



# HARVARD | BUSINESS | SCHOOL

September 21, 2023

## Rory M. McDonald

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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., 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

- 7/2019-present      Thai-Hi T. Lee Associate Professor of Business Administration  
7/2018-6/2019      Associate Professor of Business Administration  
7/2013-6/2018      Assistant Professor of Business Administration

#### Assignments

- 2020-present      Faculty Co-chair, Disruptive Innovation: Strategies for a Successful Enterprise,  
                          HBS Executive Education
- 2019-present      Harvard Business School Analytics (HBAP), Leadership, Innovation & Change
- 2019-present      Harvard Business School Online, Disruptive Strategy Lead

2018-present	Course Head, Building and Sustaining a Successful Enterprise (BSSE)
2015-present	Building and Sustaining a Successful Enterprise, MBA Elective Curriculum
2015-present	Various Custom Programs, HBS Executive Education
2013-2019	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 <i>Board member</i>
2006	Cornerstone Research, Palo Alto, CA <i>Associate</i>
2004-2006	Adaptive Hearing Solutions, Palo Alto, CA <i>Co-founder and Director of Business Development</i> - Venture-backed technology startup
2003-2004	PGI, Tampa, FL <i>Consultant</i>
1998-2000	The Church of Jesus Christ of Latter-day Saints, Marseille, France <i>Full-time missionary, Assistant to the President</i>

## AWARDS, HONORS, AND FELLOWSHIPS

2022	Finalist, TUM Research Excellence Award in Innovation, Entrepreneurship, Leadership
2019	Academy of Management TIM Division Past Chairs' Emerging Scholar Award
2017	Wyss Award for Excellence in Mentoring Doctoral Students, HBS
2016	Named 40 under 40 Most Outstanding MBA professors, <i>Poets and Quants</i>
2016	Finalist for Wyss Award for Excellence in Mentoring Doctoral Students, HBS
2016	Article included in <i>Harvard Business Review's</i> 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	Faculty Honor Roll, McCombs School of Business
2011, 2012	3M Non-tenured Faculty Grant for Research Excellence

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:

Gao, Cheng and Rory McDonald. 2022. "Shaping Nascent Industries: Innovation Strategy and Regulatory Uncertainty in Personal Genomics." *Administrative Science Quarterly* 67(4): 915-967 (*Lead article*).

Raffaelli, Ryan, Rich DeJordy and Rory McDonald. 2022. "How Leaders with Divergent Visions Generate Novel Strategy: Navigating the Paradox of Preservation and Modernization in Swiss Watchmaking." *Academy of Management Journal* 65(5): 1593-1622.

McDonald, Rory and Ryan T. Allen. 2022. "Category-spanning Entrants and Audience Valuation of Incumbents." *Strategy Science* 7(6): 190-209.

Wang, Dan, Emily Pahnke, and Rory McDonald. 2022. "The Past is Prologue? Venture-Capital Syndicates' Collaborative Experience and Start-Up Exits." *Academy of Management Journal* 65(2): 371-402.

McDonald, Rory and Kathleen Eisenhardt. 2020. "Parallel Play: Startups, Nascent Markets, and Effective Business-model Design." *Administrative Science Quarterly* 65(2): 483-523.

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

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 the 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 2023. Revise and Resubmit at *Organization Science*.

Allen, Ryan and Rory McDonald. "Methodological Pluralism and Innovation in Data-Driven Organizations." May 2023. Revise and Resubmit at *Administrative Science Quarterly*.

Allen, Ryan, Bremner, Rob and Rory McDonald. "The Limits of Experimentation for Product Innovation in Homogeneous User Communities." February 2023. Reject and Resubmit at *Organization 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, June 2023.

Practitioner articles (print):

Bingham, Chris and Rory McDonald. 2022. "Mastering Innovation's Toughest Trade-Offs." *MIT Sloan Management Review* Volume 63, Issue 4 (Summer 2022): 66-72.

McDonald, Rory and Keith Krach. 2021. "How Would-Be Category Kings Become Commoners." *MIT Sloan Management Review* Volume 62, Issue 2 (Winter 2021): 76-82.

McDonald, Rory and Robert Bremner. 2020. "When It's Time to Pivot, What's Your Story? How to Sell Stakeholders on a New Strategy." *Harvard Business Review* 98, no. 5 (September-October 2020): 98-105.

McDonald, Rory and Kathleen Eisenhardt. 2020. "The New Market Conundrum." *Harvard Business Review* 98, no. 3 (May-June 2020): 75-83.

