

**DR. CHARLOTTE R. REN**

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**EDUCATION**

- Ph.D. Management  
 UCLA, Anderson School of Management, 2005  
 Dissertation: Learning by Firms and Technological Innovation  
 Committee: Olav Sorenson (Chair), Michael Darby, Marvin Lieberman & Kenneth Sokoloff
- M.A. Economics  
 UCLA, Dept. of Economics, 2003
- B.A. International Relations  
 Minor Degree in Law  
 PEKING UNIVERSITY, P. R. China, 1997

**ACADEMIC POSITIONS**

- July 2021 - present Professor of Practice in Strategy and Innovation  
 Faculty Director, Global Master of Public Administration  
 Fox Leadership International, School of Arts and Sciences, University of Pennsylvania
- June 2013 - present Senior Fellow, Mack Institute for Innovation Management  
 The Wharton School, University of Pennsylvania
- July 2016 - June 2021 Associate Professor of Strategic Management  
 Fox School of Business, Temple University
- June - Dec. 2020 Senior Affiliated Scholar of Global Leadership & Innovation  
 Fox Leadership International  
 Partnership for Effective Public Administration and Leadership Ethics  
 School of Arts and Sciences, University of Pennsylvania
- August 2013- June 2016 Visiting Assistant Professor of Strategic Management  
 School of Social Policy and Practice, University of Pennsylvania
- August 2005 - May 2012 Assistant Professor of Strategic Management  
 Krannert School of Management, Purdue University<sup>1</sup>

**MAJOR AWARDS AND RECOGNITION**

- 2020 Representative at Large (2020-2022)  
 Strategic Management Society (Competitive Strategy Group)

<sup>1</sup> 2007-2008: one-year deviation from the tenure policy due to medical reasons.

2019	Faculty of the Year Award (full-time MBA) Fox School of Business, Temple University
2018	Representative at Large (2018-2021) Academy of Management (AOM) (Entrepreneurship Division)
2018	Mack Institute Research Fellowship
2017	Education Leadership Award, Rescue Mission of Trenton (USA)
2017	The Innovation in Entrepreneurship Pedagogy Award AOM (Entrepreneurship Division)
2015	Best Reviewer Award AOM (Technology and Innovation Management Division)
2014	Mack Institute Research Fellowship
2014	Semi-finalist, the FastFWD Non-equity Fellowship for the <i>PREP</i> program <sup>2</sup>
2008	The IDEA Award (“Research Promise”) AOM (Entrepreneurship Division)
2007	Finalist, North American Case Research Association Case Research Grant Competition
2006	CIBER Summer Research Award
2005	CIBER Faculty International Travel Award
2004	UCLA Dissertation Year Fellowship
2000-2004	UCLA University Fellowship, also Summer Fellowship for Doctoral Research (00-03)
1997-1999	UCLA University Fellowship
Teaching Recognition	Krannert “Distinguished Teacher” Award - Spring 2012 - Spring 2011                      - Fall 2011 - Spring 2010                      - Fall 2010 - Spring 2009                      - Fall 2005

## RESEARCH INTERESTS

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- Competitive Strategy
- Entrepreneurship
- Industries: consumer electronics retail, global retail, warehouse retail, hard disk drives, machine tools, aircraft manufacturing, computer workstations movies, and charter schools
- Innovation Management
- Organizational Learning

## PUBLICATIONS: REFEREED JOURNALS & BEST PAPER PROCEEDINGS

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- [11] **Charlotte Ren**, Louis Mulotte, Pierre Dussauge and Jay Anand. “Alliance performance and subsequent make-or-ally choices: Evidence from the aircraft manufacturing industry.” *Strategic Management Journal*, 2022: 1- 32. <https://doi.org/10.1002/smj.3410>
- [10] Gregory Saxton, **Charlotte Ren** and Chao Guo. “Responding to diffused stakeholders on social media: Connective power and firm reactions to CSR-related Twitter messages.” *Journal of Business Ethics*, 2021, 172: 229-252. <https://doi.org/10.1007/s10551-020-04472-x>
- [9] Xi Wu, Min-Seok Pang and **Charlotte Ren**. “That’s Mine! Employee Side Projects, Intellectual Property Ownership, and Firm Innovation.” *International Conference on Information Systems Proceedings*, 2019.

