



HARVARD | BUSINESS | SCHOOL

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Rory M. McDonald

Harvard Business School
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EDUCATION

- 2012 Ph.D., Management Science and Engineering, Stanford University, Stanford, CA
Dissertation: *Competition and Strategic Interaction in New Markets*
Committee: Professor Kathleen Eisenhardt (co-chair)
Professor Riitta Katila (co-chair)
Professor Woody Powell
Professor Charles Eesley
Professor Tom Byers
- 2009 M.A., Economic Sociology, Stanford University, Stanford, CA
- 2006 MBA, Stanford University Graduate School of Business, Stanford, CA
- 2004 M.S., Geotechnical Engineering, University of South Florida, Tampa, FL
B.S., Civil Engineering, *summa cum laude*, University of South Florida, Tampa, FL
- Valedictorian, College of Engineering

TEACHING EXPERIENCE

- 2011-2013 Assistant Professor of Management, McCombs School of Business
The University of Texas at Austin, Austin, TX

HARVARD UNIVERSITY

Appointment

- 7/2018-present Associate Professor of Business Administration
- 7/2013 – 6/2018 Assistant Professor of Business Administration

Assignments

- 2020-present Co-chair, Disruptive Innovation: Strategies for a Successful Enterprise, HBS Executive Education
- 2018-present Course Head, Building and Sustaining a Successful Enterprise
- 2015-present Various Custom Programs, HBS Executive Education

2013-2016 Sessions in Empirical Technology and Operations Management (TOM) Seminar, TOM DBA Seminar, and Perspectives in Management Research, Doctoral program
 2015 Faculty Co-chair, Breakthrough Insights (BSSE), HBS Executive Education
 2013-2014 Technology and Operations Management, MBA Required Curriculum, Fall

PROFESSIONAL EXPERIENCE

2012-present YCGEX Mutual Fund, Austin, TX
Board member

2006 Cornerstone Research, Palo Alto, CA
Associate

2004-2006 Adaptive Hearing Solutions, Palo Alto, CA
Co-founder and Director of Business Development
 - Venture-backed technology startup

2003-2004 PGI, Tampa, FL
Consultant

1998-2000 The Church of Jesus Christ of Latter-day Saints, Marseille, France
Full-time missionary, Assistant to the President

AWARDS, HONORS, AND FELLOWSHIPS

2019 Academy of Management TIM Division Emerging Scholar Award
 2017 Wyss Award for Excellence in Mentoring Doctoral Students, HBS
 2016 Named 40 under 40 Most Outstanding MBA professors, *Poets and Quants*
 2016 Finalist for Wyss Award for Excellence in Mentoring Doctoral Students, HBS
 2016 Article included in *Harvard Business Review's* Definitive Management Ideas
 2015 Kauffman Foundation Grant with Alicia DeSantola (\$40,000)
 2014 Kauffman Foundation Junior Faculty Fellowship in Entrepreneurship Research (\$35,000)
 2014 Finalist, Outstanding Dissertation in Business Policy/Strategy, Academy of Management
 2012 Trammell/CBA Foundation Teaching Award, McCombs School of Business
 2012 McCombs Research Excellence Grant (\$15,000)
 2011 Society for Teaching Excellence, University of Texas at Austin
 2011, 2012 3M Non-tenured Faculty Grant for Research Excellence
 2011, 2012 Faculty Honor Roll, McCombs School of Business
 2010 Gerald J. Leiberman Fellowship, Stanford University (\$20,000)
 2010 Kauffman Dissertation Fellowship (\$15,000)
 2008-2010 Institute for Human Studies Fellowship
 2007-2010 National Defense Science and Engineering Graduate Fellowship (\$90,000)
 2005 Stanford Business Plan Competition, First Place (\$25,000)
 2004 Tau Beta Pi National Fellowship for Engineering Research (\$15,000)

2004 Valedictorian, University of South Florida College of Engineering
1998 National Merit Scholar

ARTICLES

Peer-reviewed journal articles:

McDonald, Rory and Cheng Gao. 2019. "Pivoting Isn't Enough? Managing Strategic Reorientation in New Ventures." *Organization Science* 30(6): 1125-1393.

