

# Mary J. Benner

Strategic Management and Entrepreneurship  
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Updated: July 2024

## ACADEMIC EMPLOYMENT

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University of Minnesota, Carlson School of Management, Department of Strategic Management and Entrepreneurship

Associate Dean, Undergraduate Program, Carlson School of Management, June 2024 -  
John and Nancy Lindahl Professor for Excellence in Business Education, July 2020 -

Chair, Strategic Management and Entrepreneurship Department, June 2020 – June 2024  
Academic Director, Holmes Center for Entrepreneurship, 2020 - 2024

Professor, 2018 - 2020

Associate Professor, 2010 - 2018  
Academic Director, Carlson Ventures Enterprise, 2010 - 2014

The Wharton School, University of Pennsylvania  
Assistant Professor, 2001 - 2010

## EDUCATION

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Columbia University Graduate School of Business, New York, NY  
Ph.D. in Management, 2002; M.Phil. 1999

Dissertation: Process Management, Technological Innovation and Organizational  
Adaptation.  
*Outstanding Dissertation Award, Business Policy and Strategy Division of the Academy  
of Management, 2003*

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

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

## PUBLICATIONS

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## Articles published in refereed journals

Benner, Mary J. and Daniel Beunza, 2023. The influence of analysts on innovation: An evolutionary view of evaluative frames. *Academy of Management Review*. Published Online: Dec 8 2023. <https://doi.org/10.5465/amr.2021.0122>

Benner, Mary J. and Joel Waldfogel, 2023. Changing the channel: Digitization and the rise of “middle tail” strategies. *Strategic Management Journal*. <https://doi.org/10.1002/smj.3130>

Bapna, Sofia, Mary J. Benner, and Liangfei Qiu, 2019. Nurturing online communities: An empirical analysis. *MIS Quarterly*, 43(2): 425-452. <https://doi.org/10.25300/MISQ/2019/14530>

Benner, Mary J. and Ram Ranganathan, 2017. Measuring up? Persistence and change in analysts' evaluative schemas following technological change. *Organization Science* 28(4):760-780. <https://doi.org/10.1287/orsc.2017.1140> (Authors are listed in alphabetical order)

Benner, Mary J. and Joel Waldfogel, 2016. The song remains the same? Technological change and positioning in the recorded music industry. *Strategy Science* 1(3):129-147. <http://dx.doi.org/10.1287/stsc.2016.0012>

Winner of the 2023 Strategy Science Best Paper Award

Winner of the Ralph Gomory Best Industry Studies Paper Award from the Industry Studies Association, runner-up, 2016

Chandrasekaran, Aravind, Kevin Linderman, Fabian Sting, and Mary Benner, 2016. Managing exploration and exploitation project shifts in high tech organizations: A multi- method study. *Production and Operations Management* 25(3): 390-416. <https://doi.org/10.1111/poms.12410>

Benner, Mary J. and Todd Zenger, 2016. The lemons problem in markets for strategy. *Strategy Science*, 1(2):71-89. <https://dx.doi.org/10.1287/stsc.2015.0010>

Jing, Runtian and Mary Benner, 2016. Institutional regime, opportunity space, and organizational path constitution: Case studies of the conversion of military firms in China. *Journal of Management Studies* 3(4): 552-579. <https://doi/10.1111/joms.12170>

Benner, Mary J. and Michael Tushman, 2015. Reflections on the 2013 decade award: “Exploitation, exploration, and process management: The productivity dilemma revisited” ten years later. Invited paper, *Academy of Management Review* (40) 4: 497-514.

Benner, Mary J. and Ram Ranganathan, 2013. Divergent reactions to convergent strategies: Investor beliefs and analyst reactions during technological change. *Organization Science*, 24(2): 378-394.

Benner, Mary J. and Ram Ranganathan, 2012. Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. *Academy of Management Journal*, 55(1): 213-233.

