

# ALICIA DESANTOLA

Phone: (650) 575-9408 | Email: [adesantola@hbs.edu](mailto:adesantola@hbs.edu)

## EDUCATION

---

Harvard University	<b>Ph.D. in Organizational Behavior</b>	Exp. 2019
	<b>Dissertation Committee:</b> Ranjay Gulati (Chair), Frank Dobbin, Laura Huang, and Rory McDonald	
Harvard University	<b>A.M. in Sociology</b>	May 2016
Stanford University	<b>M.S. in Management Science &amp; Engineering</b>	June 2010
Stanford University	<b>B.S. with Honors in Science, Technology, &amp; Society</b> <b>B.A. in International Relations</b>	June 2009

## PUBLICATIONS AND ARTICLES IN PREPARATION

---

**DeSantola, A.** & Gulati, R. 2017. "Scaling: Organizing and Growth in Entrepreneurial Ventures." *Academy of Management Annals*. 11(2): 640-668.

**DeSantola, A.**, Ramarajan, L., & Battilana, J. 2017. "New Venture Milestones and the First Female Board Member." *Academy of Management Best Paper Proceedings*.

- Latest version entitled "Role (Inter)Play: The Addition of Women to Entrepreneurial Boards." (*Preparing for submission to Organization Science*).

Gulati, R. & **DeSantola, A.** 2016. "Start-Ups That Last: How to Scale Your Business." *Harvard Business Review*. 94(3):54-61.

- Reprinted in *Launch a Start-Up that Lasts*, HBR OnPoint Winter 2016 Edition.

**DeSantola, A.** "Ahead of the Curve? New Venture Scaling and the Influence of Early Joiners with Entrepreneurial Experience." *Job Market Paper*.

**DeSantola, A.** & Gulati, R. "Becoming a Professional Firm: Role Delineation in Young Ventures." *Dissertation Paper. (Under Review at Organization Science)*.

**DeSantola, A.**, McDonald, R. & Allen, R. "Who Joins a Nascent Industry?" *Data Analysis in Progress*.

## AWARDS, GRANTS AND HONORS

---

Kauffman Dissertation Fellow, \$20,000 dissertation grant (1 out of 16 Fellows), 2018

Certificate of Distinction in Teaching, Harvard University, 2017

Kauffman Foundation research grant in the amount of \$29,800 (with Rory McDonald), 2015

Sociology General Exam Special Mention in Culture, Harvard University, 2014

Doctoral Fellowship, Harvard University, 2013- 2019

Joshua Lederberg Graduate Fellowship, Stanford University, 2010

Walter G. Vincenti prize for excellence in Science, Technology, and Society research for undergraduate honors thesis, Stanford University, 2009

## **PUBLISHED TEACHING MATERIALS AND BLOGS**

Gulati, Ranjay, & **DeSantola, A.** “Startups Can't Revolve Around Their Founders If They Want to Succeed.” *Harvard Business Review* (website) (March 4, 2016). < <https://hbr.org/2016/03/startups-cant-revolve-around-their-founders-if-they-want-to-succeed>>

Gulati, R., Tahilyani, R., & **DeSantola, A.** (2014). “Micromax: Scaling the Largest Indian Mobile Handset Company.” HBS Case 9-415-034.

## **TEACHING EXPERIENCE**

**2017**            **Economics 970: Entrepreneurship (Harvard College)**  
Instructor: Designed Course Syllabus & Served as Sole Instructor  
Overall teaching rating: 5.0/5.0

**2017**            **Advanced Management Program (Harvard Business School)**  
T.F. for Ranjay Gulati

**2015**            **USW36: Innovation and Entrepreneurship (Harvard College)**  
T.F. for Mihir Desai & David Ager

**2010**            **STS 200: Senior Colloquium (Stanford University)**  
T.A. for Robert McGinn, Rebecca Slayton, & Patrick Windham

**2009**            **STS 101: Science, Technology & Contemporary Society (Stanford University)**  
T.A. for Robert McGinn

## **INVITED TALKS AND CONFERENCE PRESENTATIONS**

Wharton People and Organizations Conference. “First (and Only)? The Role of New Venture Milestones in Adding the First Female Board Member.” Philadelphia, October 2017.

Academy of Management Annual Meeting. “New Venture Milestones and the First Female Board Member.” Atlanta, August 2017.

HEC Montreal. “New Directions in New Venture Development.” Montreal, April 2017.

Strategic Management Society. “The Young Venture Life-Cycle Revisited: Stage-Contingent Benefits of Technical, Commercial & Process Roles.” Berlin, October 2016.

Academy of Management Annual Meeting. “Endorsing or Eclipsing: Collaborator Status and the Consequences of Organizational Successes.” Anaheim, August 2016.

Academy of Management Annual Meeting. “The Young Venture Life-Cycle Revisited: Stage-Contingent Benefits of Technical, Commercial & Process Roles.” Anaheim, August 2016.

London Business School Transatlantic Doctoral Conference. “IPOs & Board Gender Composition of Young Entrepreneurial Firms.” London, May 2015.

Cyberposium. “Scaling Startups.” Boston, November 2014.

Stanford University STS Departmental Commencement. “Challenging Paradigms: The Value of an Interdisciplinary Education in a Multidisciplinary World.” Stanford, June 2009.

## **CONSORTIA PARTICIPATION**

---

West Coast Research Symposium (WCRS), Track 2 Doctoral Participant, Seattle, 2018

STR Division Dissertation Consortium, AOM Annual Meeting, Chicago, 2018

Smith Entrepreneurship Research Conference Doctoral Consortium, College Park, MD, 2018

Kauffman Dissertation Fellows Workshop, AEA Annual Meeting, Philadelphia, 2018

TIM Division Doctoral Consortium, AOM Annual Meeting, Anaheim, 2016

West Coast Research Symposium (WCRS), Track 1 Doctoral Participant, Seattle, 2015

## **PROFESSIONAL ACTIVITIES AND SERVICE**

---

**2018-** Ad-Hoc Reviewer, *Strategic Management Journal*

**2017-** Ad-Hoc Reviewer, *Organization Science*

**2017-** Ad-Hoc Reviewer, *Strategic Entrepreneurship Journal*

**2015-2017** Non-resident Tutor (Careers Advisor), Lowell House, Harvard College

**2015-2017** Co-organizer, Work, Organizations and Markets Workshop Series, HBS

**2015-** Ad-Hoc Reviewer, Academy of Management Annual Meetings

**2014** Mentor, Summer Research Opportunities at Harvard (Diversity Pipeline Program for Undergraduates)

## **INDUSTRY EXPERIENCE**

---

**Associate Consultant** (Promoted from Associate 06/12)  
ZS ASSOCIATES

**06/10-06/13**  
San Francisco Bay Area

Management consultant specialized in advising biotechnology and life-sciences executives on the strategic management of pipeline portfolio products.