McDonald, Rory and Kathleen Eisenhardt. 2019. "Parallel Play: Startups, Nascent Markets, and The Effective Design of a Business Model." *Administrative Science Quarterly*, forthcoming.

Christensen, Clayton M., Rory McDonald, Elizabeth J. Altman, and Jonathan E. Palmer. 2018. "Disruptive Innovation: An Intellectual History and Directions for Future Research." Special Issue on Managing the Age of Disruptions. *Journal of Management Studies*, 55(7): 1043-1078.

Bermiss, Y. Sekou, and Rory McDonald. 2018. "Ideological Misfit? Political Affiliation and Employee Departure in the Private-Equity Industry." *Academy of Management Journal*, 61(6): 2182-2209.

Bermiss, Y. Sekou, Ben Hallen, Rory McDonald, and Emily Pahnke. 2017. "Entrepreneurial Beacons: The Yale Endowment, IPOs, and Growth of Venture Capital." *Strategic Management Journal*, 38(3): 545-565.

Pahnke, Emily, Rory McDonald, Dan Wang, and Ben Hallen. 2015. "Exposed: Venture Capital, Competitor Ties, and Entrepreneurial Innovation." *Academy of Management Journal*, 58(5): 1334-1360.

Chen, E, Riitta Katila, Rory McDonald, and Kathleen Eisenhardt. 2010. "Life in the Fast Lane: Origins of Competitive Interaction in New vs. Established Markets." Special Issue on The Age of Temporary Advantage. *Strategic Management Journal*, 31(13): 1527-1547.

Working papers:

McDonald, Rory "Category Kings or Commoners? Market-Shaping and its Consequences in Nascent Categories" Harvard Business School Working Paper No. 16-095, January 2020

Gao, Cheng and Rory McDonald "Strategy in Nascent Industries: Navigating Regulatory Uncertainty in Personal Genomics" January 2020 working paper.

Wang, Dan, Emily Pahnke, and Rory McDonald. "The Past is Prologue? Venture-Capital Syndicates' Collaborative Experience and Start-Up Exits." Harvard Business School Working Paper No. 17-080, March 2018. (Under Review). Revise and Resubmit at *Academy of Management Journal*.

Allen, Ryan T. and Rory McDonald "Category-spanning startup entry and incumbent market value" Revise and Resubmit at *Strategy Science*.

Hallen, Ben and Rory McDonald. "The Right Mix: Angels, Venture Capitalists, and the Assembly of Entrepreneurial Resources." Harvard Business School Working Paper No. 17-082, March 2018.

Practitioner articles:

McDonald, Rory and Kathleen Eisenhardt. "The New Market Conundrum." *Harvard Business Review*, forthcoming

Bermiss, Y. Sekou, and Rory McDonald. "Managing Political Misfits." Special Issue on HBR: Big Idea on Leadership in a Hot-Button World. *Harvard Business Review* (website) (March–April 2018).

McDonald, Rory and Cheng Gao. 2017. "Entrepreneurship: Every Pivot Needs a Story." *Harvard Business Review* 95(4): 24.

Christensen, Clayton, Michael E. Raynor, and Rory McDonald. 2015. "What is Disruptive Innovation?" *Harvard Business Review* 93(12): 44-53.

Plough, Avery, Grace Galwin, Zhonghe Li, Stuart Lipsitz, Shehnaz Alidina, Natalie Henrich, Lisa Hirschhorn, William Berry, Atul Gawande, Doris Peter, Rory McDonald, Donna Caldwell, Janet Muri, Debra Bingham, Aaron Caughey, Eugene Declercq, and Neel Shah. 2017. "Relationship Between Labor and Delivery Unit Management Practices and Maternal Outcomes." *Obstetrics and Gynecology*, 130(2): 358–365.

CASES AND TEACHING MATERIALS

McDonald, Rory M., Emilie Billaud, and Vincent Dessain. "Parrot: Navigating the Nascent Drone Industry." Harvard Business School Case 619-085, June 2019.