Best Paper Award, Academy of Management Technology and Innovation Management Division, 2010

Benner, Mary J. and Mary Tripsas, 2012. The influence of prior industry affiliation on framing in nascent industries: The evolution of digital cameras. *Strategic Management Journal*, 33(3): 277-302. (authors are listed in alphabetical order)

Benner, Mary J., 2010. Securities analysts and incumbent response to radical technological change: Evidence from digital photography and internet telephony. *Organization Science* 21 (1): 42-62.

Featured at the INFORMS conference, San Diego, October 2009 in a session on notable papers forthcoming 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 2004 *Academy of Management Review* Best Paper Award

Winner of the 2013 *Academy of Management Review* Paper of the Decade 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.

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

Benner, Mary J and Ram Ranganathan, 2010. Offsetting illegitimacy? The influence of securities analysts on incumbents facing new technologies. *Academy of Management Best Paper 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, 2018. "Innovation, management practices, and productivity." Chapter 12 in the *Oxford Handbook of Productivity*. Editors: Emili Grifell-Tatjé, C.A. Knox Lovell, and Robin C. Sickles. Oxford University Press, New York.

Benner, Mary J. "Incremental and radical technical change," in *The Palgrave Dictionary of Strategic Management*, eds. David Teece and Mies Augier.

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.

### **Book reviews**

Benner, Mary J. 2023. Review of *Strategic Management: State of the Field and Its Future*. Irene M. Duhaime, Michael Hitt, and Marjorie A. Lyles, eds. Oxford: Oxford University Press, 2021. *Administrative Science Quarterly*.

Benner, Mary J. 2015. Review of "Wall Street Research: Past, Present, and Future" by Boris Groysberg and Paul Healy. *Administrative Science Quarterly*.

### **Papers under review, working papers, and research in progress**

Strategic incongruence as a driver of activist investor attention (with Rosa Kim).

Growth or income? The influence of stock category on firm behaviors (with Yoonhee Choi and Ribuga Kang).

Corporate scope and incumbent responses to digitization in the movie industry (with Joel Waldfogel).

Going private as a solution to public market disagreement: Information asymmetry, R&D investments, and privatization choices (with Rosa Kim).

Shifting gears: The role of CEO turnover on shifts between exploration and exploitation (with Yoonhee Choi).

### **Research interests**

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

## INVITED PRESENTATIONS

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Strategic incongruence as a driver of activist investor attention. Presented at London Business School, June, 2023.

The strategic drivers of activist investor attention. Presented at U of Michigan strategy seminar, January 2023.

The strategic drivers of proactive investor attention. Presented at Wharton Corporate Strategy and Innovation Conference, December 2022.

The strategic drivers of proactive investor attention. Presented in the HKUST Management Dept. seminar (virtual), May 2022.

The influence of securities analysts on innovation: An evolutionary approach. Presented in the Strategy and Entrepreneurship seminar at University of North Carolina, February 26, 2021.

The influence of securities analysts on innovation: An evolutionary approach. Presented in the NYU Stern School of Business Department of Management and Organizations seminar, February 5, 2021.

The strategic drivers of proactive investor attention (with Rosa Kim), Academy of Management annual meeting (virtual), 2020.

The strategic drivers of proactive investor attention (with Rosa Kim), SMS conference, London (virtual) 2020.

The influence of securities analysts on innovation: An evolutionary approach. Presented at the Wharton Technology and Innovation Conference, June 2020.

Changing the channel: Technological change and the rise of middle tail strategies in the movie industry. Presented in the Social Science and Technology Seminar at SIEPR, Stanford University, November 2018.

An evolutionary view of analysts. Presented in the symposium “The Future of Analysts’ Work: Importance and Challenges Ahead. Academy of Management Annual Meeting, Chicago, August 2018.

Changing the channel: Technological change and the rise of middle tail strategies in the movie industry. Presented at the Munich Summer Institute, June 2018, Bavarian Academy of Sciences and Humanities, Munich Germany.

Changing the channel: Technological change and the rise of middle tail strategies in the movie industry. Presented at the INSEAD Entrepreneurship and Family Enterprise Department Seminar, Fontainebleau France, June 2017.