Christensen, Clayton, Michael E. Raynor, and Rory McDonald. 2015. "What is Disruptive Innovation?" *Harvard Business Review* 93, no. 12 (December 2015): 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.

Practitioner articles (digital):

Bermiss, Y. Sekou, and Rory McDonald. 2018. "Managing Political Misfits." Special Issue on HBR: Big Idea on Leadership in a Hot-Button World. *Harvard Business Review* (website) (March 28, 2018).

McDonald, Rory and Cheng Gao. 2017. "Entrepreneurship: Every Pivot Needs a Story." *Ideas Watch, Harvard Business Review* 95, no. 5 (July-August 2017): 24.

## **BOOK**

Bingham, Chris and Rory McDonald. "Productive Tensions: How Every Leader Can Tackle Innovation's Toughest Trade-Offs," Cambridge, MA MIT Press, 2022.

## **CASES AND TEACHING MATERIALS**

McDonald, Rory. "Navigating Nascent Industries and Product Categories." Harvard Business School Module Note 722-443, March 2022.

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

McDonald, Rory, Anibha Singh, and Matt Higgins. "Parrot: Navigating the Nascent Drone Industry." Harvard Business School Teaching Note 621-024, July 2020 (Revised October 2020).

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, Eric Westphal, and Shengjie Zhu. "Roku: Swimming Upstream Against Industry Giants." Harvard Business School Case 622-033, August 2021.

McDonald, Rory, David Lane, and Mel Martin. "Apple Bets on Augmented Reality." Harvard Business School Case 621-007, September 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, Anibha Singh, and Matt Higgins. "Marcus by Goldman Sachs." Harvard Business School Teaching Note 620-107, February 2020 (Revised November 2020).

McDonald, Rory, Allison Mnookin, and I. Mogosanu. "Walt Disney Company: Theme Parks." Harvard Business School Case 620-039, August 2019 (Revised January 2021).

McDonald, Rory, Clayton Christensen, Daniel West, and Jonathan Palmer, "Under Armour," Harvard Business School Case 618-010, January 2018.

McDonald, Rory, and Matt Higgins. "Under Armour." Harvard Business School Teaching Note 620-070, December 2019 (Revised April 2021).

McDonald, Rory, Clayton M. Christensen, and Shaye Roseman. "Purpose Brands." Harvard Business School Module Note 619-075, June 2019 (Revised July 2020).

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 (Revised November 2021).

McDonald, Rory, and Helena Lyng-Olsen, "Floodgate: On the Hunt for Thunder Lizards." Harvard Business School Teaching Note 617-045, March 2017 (Revised September 2021).

McDonald, Rory, Derek van Bever, and Efosa Ojomo, “chotuKool: ‘Little Cool,’ Big Opportunity,” Harvard Business School case 616-020, June 2016 (Revised November 2021).

McDonald, Rory, “chotuKool: ‘Little Cool,’ Big Opportunity (B),” Harvard Business School Case 622-096, March 2022.

McDonald, Rory, and Matt Higgins. “chotuKool: ‘Little Cool,’ Big Opportunity” Harvard Business School Teaching Note 617-040, March 2017 (Revised August 2021).

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).

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).

McDonald, Rory and Suresh Kotha, “Boeing 787: Manufacturing a Dream,” Harvard Business School case 615-048, February 2015 (Revised May 2015).

McDonald, Rory, Feng Zhu, and Cheng Gao, “HomeAway: Organizing the Vacation Rental Industry,” Harvard Business School case 615-036, December 2014.

McDonald, Rory, and Matt Higgins “HomeAway: Organizing the Vacation Rental Industry.” Harvard Business School Teaching Note 617-042, March 2017 (Revised August 2021).

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).

McDonald, Rory, “AmazonFresh: Rekindling the Online Grocery Market,” Harvard Business School Teaching Note 617-043, March 2017.

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

## **RESEARCH IN PREPARATION**

Allen, Ryan and Rory McDonald. “Role of Data in Breakthrough Innovation”

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

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

Gao, Cheng and Rory McDonald. “Inducing Regulation in Nascent Industries: Self-Driving Sector.”

McDonald, Rory, Stubben, Stephen, and Kyle Welch. “Anonymous vs. Identified Whistleblowing.”