McDonald, Rory, Andy Wu, Emilie Billaud, and Ryan Bayer. "Evolution of the Drone Industry." Harvard Business School Background Note 620-053, October 2019. (Revised January 2020.)

McDonald, Rory, and Anibha Singh. "Parrot: Navigating the Nascent Drone Industry." Harvard Business School Teaching Note 620-086, January 2020.

McDonald, Rory, Samir Junnarkar, and David Lane. "Marcus by Goldman Sachs." Harvard Business School Case 620-005, November 2019. (Revised December 2019.)

McDonald, Rory, Clayton M. Christensen, and Shaye Roseman. "Purpose Brands." Harvard Business School Module Note 619-075, June 2019.

McDonald, Rory, Sarah Mehta, and Shaye Roseman. "Amazon Acquires Whole Foods (B)." Harvard Business School Supplement 619-029, December 2018.

McDonald, Rory, Clayton Christensen, Daniel West, and Jonathan Palmer, "Under Armour," Harvard Business School case 618-010 (January 2018) [27p].

McDonald, Rory, and Matt Higgins. "Under Armour." Harvard Business School Teaching Note 620-070, December 2019.

McDonald, Rory, Alix Burke, Emma Franking, and Nicole Tempest Keller, "Floodgate: On the Hunt for Thunder Lizards," Harvard Business School case 617-044 (March 2017) [26p].

"Floodgate: On the Hunt for Thunder Lizards (TN)," Harvard Business School teaching note 617-045 (March 2017) [12p].

McDonald, Rory, Derek van Bever, and Efosa Ojomo, "chotuKool: 'Little Cool,' Big Opportunity," Harvard Business School case 616-020 (June 2016, revised September 2016) [18p].

"chotuKool: 'Little Cool,' Big Opportunity (TN)," Harvard Business School teaching note 617-040 (March 2017) [12p].

McDonald, Rory, Alan MacCormack, and Vanessa Ampelas, "America's Cup in 2013: Oracle Team USA vs. Emirates Team New Zealand (A)," Harvard Business School case 616-045 (February 2016, revised March 2016) [23p].

Zhu, Feng, Rory McDonald, Marco Iansiti, and Aaron Smith, "Upwork: Reimagining the Future of Work," Harvard Business School case 616-027 (November 2015, revised January 2017) [22p].

McDonald, Rory and Suresh Kotha, "Boeing 787: Manufacturing a Dream," Harvard Business School case 615-048 (February 2015, revised May 2015) [24p].

McDonald, Rory, Feng Zhu, and Cheng Gao, "HomeAway: Organizing the Vacation Rental Industry," Harvard Business School case 615-036 (December 2014) [19p].

"HomeAway: Organizing the Vacation Rental Industry (TN)," Harvard Business School teaching note 617-042 (March 2017) [12p].

McDonald, Rory, Clayton Christensen, Robin Yang, and Ty Hollingsworth "AmazonFresh: Rekindling the Online Grocery Market," Harvard Business School case 615-013 (July 2014, revised August 2014) [17p].

McDonald, Rory, Sarah Mehta, and Shaye Roseman. "Amazon Acquires Whole Foods (B)." Harvard Business School Supplement 619-029 (December 2018)[4p.].

"AmazonFresh: Rekindling the Online Grocery Market (TN)," Harvard Business School teaching note 617-043 (March 2017) [17p].

McDonald, Rory and Feng Zhu, "Pinterest," Interviews completed and case in progress.

McDonald, Rory. "Twitch," Interviews completed and case in progress.

McDonald, Rory, Francois-Lucien Vulliermet, and Emilie Billaud
"Blippar: Augmented Reality Evangelist," awaiting company sign-off

PAPERS IN PREPARATION

Waisberg, Isaac and Rory McDonald. “Irreversible Processes in Organizational Research: Less Bureaucracy, More Entrepreneurship?”

DeSantola, Alicia, Rory McDonald, and Ryan Allen. “Flameouts: Remnants of Failed Pioneers.”

McDonald, Rory and Keith Krach. “The Commoner’s Curse: How would-be Kings Become Commoners in the Categories They Create.”

Gao, Cheng and Rory McDonald. “Ambiguity and Strategic Interaction in Nascent Industries.”