Changing the channel: Technological change and the rise of middle tail strategies in the movie industry. Presented at the Digital Initiative Discussion Symposium, Harvard Business School, May 2017.

Measuring up? Persistence and change in analysts' evaluative schemas following technological change. Presented at University of Michigan Strategy Department seminar, November 2016.

The song remains the same? Technological change and search in the recorded music industry. Presented at Bocconi University, Milan Italy, May 2016.

Measuring up? Persistence and change in analysts' evaluative schemas following technological change. Presented at the Conference on Finance and Organization Theory, IESE Business School, New York, May 2015.

The song remains the same? Technological change and search in the recorded music industry. Accepted for presentation at the Wharton Technology Conference, April 2015. (presented by coauthor)

The song remains the same? Technological change and search in the recorded music industry. Presented at the Massachusetts Institute of Technology, Technological Innovation, Entrepreneurship, and Strategic Management Department Seminar, November 2014.

The song remains the same? Technological change and search in the recorded music industry. Presented at IESE, Barcelona, November 2014.

The song remains the same? Technological change and search in the recorded music industry. Presented in the Strategy Science track at the INFORMS conference, San Francisco, November 2014.

The song remains the same? Technological change and search in the recorded music industry. Presented in a symposium: Incumbent Firm Adaptation – New Perspectives. Academy of Management Annual Meeting, 2014, Philadelphia.

Measuring up? Persistence and change in analysts' evaluative schemas following technological change. Presented in a symposium on the Power of Words in Research on Analysts. Academy of Management Annual Meeting, 2014, Philadelphia.

Exploitation, exploration, and analysts: Are firms rewarded for ambidexterity? Presented at University of California Irvine, March 2014.

Exploitation, exploration, and analysts: Are firms rewarded for ambidexterity? Presented at Washington University in St. Louis, January 2014.

Exploitation, exploration, and analysts: Are firms rewarded for ambidexterity? Presented at UCLA Anderson School of Business, January 2014.

Exploitation, exploration, and analysts: Are firms rewarded for ambidexterity? Presented at the University of South Carolina, Darla Moore School of Business, November 2013.

Measuring up? Persistence and change in analysts' evaluative schemas following technological change. Presented at University of California at Davis, October 2013.

Invited keynote speaker at the 2013 DRUID conference, June 2013, Barcelona, Spain.

Measuring up? Persistence and change in analysts' evaluative schemas following technological change. Conference on Connecting Rigor and Relevance in Institutional Analysis at Harvard Business School, June 2013.

Exploration, exploitation and analysts: Are firms rewarded for ambidexterity? Presented at George Mason University, November 2012.

Divergent reactions to convergent strategies: Investor beliefs and analyst reactions during technological change. Presented at Tilburg University, October, 2011.

Exploitation, exploration and analysts: Are firms rewarded for ambidexterity? Invited paper in a symposium for the BPS and OMT divisions titled: Securities Analysts in Management Practice and Research. Academy of Management Annual Meeting, San Antonio, 2011.

Divergent reactions to convergent strategies: The influence of stock categories on securities analysts' and stock market reactions to technological change. Presented at the DRUID conference, Copenhagen Denmark, June 2011.

Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. Presented at University of California, Irvine, January 2011.

Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. Presented at Bocconi University, Milan Italy, December 2010.

Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. Presented at the Academy of Management Annual Meeting, Montreal, August, 2010.

Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. Presented at Carnegie Mellon University, February 2010.

Divergent reactions to convergent strategies: The influence of stock categories on securities analysts' and stock market reactions to technological change. Presented at London Business School, February 2010.

Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. Presented at Rutgers University, December 2009.

Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. Presented at The Ohio State University, December 2009.

Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. Presented at the University of Minnesota, December 2009.

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

Offsetting illegitimacy? How pressures from securities analysts influence incumbents in the face of new technologies. Presented at Harvard Business School Strategy Conference, November 2009.