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<sup>2</sup> See more details of *PREP* on page 10 of my curriculum vitae.

- [8] **Charlotte Ren**, Ye Hu and Tony Cui. "Responses to rival exit: Product variety, market expansion and preexisting market structure," *Strategic Management Journal*, 2019, 40(2): 253-276.
- [7] **Charlotte Ren** and Chao Guo. "The social entrepreneur's dilemma: Entrepreneurial strategy and Charter school performance," *Academy of Management Best Paper Proceedings*, August 2016.
- [6] Jay Anand, Louis Mulotte and **Charlotte Ren**. "Does experience imply learning?" *Strategic Management Journal*, 2016, 37(7): 1395-1412.  
 ✓ Mack Talk based on this paper: "Why Firms should be wary of sticking to what they know: Avoiding the competency trap" ([Link to the Talk](#))
- [5] Valerie Moatti, **Charlotte Ren**, Jay Anand and Pierre Dussauge. "Disentangling the performance effects of efficiency and bargaining power in horizontal growth strategies: An empirical investigation in the global retail industry," *Strategic Management Journal*, 2015, 36(5): 745-757.
- [4] **Charlotte Ren** and Chao Guo. "Middle managers' strategic role in the corporate entrepreneurial process: attention-based effects," *Journal of Management*, 2011, November, 37(6): 1586-1610.  
 ✓ An earlier version of this manuscript received the Inaugural IDEA Award ("Research Promise" category) from the Entrepreneurship Division of the 2008 Academy of Management Meeting.
- [3] **Charlotte Ren**, Ye Hu, Yu (Jeffrey) Hu and Jerry Hausman. "Managing product variety and collocation in a competitive environment: An empirical investigation of consumer electronics retailing," *Management Science*, 2011, 57(6): 1009-1024.
- [2] **Charlotte Ren** and Chao Guo. "The rise and fall of entrepreneurial opportunities: A process model for corporate entrepreneurship," *Academy of Management Best Paper Proceedings*, August 2008.
- [1] Olav Sorenson, Susan McEvily, **Charlotte Ren** and Raja Roy. "Niche width revisited: Organizational scope, behavior and performance," *Strategic Management Journal*, 2006, 27(10): 915-936.

#### **PUBLICATIONS: BOOK CHAPTERS AND TOP BUSINESS MAGAZINES**

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- [3] Louis Mulotte, **Charlotte Ren**, Pierre Dussauge and Jay Anand. "Should I stay or should I go now? Reconciling the learning and selection views on firms' successive make-or-buy decisions for product innovation." In F. Contractor and J. Reuer (Eds). *Frontiers of Strategic Alliance Research*. Cambridge University Press. 2019.
- [2] Sunny Sun and **Charlotte Ren**. "The Future of the Contemporary Corporate System," *CEOCIO* (in Chinese), No. 443, September 7, 2016.  
 ✓ Launched in 1998, CEOCIO is one of China's best business management magazines.
- [1] Timothy B. Folta and **Charlotte Ren**. "Biography on Arnold C. Cooper." In D. Teece and M. Augier (Eds.) *Palgrave Encyclopedia of Strategic Management*. Palgrave MacMillan: London. 2013.

#### **PAPERS UNDER REVIEW & WORK IN PROGRESS**

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- [8] “That’s Mine! Employee Side Projects, Intellectual Property Ownership, and Firm Innovation,” with Xi Wu and Min-Seok Pang. Revise and resubmit, *MIS Quarterly*.
- [7] “How do Firms Grow in the U.S.? Stylized Facts from a Novel Decomposition and Implications for Strategy Research,” with Natarajan Balasubramanian, Ravi Dharwadkar and Jagadeesh Sivadasan. Revise and resubmit, *Strategic Management Journal*.
- [6] “How much and how fast? Exploration and speed of new product introductions as responses to performance feedback,” with Anna Pak and Jennifer Tae.
- [5] “Do surviving firms compete more aggressively after rivals exit?” with Wm Gerry Sanders and Ye Hu.
- [4] “Does privatization foster entrepreneurship?” with Henry Han and Raffi Amit.
- [3] “The social entrepreneur’s dilemma: Contrasting effects of strategy on social value creation and economic value appropriation in charter schools,” with Chao Guo.
- [2] “On the geography of industry evolution: A tale of two firms,” with Natarajan Balasubramanian, Jeongsik Lee, and Ye Hu.
- [1] “When experience hurts: Product innovation experience and technological performance within and across submarkets,” with Jay Anand and Louis Mulotte.