CONFERENCE PRESENTATIONS

- “Connecting Scholarship and Practice in Entrepreneurial Funding,” PDW Presentation
2017 Academy of Management Conference, Atlanta, GA (Annual Meeting, August 2017)
- “Optimal Distinctiveness,” PDW Presentation
2017 Academy of Management Conference, Atlanta, GA (Annual Meeting, August 2017)
- “Organizing for Disruptive Innovation,” Paper Presentation
2017 Academy of Management Conference, Atlanta, GA (Annual Meeting, August 2017)
- “Pivoting isn’t Enough: Principled Pragmatism and Strategic Reorientation in New Ventures”
Entrepreneurship and Innovation Conference, University of North Carolina (February 2017)
2016 Academy of Management Conference, Anaheim, CA (Annual Meeting, August 2016)
14th West Coast Research Symposium on Technology Entrepreneurship at Foster School of Business’ Buerk Center for Entrepreneurship, University of Washington (September 2016)
- “United, We Stand? Investor Syndicates’ Joint Co-Investment Experience and Entrepreneurial Exits”
2015 Academy of Management Conference, Vancouver, BC (Annual Meeting, August 2015)
13th West Coast Research Symposium on Technology Entrepreneurship at Foster School of Business’ Buerk Center for Entrepreneurship, University of Washington (September 2015)
- “Competing in New Markets and the Search for a Viable Business Model”
11th Annual Smith Entrepreneurship Research Conference, University of Maryland (May 2015)
12th West Coast Research Symposium on Technology Entrepreneurship at Foster School of Business’ Buerk Center for Entrepreneurship, University of Washington (September 2014)
2013 BYU-Utah Winter Strategy Conference Park City, Utah (March 2013)
2012 Academy of Management Conference, Boston, MA (Annual Meeting, August 2012)
- “Cultural Strategy, Market Creation, and Becoming the Cognitive Referent”
2013 INSEAD-ASQ-OMT Conference on New Venture Creation, Singapore (January 2013)
2013 Academy of Management Conference, Lake Buena Vista, FL (Annual Meeting, August 2013)
- “Exposed: Venture Capital, Competitor Ties, and Entrepreneurial Innovation”
12th Open/User Innovation Conference at Harvard Business School, Boston, MA (July 2014)
10th West Coast Research Symposium on Technology Entrepreneurship at Foster School of Business’ Buerk Center for Entrepreneurship, University of Washington (September 2012)
2012 Academy of Management Conference, Boston, MA (Annual Meeting, August 2012)
- “The Right Mix: Angels, Venture Capital, and the Assembly of Entrepreneurial Resources”
2011 Academy of Management Conference, San Antonio, TX (Annual Meeting, August 2011)
2010 Darden Entrepreneurship and Innovation Conference, Charlottesville, VA (May 2010)
- “Competition as Strategic Interaction”

2010 Consortium on Competitiveness and Cooperation (CCC) Conference, Ann Arbor, MI
 “Life in the Fast Lane: Origins of Competitive Interaction in New vs. Established Markets”
 2009 Academy of Management Conference, Chicago, IL (Annual Meeting, August 2009)
 8th West Coast Research Symposium on Technology Entrepreneurship at Foster School of Business’
 Buerk Center for Entrepreneurship, University of Washington (September 2009)
 “Entrepreneurial Beacons: The Yale Endowment, IPOs, and Growth of Venture Capital”
 2010 Academy of Management Conference, Montreal, Canada (Annual Meeting, August 2010)
 8th West Coast Research Symposium on Technology Entrepreneurship at Foster School of Business’
 Buerk Center for Entrepreneurship, University of Washington (September 2009)
 29th Annual Strategic Management Society Conference, Washington, D.C. (October 2009)