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

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

Securities analysts and incumbent response to radical technological change: Evidence from digital photography and internet telephony. Presented 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. Presented 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. (previous title)  
Presented in the Business Policy and Strategy Division at the Academy of Management Annual Meeting, Chicago, August 2009.

Invited speaker in the symposium “Managing across Technological Transitions,” Academy of Management Annual Meeting, 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 Meeting, 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 Annual Meeting, 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 Annual Meeting, 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 Annual Meeting, 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 Annual Meeting, 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 meeting, 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 Annual Meeting, Business Policy and Strategy Division, Denver, August 2002.

Process management and technological innovation: Evidence from the photography industry. Presented at the Academy of Management Annual Meeting, 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.

## **INVITED PANELIST OR DISCUSSANT**

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Invited panelist, “The Future of Research on Corporate Strategy,” at the Wharton Corporate Strategy and Innovation Conference, December 2023, Philadelphia.

Invited panelist for session titled: “25 years of accounting for endogeneity in strategy research,” Strategic Management Society Conference, September 2023, Toronto.

Invited panelist for the SRF (Strategy Research Foundation) Dissertation Workshop, Strategic Management Society conference, September 2023, Toronto.

Invited panelist for the SRF Editor Panel, Strategic Management Society conference, September 2023, Toronto.

Invited panelist, “Meet the Editors,” Technology and Innovation Management Division, 2023 Academy of Management annual meeting, Boston.

Invited panelist in “Private Capital and Alternative Governance” Professional Development Workshop, 2023 Academy of Management annual meeting, Boston.

Invited panelist in “Culture & Technology: Building Bridges Across Innovation & Entrepreneurship Research Contexts” Professional Development Workshop, 2023 Academy of Management annual meeting, Boston.

Invited panelist in “Corporate Strategy and AI,” Strategic Management Society conference, September, 2022, London.

Invited panelist in symposium “Evaluating Novel Technologies,” 2022 Academy of Management annual meeting, Seattle.

Invited panelist in plenary panel, “Technology in Times of Uncertainty.” Strategy Science conference, New York University, June 2022.

Panelist in the virtual symposium “Limits and idiosyncrasies of public markets and public corporations,” Academy of Management, STR Division June 21, 2021.

Discussant in the STR Division Junior Faculty Paper Development Workshop, 2019 Academy of Management meeting, Boston.

Invited panelist in Academy of Management professional development workshop on Improving Evidence Presentation in Management Research, Academy of Management annual meeting, Boston.

Invited Panelist, SMS Extension, Platforms, Ecosystems, and Partnerships in the Digital Age. INSEAD, Fontainebleau France. September 2018.

Invited panelist, Strategic Management Division Managing Your Dissertation Workshop, 2018 Academy of Management annual meeting, Chicago.

Invited panelist, “Meet the Editors” session in the Technology and Innovation Management (TIM) division junior faculty consortium, 2017 Academy of Management annual meeting, Atlanta.

Invited panelist, Junior Faculty Consortium, Academy of Management Organization and Management Theory (OMT) Division. 2016 Academy of Management annual meeting, Anaheim.

Invited panelist in the OMT professional development workshop “Financial Markets and Organization Theory.” 2016 Academy of Management annual meeting, Anaheim.

Invited panelist, Strategic Management Society Junior Faculty Paper Development Workshop, Denver, October 2015.

Invited discussant, Midwest Strategy Meeting, Washington University in St Louis, June 2015.

Invited panel member, Managing Your Dissertation Workshop, BPS Division, 2014 Academy of Management annual meeting, Philadelphia.

Invited panelist, Junior Faculty Paper Development Workshop, BPS Division, 2014 Academy of Management annual meeting, Philadelphia.

Invited discussant at the BYU/Utah strategy conference, Park City Utah, February 2014.  
Invited judge for INFORMS dissertation proposal competition, October 2013.

Invited panelist, TIM Division Junior Faculty Consortium, 2013 Academy of Management annual meeting, Orlando.

Invited discussant at the Conference on Change and Sustainability at Harvard Business School (organized by Rebecca Henderson, Ranjay Gulati, and Michael Tushman), May 2013.