#### **PRESENTATIONS AND CONFERENCE PAPERS**

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- [47][48] April 2020. “That’s Mine! Employee Side Projects, Intellectual Property Ownership, and Firm Innovation.” Presented at the 2020 Spring Wharton Mack “Fast Takes” Researcher’s Lunch. Also presented at the 2020 Strategic Management Society Conference, Virtual (originally scheduled in London, UK).
- [46] October 2019. “The social entrepreneur’s dilemma: Contrasting effects of strategy on social value creation and economic value appropriation in charter schools.” Presented at the 2019 Strategic Management Society Conference, Minneapolis, MN.
- [45] August 2019. “Collaborative performance and subsequent independent product innovations: Evidence from the global aircraft manufacturing industry.” Presented at the 2019 Academy of Management Annual Meeting in Boston, MA.
- [42][43][44] April 2019. “How much and how fast? Exploration and speed of new product introductions as responses to performance feedback.” Presented at the 2019 Spring Wharton Mack “Fast Takes” Researcher’s Lunch. Also presented at the 2019 Strategic Management Society Conference, Frankfurt, DE, and the 2019 Academy of Management Annual Meeting in Boston, MA.
- [41] December 2018. “Collaborative experience, collaborative performance and subsequent independent operations: Evidence from the global aircraft manufacturing industry.” Presented at the Wharton Corporate Strategy and Innovation Conference.

- [40] August 2018. "On the geography of industry evolution: A tale of two firms." Presented at the 2018 Academy of Management Annual Meeting in Chicago, IL. Also the organizer of the symposium.
- [39] August 2018. "Contrasting effects of strategy on social value creation and economic value appropriation in charter schools." Presented at the 2018 Academy of Management Annual Meeting in Chicago, IL.
- [38] December 2017. "Undertaking product innovation through alliance or alone? Collaborative experience, autonomous development and breakthrough performance." Presented at the 2017 Strategic Management Society Conference, Costa Rica.
- [37] October 2017. "The Achilles' Heel of social entrepreneurship: How the quest for economic value impedes social value." Presented at the 2017 Strategic Management Society Conference, Houston, TX.
- [36] October 2017. "Collaborative experience, collaborative performance and subsequent independence in product innovation." Presented at the 2017 Fall Wharton Mack "Fast Takes" Researcher's Lunch.
- [35] August 2017. "Undertaking product innovation through alliance or alone? Collaborative experience, autonomous development and breakthrough performance." Presented at the 2017 Academy of Management Annual Meeting in Atlanta, GA.
- [34] August 2017. "Agency conflicts among shareholders: How controlling blockholders pursue private benefits of control." Presented at the 2017 Academy of Management Annual Meeting in Atlanta, GA.
- [33] February 2017. "The social entrepreneur's dilemma: scope, differentiation and charter school performance." Presented at the 2017 Spring Wharton Mack "Fast Takes" Researcher's Lunch.
- [32] October 2016. "Undertaking product innovation through alliance or alone? Collaborative experience, autonomous development and breakthrough performance." Presented at the Rutgers Alliance Conference.
- [31] August 2016. "The social entrepreneur's dilemma: Entrepreneurial strategy and charter school performance." Presented at the 2016 Academy of Management Annual Meeting in Anaheim, CA.
- [30] August 2016. "When experience hurts: Product innovation experience and technological performance within and across submarkets." Presented in the *Showcase Symposium* of the TIM division of the 2016 Academy of Management Annual Meeting in Anaheim, CA. Also the organizer of the symposium.
- [29] October 2015. "Responses to rival exit: Product variety, new store opening and preexisting market structure." Presented at the 2015 Strategic Management Society Conference, Denver, CO.
- [28] October 2015. "The social entrepreneur's dilemma: Entrepreneurial strategy and charter school performance." Presented at the 2015 Strategic Management Society Conference, Denver, CO.
- [27] August 2015. "Do surviving firms compete more aggressively after rivals exit?" Presented at the Academy of Management Annual Meeting in Vancouver, Canada.