PROFESSIONAL ACTIVITIES AND SERVICE

2014-present	Member, Academic Performance Committee at HBS
2015-present	International Advisory Board, University College Dublin School of Business
2015-present	Reviewer, Administrative Science Quarterly
2011-2016	Reviewer, Strategic Entrepreneurship Journal
2013-2016	Reviewer, Strategic Management Journal
2013-2016	Reviewer, Academy of Management Journal
2014-2016	Reviewer, Organization Science
2016	AOM Business Policy/Strategy, “BPS Dissertation Consortium” Faculty Presenter
2015	Editor, Kauffman Foundation State of the Field
2014	AOM Business Policy/Strategy, “Managing Your Dissertation” Workshop Organizer
2012-2013	Executive Committee, UT-Austin
2012-2013	Co-organizer, Management Department Speaker Series, UT-Austin
2012-2013	Department Undergraduate Committee, UT-Austin
2011-2012	Entrepreneurship Curriculum Review Committee, UT-Austin

INDUSTRY PRESENTATIONS

Digital Technology Leaders Forum (2018)
 NASCA Institute (2017)
 Strategy Forum, CaseyQuirk, Keynote Speaker (2017)
 Filene Research Institute, Structured for Innovation Colloquium, Speaker (2017)
 Energy Emerging Technologies Summit (2017)
 Cisco, North American Sales and Marketing Division, Speaker (2016)
 Rabobank, North American Advisory Board Meeting, Speaker (2016)
 Accenture International Utilities and Energy Conference, Keynote Speaker (2016)
 AIG, Panel Member at CIO Conference (2016)
 Keller Williams Conference, Keynote Speaker (2016)
 Marriott, Presentation to Hotel Operations Executives (2015)
 Cinemark, Presentation to Board and Senior Executives (2015)
 Economist Intelligence Unit, Redefining the Playing Field Panel (2015)
 U.S. Air Force, Hanscom Air Force Base, Presentation to Defense Personnel (2015)
 Standard Bank, Presentation to Senior Executives (2014)
 International Society for Minimally Invasive Cardiothoracic Surgery, Keynote Speaker (2014)
 U.S. Department of Justice, Antitrust Division, Presentation to Senior Management (2014)

INVITED SEMINARS

University of Washington (February 2020)
SEAS CFO of the Future Summit, Harvard University (May 2018)
Brigham Young University (2018)
Michigan (2017)
INSEAD (2017)
University of North Carolina (2017)
Univ. of Southern California (2016)
Boston College (March 2015)
Harvard Business School (March 2013)
Northwestern University (February 2011)
University of North Carolina (January 2011)
Boston University (January 2011)
University of Texas-Austin (January 2011)
Univ. of Colorado-Denver (December 2010)
North Carolina State (November 2010)

DOCTORAL STUDENT ADVISING

Current:

Sourobh Ghosh, Technology and Operations Management
Jonathan Palmer, Management
Ryan Allen, Technology and Operations Management

Former:

Cheng Gao, Strategy: *Assistant Professor of Strategy, University of Michigan*
TIM Division Best Dissertation Award, Academy of Management
Heizer Best Doctoral Dissertation Award, ENT Division, Academy of Management
Dean's Award for Service to the School and Society, Harvard Business School
Wyss Award for Excellence in Doctoral Research, Harvard Business School
Certificate of Distinction in Teaching, Harvard University

Alicia DeSantola, Organizational Behavior: *Assistant Professor, Foster School of Business, University of Washington*
Kauffman Dissertation Fellowship, Harvard Business School
Certificate of Distinction in Teaching, Harvard University

Budhaditya Gupta, Technology and Operations Management:
University of Melbourne

SELECTED MEDIA COVERAGE

“Investors Back Rivals Uber and Didi, Raising Eyebrows” *Reuters* (June 17, 2016)

“These VC Partners May Make Your Firm Less Innovative” *HBS Working Knowledge* (June 15, 2016)
“Why Your Company Wants to be a ‘Cognitive Referent’ (Hint: SpaceX)” *HBS Working Knowledge*
(April 13, 2016)
“How Your Company’s Founding Story Can Help You Win in a Crowded Field” *Inc.* (March 24, 2016)
“Now is the Time to Revisit Disruptive Innovation” *Wall Street Journal* (December 11, 2015)
“Finding a Level Playing Field” *Economist Intelligence Unit* (August 18, 2015)
“Why Amazon Keeps Cutting Prices for Consumer Goods” *MarketWatch* (November 17, 2014)