Invited discussant for the TIM and BPS division symposium: The Complicated Life of Technology Transitions. 2012 Academy of Management annual meeting, Boston.

Invited panelist in symposium for the OMT, TIM and MOC divisions: Innovation & Identity: Exploring Intersections of Technological Innovations & Collective Identities. 2011 Academy of Management annual meeting, San Antonio.

Invited panelist in the New Faculty Consortium, BPS division, 2011 Academy of Management annual meeting, San Antonio.

Invited panelist in the Junior Faculty Consortium, TIM division, 2011 Academy of Management annual meeting, San Antonio.

Invited discussant for a plenary paper session, DRUID conference, Copenhagen, June 2011.

Invited discussant, Symposium on dynamic capabilities and ambidexterity (Showcase Symposium in BPS, OMT and TIM divisions, Winner of the Best Symposium award in OMT), 2010 Academy of Management annual meeting, Montreal.

Invited to chair a session on ambidextrous organizations for the OMT Division, 2008 Academy of Management annual meeting, Anaheim.

Invited to chair a session on exploration and exploitation in the OMT Division at the 2007 Academy of Management annual meeting, Philadelphia.

Discussant, BPS Division session on M&A and innovation, 2006 Academy of Management annual meeting, Atlanta.

Discussant, TIM Division session on technological capabilities and resources, 2006 Academy of Management annual meeting, Atlanta.

## **CONFERENCE, SYMPOSIA, OR WORKSHOP ORGANIZING**

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Co-organizer, symposium titled “Equity Markets and Strategy,” 2023 Academy of Management annual meeting, Boston.

Co-organizer and mentor, ASQ Paper Development Workshop: Improving Evidence Presentation in Management Research. 2017 Academy of Management annual meeting, Atlanta.

Co-organizer of the Strategy Research Summer Camp for strategy junior faculty at the Tuck School of Business at Dartmouth, July 2013, 2014, 2015, 2016, 2017, 2019, and 2023 (in conjunction with faculty from Tuck, Wharton, NYU, U of Michigan, LBS and INSEAD).

Co-organizer, BPS Division Dissertation Consortium, Academy of Management annual meetings, Boston and Orlando, 2012 and 2013.

Co-organizer, Doctoral Consortium for the TIM Division, Academy of Management annual meetings, 2008-2009, Anaheim and Chicago.

Organizer, BPS Division Managing Your Dissertation Workshop, 2004 Academy of Management annual meeting, New Orleans.

Co-organizer, Wharton Technology Conference 2004, 2005, 2006

## MEDIA COVERAGE

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- Interview for a podcast focused on Kodak, part of a Carlson School-sponsored initiative about “Spectacular Failures” with Minnesota Public Radio, April 2019.
- “Snapshot of a humbled giant.” *Financial Times*, April 2, 2012.
- “Blame those darn negative analysts.” *CFO World*, Feb 24, 2012.
- “Does Wall Street Hate Innovation? A conversation with Mary Benner of the University of Minnesota’s Carlson School of Management.” Article published in the *Minneapolis Star Tribune*, April 16, 2011.
- “Wall Street is no Friend to Radical Innovation,” *Harvard Business Review*, July 2010. Article discusses the paper: “Securities analysts and incumbent response to radical technological change: Evidence from digital photography and internet telephony,” published in *Organization Science*.
- Knowledge@Wharton Innovation and Entrepreneurship article on disruptive innovation, November 12, 2008.
- 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.”
- *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.
- Thomson Emerging Fronts in Research website, February 2008, featured 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>
- *Chief Executive Magazine*, “Is Six Sigma a hard-sell now?” November 13, 2007.
- *Business Week*, “At 3M, A Struggle between Efficiency and Creativity,” June 11, 2007.
- *Philadelphia Inquirer*, “NJ textile firm finds a system for success,” April, 2007.
- *Wall Street Journal*, “Rethinking the Quality-Improvement Program,” September 19, 2005.
- Enterpriseleadership.org ([www.enterpriseleadership.org](http://www.enterpriseleadership.org)), “Too Much of a Good Thing?” Webcast interview, March 9, 2006.
- Knowledge@Wharton, “TQM, ISO 9000, Six Sigma: Do Process Management Programs Discourage Innovation?” November 30, 2005.
- *IndustryWeek*, “Is Process Management an Impediment to Innovation?” November 21, 2005.