[26] April 2015. "Does experience imply learning?" Presented at the Wharton Technology & Innovation Conference, Philadelphia, PA.

[25] May 2014. "The social entrepreneur's dilemma: Entrepreneurial strategy-making and charter school performance." Presented at the Research Colloquium on Social Entrepreneurship, Kansas City, Missouri.

[24] August 2013. "Does experience imply learning?" Presented in the *Showcase Symposium* at the Academy of Management Annual Meeting in Orlando, FL.

[23] August 2013. "How independent directors promote principal-principal conflict: The case of antitakeover defense." Presented at the Academy of Management Annual Meeting in Orlando, FL.

[22] June 2013. "Scope, differentiation, and competition: a study of Texas charter schools." Presented at the 4th Midwest Strategy Meeting, University of Illinois at Urbana-Champaign.

[21] August 2012. "Competition, scope, and organizational performance: Evidence from the charter school industry." Presented at the Academy of Management Annual Meeting in Boston, MA.

[20] May 2012. "Product variety strategy after rivals exit: The effects of preexisting market structure and new market entry." Presented at the 3rd Midwest Strategy Meeting, Ohio State University.

[18][19] August 2011. "Switching enemies: Strategic similarity, exit of rivals and product variety competition." Presented at the Academy of Management Annual Meeting in San Antonio, TX. Also presented at the 2nd Midwest Strategy Meeting, Purdue University (May 2011).

[14][15][16][17] August 2010. "Managing product variety in a competitive environment: An empirical investigation of consumer electronics retailing." Presented at the Academy of Management Annual Meeting in Montreal, Quebec CA. Also presented at the 2010 Sloan Industry Studies Meeting (May 2010), the 7th Annual Atlanta Competitive Advantage Conference (May 2010), and the 1st Midwest Strategy Meeting, Northwestern University (May 2010).

[13] October 2009. "Information, complementarity, and resource complexity in strategic factor markets." Presented at the Strategic Management Society Conference in Washington, D.C.

[12] August 2009. "Competition and coordination: the strategic use of product variety in consumer electronics retailing." Presented at the Academy of Management Annual Meeting in Chicago, IL.

[11] August 2008. "Product innovation experience and technological performance: a study of the hard disk drive industry." Presented at the Academy of Management Annual Meeting in Anaheim, CA.

[9][10] August 2008. "The rise and fall of entrepreneurial opportunities: A process model for corporate entrepreneurship." Presented at the Academy of Management Annual Meeting in Anaheim, CA. Also presented at the Academy of Management Annual Meeting in Philadelphia, PA, August 2007.

[7][8] April 2008. "Learning in product innovation: evidence from the hard disk drive industry." Presented at the Sloan Industry Studies Conference in Boston, MA. Earlier versions were presented at the Academy of Management Annual Meeting in Atlanta, GA, August 2006, and the Academy of Management Annual Meeting in New Orleans, LA, August 2004.

[6] August 2007. "An evolutionary perspective on product portfolio: product entry, exit, and firm performance." Presented at the Academy of Management Annual Meeting in Philadelphia, PA.

[5] August 2006. "Learning in product innovation: in search of the balance between exploitation and exploration." Presented at the Academy of Management Annual Meeting in Atlanta, GA.

[3][4] August 2006. "Attention structures, policy windows and stakeholder salience: Toward a process model." Presented at the Academy of Management Annual Meeting in Atlanta, GA. An earlier version was presented at the 2003 Academy of Management Annual Meeting in Seattle, WA.

[2] August 2005. "Design product portfolios to master multi-generation technologies: product entry, exit and firm performance." Presented at the Academy of Management Annual Meeting in Honolulu, Hawaii.

[1] April 2004. "Product variety and firm capabilities: the determinants of new product introduction and product culling in the hard disk drive industry." Presented at the 11<sup>th</sup> CCC Annual Colloquium for Doctoral Student Research, Emory University.

