
8. *Wall Street Journal*, “Rethinking the Quality-Improvement Program,” September 19, 2005.
9. Enterpriseleadership.org ([www.enterpriseleadership.org](http://www.enterpriseleadership.org)), “Too Much of a Good Thing?” Webcast interview, March 9, 2006.
10. Knowledge@Wharton, “TQM, ISO 9000, Six Sigma: Do Process Management Programs Discourage Innovation?” November 30, 2005.
11. *IndustryWeek*, “Is Process Management an Impediment to Innovation?” November 21, 2005.

## **TEACHING EXPERIENCE**

### **Courses taught**

Introduction to Management (MGMT 101), 2005-present  
Management of Technology (MGMT 237), 2002-2005  
Management of Technology and Innovation in the Penn Engineering Master’s in Technology Management (EMTM) Program, 2007-present  
Global Strategic Management (core MBA course), 2002-2004

### **Courses created/developed**

Management 237 – Management of Technology  
Management 101 – Introduction to Management (developed with Professor Lori Rosenkopf)

## **Teaching interests**

Strategy, Innovation, Management of Technology, Organization Theory

## **PROFESSIONAL ACTIVITIES**

### **University related activities**

Member, Multinational Management junior faculty search committee, 2008.  
Member, Strategy Ph.D. preliminary exam committee 2006-2007  
Participated on the Wharton Dean's Excellence Award selection committee, 2006  
Co-organizer, Wharton Technology Conference 2004, 2005, 2006  
Management Club luncheon speaker, 2004, 2005  
Member, Strategic Management junior faculty search committee, 2003-2004  
Member, Mack Chair search committee, 2003-2004

Served on the following PhD students' second year paper reading committees:

Rafael Corredoira, 2005  
Jamie Eggers, 2006  
Anuja Gupta, 2006

### **Non-University related activities**

Co-organizer, Doctoral Consortium for the Technology and Innovation Management Division, Academy of Management, 2008-2009

Invited to chair a session on ambidextrous organizations for the Organization and Management Theory Division of the Academy of Management, Anaheim, 2008.

Invited to chair a session on exploration and exploitation in the Organization and Management Theory Division at the Academy of Management meetings, 2007, Philadelphia.

Discussant, 2006 Academy of Management meetings, Business Policy and Strategy Division session on M&A and innovation, Atlanta.

Discussant, 2006 Academy of Management meetings, Technology and Innovation Management Division session on technological capabilities and resources, Atlanta.

Organizer, 2004 Managing Your Dissertation Workshop, Academy of Management Meetings, New Orleans.

### **Professional affiliations and memberships**

Representative at Large (elected), Technology and Innovation Management Division of the Academy of Management, 2007- 2009.

Member, Research Committee, Business Policy and Strategy Division of the Academy of Management, 2006-2008.

Member, Academy of Management

*Organization and Management Theory Division*

*Business Policy and Strategy Division*

*Technology and Innovation Management Division*

### **Editorial Activities**

Editorial Board membership:

*Administrative Science Quarterly*, 2006-present

*Organization Science*, 2006-present

*Academy of Management Review*, 2008- present

Ad hoc reviewer: *Academy of Management Journal*, *Journal of Management Studies*,  
*Management Science*, *Strategic Management Journal*

Reviewer for Academy of Management annual meetings:

*Organization and Management Theory Division*

*Business Policy and Strategy Division*

*Technology and Innovation Management Divisio*

### **Research interests**

Organizational evolution, technological innovation, and the effects of institutional pressures on innovation and adaptation.

### **GRANTS, HONORS, AND AWARDS**

Winner of the Stan Hardy Award for the outstanding paper published in 2008 in the field of operations management.

Finalist, 2008 Journal of Operations Management Best Paper Award

Research grants, Mack Center for Technological Innovation, The Wharton School, 2002-2008.

Winner, 2004 *Academy of Management Review* Best Paper Award.

Winner, 2004 Wharton Excellence in Teaching Award.

Winner, 2003 Outstanding Dissertation Award, Academy of Management Business Policy and Strategy Division.

Finalist, 2003 Best Dissertation Competition, Academy of Management Technology and Innovation Management Division.

2003 Outstanding Reviewer Award, Academy of Management Business Policy and Strategy Division.

Best Student Paper Award, Technology and Innovation Management Division, Academy of Management, 1999. *Process management and organizational adaptation to technological change* (experimental study).

## **OTHER WORK EXPERIENCE**

### **Honeywell Inc. 1989-1996**

Strategic Planning Intern (Summer 1988)  
Marketing Analyst (1989)  
Program Manager, Field Engineering Software (1990)  
Manager of Systems Marketing (1991)  
Manager of Healthcare Business Unit Marketing (1992)  
Manager, New Market Development (1993)  
Branch General Manager (1994-1996)

Participated in Honeywell programs by top executive nomination:

Advanced program for managers: 1991-1992

Advanced program for directors: 1994-1996

### **Data Resources, Inc. 1982-1987**

Consultant (1982-1985)  
Consulting Manager (1985-1987)