## **CONFERENCE PRESENTATIONS**

“The Limits of Experimentation for Product Innovation in Homogeneous User Communities,”  
Academy of Management Meetings, (August 2023)

- “The Influence of the Eisenhardt Method,” Panelist  
INQUIRE Conference in honor of Kathleen Eisenhardt, University of Illinois, (May 2023)
- “How Leaders with Divergent Visions Generate Novel Strategy”  
Presentation at Symposium on Time and Technology, Academy of Management Conference  
(Annual Meeting, August 2021, Presented by Ryan Raffaelli)
- “Lean Startups and Innovation Strategy”  
Presentation at PDW for Academy of Management Conference (Annual Meeting, August 2021)
- “Entrepreneurial Pivoting: New Perspectives and Paths Forward,” Symposium  
for Academy of Management Conference, Virtual (Annual Meeting, August 2020)
- “Shaping Nascent Industries in Personal Genomics,” Research Presentation  
West Coast Research Symposium on Technology Entrepreneurship, Stanford CA (September  
2019, Presented by Cheng Gao)
- “The Drone Industry: A Novel Phenomenon for Rethinking Market Formation,” Symposium  
for Academy of Management Conference, Boston, MA (Annual Meeting, August 2019)
- “STR Strategy Teaching Clinic,” Mentor  
for Academy of Management Conference, Boston, MA (Annual Meeting, August 2019)
- “Behavioral Innovation,” PDW Presentation  
2018 Academy of Management Conference, Chicago, IL (Annual Meeting, August 2018)
- “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**

2020-2022 Member, Virtual Teaching Task Force at HBS  
 2020-2022 Division Representative-at-Large (Elected), Academy of Management TIM Division  
 2020-present Editorial Board, Strategic Entrepreneurship Journal  
 2014-present Member, Academic Performance Committee at HBS  
 2014-present Faculty Liaison, Crimson Parents Club at HBS  
 2015-present International Advisory Board, University College Dublin School of Business  
 2015-present Reviewer, Administrative Science Quarterly  
 2011-present Reviewer, Strategic Entrepreneurship Journal  
 2013-present Reviewer, Strategic Management Journal  
 2013-present Reviewer, Academy of Management Journal  
 2014-present Reviewer, Organization Science  
 2014-present Faculty Mentor, Program for Research in Markets and Organizations (PRIMO)  
 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**

PwC Business Model Reinvention (2023)  
 Association for Financial Technology (AFT) Summit (2023)  
 CTO Forum (2020)  
 GOJO / Purell Annual Meeting (2020)  
 Consortium for Corporate Entrepreneurship (2019)  
 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**

Arizona State University (Scheduled)  
University of Minnesota (Scheduled)  
Imperial College London (Scheduled)  
Darden School, University of Virginia (September 2023)  
University of Virginia, McIntire School of Commerce / Batten School of Public Policy (May 2023)  
University of Arizona (March 2023)  
University of Pennsylvania Wharton (February 2023)  
University of California-Irvine (October 2020)  
University of Washington (February 2020)  
SEAS CFO of the Future Summit, Harvard University (May 2018)  
Brigham Young University (2018)  
University of Michigan (2017)  
INSEAD (2017)  
University of North Carolina (2017)  
University 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:**

Aticus Peterson, Strategy  
Ryann Noe, Organizational Behavior

### **Former:**

Ryan Allen (Chari), Technology & Operations Management: Assistant Professor in Management & Organizations  
Michael Christensen, Management: Lecturer in Strategy, Wharton School  
Sourobh Ghosh, Technology and Operations Management: Economist, Amazon  
Meitong Li, Technology and Operations Management  
Cheng Gao (Chair), Strategy: Assistant Professor of Strategy, University of Michigan  
Alicia DeSantola, Organizational Behavior: Assistant Professor of Management and Organization, University of Washington  
Budhaditya Gupta, Technology and Operations Management: Assistant Professor (Lecturer) in Management, University of Melbourne

## **SELECTED MEDIA COVERAGE**

“The Burgeoning Psychedelics Industry is Full of Money and Good Intentions” *Entrepreneur* (July 5, 2022)

“Running a Consumer Fintech Startup within Goldman Sachs” *HBS Cold Call Podcast* (June 1, 2021)

“IPO or M&A? How Venture Capital Shapes a Startup’s Future” *HBS Working Knowledge* (April 27, 2021)

“Will a CEO Change Reignite Under Armour Stock” *Investorplace* (October 28, 2019)

“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)

“Disrupting Mr. Disrupter” *The Economist, Schumpeter Column* (November 28, 2015)

“Finding a Level Playing Field” *Economist Intelligence Unit* (August 18, 2015)

“Why Amazon Keeps Cutting Prices for Consumer Goods” *MarketWatch* (November 17, 2014)