## INVITED TALKS

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- Panelist, STR Doctoral Consortium, organized by the STR division of AOM, July 2021.
- Panelist, Panel on US-China relations for World Trade Center of Philadelphia, organized by Penn Global, University of Pennsylvania, October 10, 2019.
- Invited Speaker, Translational Research Seminar, Fox School of Business, Temple University, September 23, 2019.
- Plenary speaker, Fox Leadership International, University of Pennsylvania, August 2019.
- Plenary speaker, Global Leadership and Problem-Solving Program, Fox Leadership International, University of Pennsylvania, August 2018.
- Peking University, China, June 2018.
- Renmin University, China, June 2018.
- University of Massachusetts, Lowell, February 2018.
- Shanghai International Studies University, China, June 2017.
- Invited Speaker, Social Innovation Workshop, National Chengchi University, Taiwan, June 2016.
- University of Hong Kong, June 2016.
- Temple University, February 2016.
- Drexel University
- University of Pennsylvania (Wharton)
- Indiana University
- University of Illinois at Urbana-Champaign
- Arizona State University
- Purdue University
- Michigan State University
- Hong Kong University of Science and Technology

- National University of Singapore

## **TEACHING EXPERTISE AND EXPERIENCE**

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### Teaching Expertise:

- Strategic Management
- Entrepreneurship  
(Including General, Tech & Social Entrepreneurship)
- Innovation Management
- Collaboration across Sectors  
(i.e., NPOs, Businesses, and Governments)

### Courses taught at Penn:

- Innovation Management (MBA elective)
- Technological Innovation and Entrepreneurship (Undergraduate elective)
- Collaboration across Sectors (Graduate elective)
- Social Entrepreneurship for Community Reintegration (Graduate elective, Phase I of *PREP*)

### Courses taught at Temple:

- Analytical Foundations of Strategy, Competitive Strategy (MBA core)
- Innovation Management (doctoral seminar)

### Courses taught at Purdue:

- Strategic Management (undergraduate core)
- Entrepreneurship (both undergraduate and MBA electives)
- Technology Strategy (undergraduate elective)
- Doing Business in Asia (EMBA elective)
- Competition, Innovation, and Learning (doctoral seminar)

## **PROFESSIONAL SERVICES AND ENTREPRENEURSHIP**

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### Service Activity in University Community

- PhD Concentration Advisor, SGM, Fox School of Business, January 2020-June 2021
- MBA Core Course Coordinator, SGM5051, Fox School of Business, Spring 2019-June 2021
- Coordinator, Strategy Research Seminar, Fox School of Business, Fall 2016-Spring 2020
- Member, Strategy Faculty Recruiting Committee, Fox School of Business, Fall 2016-June 2021
- Advisor, MBA project "Pinta",  
Third Place Winner, 2010 Purdue Business Plan Competition ([Link to the Report](#))
- Member, Assurance of Learning Committee, Undergraduate management programs, Spring 2009
- Course coordinator, MGMT451, Fall 2008
- Organizer, Strategy Speaker Series, Krannert Strategy area, Fall 2007
- Member, Faculty Recruiting Committee, Krannert Strategy area, 2010
- Member, Ph.D. Admission Committee, Krannert Strategy area, 2007, 2008, & 2011
- Member, STAR committee, Krannert School, Fall 2007
- Member, Ph.D. Course Sequencing Committee, Krannert Strategy area, 2006
- Member, School Grievance Committee, Krannert School, 2006
- Judge, Krannert Undergraduate Case Competition, Krannert School, 2007

### Service Activity in Broader Academic Community

- Representative at Large  
Strategic Management Society (Competitive Strategy Group) (2020-2022)



- Program Committee Member  
2019 Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Asia Conference, Taiwan, June 2019.
- Representative at Large  
AOM Entrepreneurship Division (2018-2021)
- Teaching Committee Member  
AOM Entrepreneurship Division (2017-2020)
- Track Chair  
Competitive Heterogeneity, BPS Division, 2015 AOM conference in Vancouver, Canada.
- Session Chair, paper session 11554 "Collaboration and Complexity", paper session 1589 "Teams in New Venture and Entrepreneurship," 2015 AOM conference in Vancouver, Canada
- Session Chair, paper session 816 "Geography, Agglomeration, and Spillovers"  
2014 AOM conference in Philadelphia, Pennsylvania
- Discussant, "When Disruptive Technologies Meet Integrated Systems: Who Captures the Value?"  
Wharton Mack Institute Fall Conference, November 2013
- Press coverage, Xinhua News Agency, 2011-12-30.  
Analyst Insights: "US retailer Sears to close more than 100 stores" ([Link to the Article](#))
- Co-organizer  
2011 Midwest Strategy Meeting (MSM) in West Lafayette, IN
- Discussion Leader, Chinese Alumni Reunion  
2011 AOM conference in San Antonio, TX
- Session Chair, paper session 714 "Management and Organizational Theories in Historical Contexts",  
paper session 913 "Entrepreneurship & Commercialization of Innovation"  
2010 AOM conference in Montreal, Quebec CA
- Best Paper Awards Review Committee, TIM division  
2008 AOM conference in Anaheim, CA
- Discussant, paper session 1547 "Management of Innovation"  
2008 AOM conference in Anaheim, CA
- Session Chair, paper session 775 "Management of the New Product Development Process",  
2005 AOM conference in Honolulu, Hawaii