## **TEACHING EXPERIENCE**

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### **Teaching at the Carlson School**

Technology Strategy (UG – MGMT 4034), Fall 2023, Fall 2022, Fall 2021, Spring 2021  
Strategic Management of Technological Change (MBA - MGMT 6071), Fall 2023, Fall 2022, Fall 2021, Fall 2020, Fall 2019 (previously MGMT 6070 – Technology Strategy)  
Business Strategy (MGMT 3004), Spring 2011- 2020; Fall 2019,  
PhD seminar in Organization Theory, Spring 2024, Fall 2023, Fall 2021, 2019, 2017, 2015, 2013, and 2011 (2011 - co-taught with Andy Van de Ven)  
Strategy and Change module in the Leading Transformational Change Executive Education Program, 2018 – 2022  
Leading Innovation, Executive Education Program, Fall 2015, Fall 2016, Spring 2018, Spring 2019.  
How Analysts Interpret Strategy – module in the Leading Finance Executive Education Program, Spring 2017.  
Managing Innovation and Change in the Minnesota Executive Program, Fall 2011, 2012, 2013, and 2014.

### **Teaching at Wharton**

Introduction to Management (MGMT 101), 2005-2010  
Management of Technology (MGMT 237), 2002-2005  
Management of Technology and Innovation in the Penn Engineering Master's in Technology Management (EMTM) Program, 2007-2010  
Global Strategic Management (core MBA course), 2002-2004

## **PROFESSIONAL ACTIVITIES**

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### **Carlson School Service**

Department Chair, Strategic Management and Entrepreneurship, June 2020 - present  
Member, Carlson Undergraduate Curriculum Review Committee, 2020 - 2021  
Core course coordinator and member of the Carlson Core Council, 2016 – 2020; fall 2023  
Member, PhD Committee, Strategic Management and Entrepreneurship Department, 2019 - 2020  
Member, Carlson Faculty Consultative Committee, 2018-2020  
Member, Undergraduate Faculty Advisory Committee, 2018-2020  
Member, Faculty Recruiting Committee, Strategic Management and Entrepreneurship Department, 2017-2018  
PhD Coordinator, Strategic Management and Entrepreneurship Department, 2014-2016.  
Carlson Discovery research selection committee, 2014  
Chair, Faculty Recruiting Committee, Strategic Management and Organization Department, 2011-2012  
Member, PhD committee, Strategic Management and Organization Department, 2010-2014  
Member, Undergraduate Faculty Advisory Committee, 2012-2015  
Academic Director, Carlson Ventures Enterprise, 2010-2014

### **University of Minnesota Service**

Member, Council on Liberal Education, Jan 2020 - present

Member, Liberal Education Redesign Committee, Nov 2017 - Dec 2019  
Member, Research Committee, Provost Council on Student Mental Health, 2018 - 2020  
Member, Liberal Education Pre-planning Committee, April 2017 - Oct 2017

PhD dissertation committees:

Hilary Ahn, University of North Carolina  
Michael Park, Carlson School of Management, University of Minnesota  
Suhyung Lee, College of Education and Human Development, University of Minnesota  
Rosa Kim, Carlson School of Management, University of Minnesota (co-advisor)  
Jaekyo Seo, College of Education and Human Development, University of Minnesota  
Soebin Jang, College of Education and Human Development, University of Minnesota  
Sangok Yoo, College of Education and Human Development, University of Minnesota  
Sofia Bapna, Carlson School of Management, University of Minnesota (co-advisor)  
Yoonhee Choi, Carlson School of Management, University of Minnesota (advisor)  
Mark DesJardine, Ivey School of Business, Western University, Canada  
Sowath Rana, College of Education and Human Development, University of Minnesota  
Douglas Trouten, School of Journalism, University of Minnesota  
Ram Ranganathan, The Wharton School  
Matthew Theeke, University of Texas at Austin