#### Reviewer

- *Strategic Management Journal*
- *Management Science*
- *Academy of Management Journal*
- *Organization Science*
- *MIS Quarterly*
- *Strategic Entrepreneurship Journal*
- *Nonprofit and Voluntary Sector Quarterly*
- *Journal of Business Research*
- *Journal of Management Studies*
- *Journal of Business Venturing*
- The AOM conference STR, ENT, and TIM divisions  
- 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2014, 2015, 2016
- The Strategic Management Society Conference  
- 2009, 2011, 2012, 2015, 2017 Banff, 2017 Houston, 2017 Costa Rica, 2018 Paris,

2019 Frankfurt, 2019 Minneapolis, 2020 London, 2020 London Best Student Paper Prize Competition

#### Dissertation Committees

- Dissertation Committee Member: Peiyi Jia, Strategy and Entrepreneurship, University of Massachusetts, Lowell.  
Placement: California State University, San Bernardino. 2022 Graduate.
- Dissertation Committee Chair: Dr. Anna Pak, Strategic Management, Temple University.  
Placement: Kean University. 2021 Graduate.
- Dissertation Committee Member: Dr. Wei Gao, Finance, Temple University.  
Placement: Widener University. 2021 Graduate.
- Dissertation Committee Chair: Dr. Ivan Diaz-Molina, Strategic Management, Temple University.  
Placement: ESE Business School, Santiago, Chile. 2019 Graduate.
- Dissertation Committee Member: Dr. Biyun Hu, HR&OB, Temple University.  
Placement: Shanghai International Studies University. 2020 Graduate.
- Dissertation Committee Member: Dr. Yuan Du, Risk, Insurance and Healthcare Management, Temple University.  
Placement: St. Norbert College. 2020 Graduate.
- Dissertation Committee Member: Dr. Ming Ju, Finance, Temple University.  
Placement: Louisiana Tech University. 2018 Graduate.
- Dissertation Committee Member: Dr. Laura Gasiorowski, Strategic Management, Temple University.  
Placement: University of Delaware. 2018 Graduate.
- Dissertation Committee Member: Dr. Hugo Wang, Strategic Management, Purdue University.  
Placement: University of North Carolina at Greensboro. 2013 Graduate.
- Dissertation Committee Member: Dr. Barton Sharp, Strategic Management, Purdue University.  
Placement: Northern Illinois University. 2009 Graduate.
- Dissertation Committee Member: Dr. George Shinkle, Strategic Management, Purdue University.  
Placement: Australian Graduate School of Management. 2010 Graduate.

#### Social Entrepreneurship Initiative

- Founding faculty Director, **Penn Restorative Entrepreneurship Program (PREP)**, 2013 Fall-2016 Summer
  - I designed this program and formally launched it in February 2015. The program is geared towards helping formerly incarcerated individuals become entrepreneurs.
  - Partners include Wharton Social Impact Initiative, the Goldring Reentry Initiative of the School of Social Policy and Practice, and Rescue Mission of Trenton (New Jersey).
  - Major press coverage (*some with links*): [Penn Current](#), [WHYY \(NPR local station\)](#), [the Daily Pennsylvanian](#), [Trenton Times](#), [Penn Gazette Magazine](#), *Proudly Penn*, Fox IDEA Marketplace, and Comcast Newsmaker.
  - Link to the PREP video produced by the University of Pennsylvania: <https://www.youtube.com/watch?v=2IJnh9GcpHc&t=8s>