PhD second year paper committees:

Mike Park, Carlson School, University of Minnesota  
Keith Pennington, Carlson School, University of Minnesota  
Rosa Kim, Carlson School, University of Minnesota  
Suhyung Lee, College of Education and Human Development, University of MN  
Jaekyo Seo, College of Education and Human Development, University of MN  
Soebin Jang, College of Education and Human Development, University of MN  
Sangok Yoo, College of Education and Human Development, University of MN  
Yoonhee Choi, Carlson School, University of MN  
Sofia Bapna, Carlson School, University of MN  
Sowath Rana, College of Education and Human Development, University of MN

**Wharton School Service**

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

Wharton PhD second year paper reading committees:

Ram Ranganathan, 2010  
Jamie Eggers, 2006  
Anuja Gupta, 2006  
Rafael Corredoira, 2005

**Service to the Profession**

Member, Strategic Management (STR) Division Awards Committee, 2020-2023

Division Past Chair, Academy of Management Strategic Management (STR) Division (formerly BPS Division), 2018-2019 (fifth year of five-year leadership track).

Division Chair, Academy of Management Strategic Management (STR) Division (formerly BPS Division), 2017-2018 (fourth year of five-year leadership track).

Division Chair Elect, Academy of Management BPS Division, 2016-2017 (third year of five-year leadership track).

Member, 2016 Academy of Management Review Best Paper selection committee.

Program Chair, Academy of Management BPS Division, 2015-2016 (second year of five-year leadership track).

Assistant Program Chair and Professional Development Workshop Chair, BPS Division, 2014-2015 (first year of five-year leadership track).

Executive Committee, Business Policy and Strategy Division of the Academy of Management (elected) 2011-2013.

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.

### **Professional affiliations and memberships**

Member, Strategic Management Society, 2010 – present

Member, Macro-Organizational Behavior Society, 2018 - present (by invitation).

Member, Strategy Research Initiative, 2014 - present (by invitation).

Member, Academy of Management

*Organization and Management Theory Division*

*Strategic Management Division (formerly Business Policy and Strategy Division)*

*Technology and Innovation Management Division*

### **Editorial Activities**

Co-Editor, *Strategic Management Journal*, January 2023 - present

Senior Editor, *Strategy Science*, January 2022 to December 2022

Associate Editor, *Administrative Science Quarterly*, 2012 – 2021.

Senior Editor, *Organization Science*, 2010-2012.

Editorial Board membership:



*Administrative Science Quarterly*, 2006-2012  
*Academy of Management Review*, 2008-present  
*Organization Science*, 2006-2010

Chair, 2011 *Administrative Science Quarterly* Best Paper selection committee.  
Member, 2010 *Administrative Science Quarterly* Best Paper selection committee.

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

Reviewer for Academy of Management annual meetings:  
*Organization and Management Theory Division*  
*Business Policy and Strategy Division*  
*Technology and Innovation Management Division*

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

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Strategy Science Best Paper Award, 2023

50 Best Undergraduate Business Professors, Poets & Quants, 2020.

Carlson School of Management Outstanding Service Award, November 2019.

Exemplary Performance as Editorial Board Outstanding Reviewer Award, *Academy of Management Review*, 2018.

2013 *Academy of Management Review* Decade Award for the article published in AMR ten years earlier that has the most significant impact.

Outstanding Reviewer Award, *Academy of Management Review*, 2011.

Recipient of Carlson School Dean's Small Grants 2011, 2012, and 2014

Winner of the Best Paper Award, Technology and Innovation Division, Academy of Management meetings, 2010.

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**

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### **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, Providence RI (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, Chicago IL (1982-1985)

Consulting Manager, Boston MA (1985-1987)