

Curriculum Vitae

STEVEN WHITE

Associate Professor

Tsinghua University, School of Economics and Management

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RESEARCH AND TEACHING AREAS

Current research projects investigate the interaction among entrepreneurship, innovation and institutions, with empirical studies of the alliances and collaboration, entrepreneurial action and the emergence of new industry ecosystems, cross-national comparisons of industry ecosystems, China's evolving entrepreneurial ecosystem, and the evolution of China's financing system for new ventures. External research funding from Hewlett-Packard (1 project) and the Chinese National Science Foundation (2 projects).

Teaching related to innovation, entrepreneurship and strategy; specific courses/topics in business model innovation and design thinking; entrepreneurial management; strategy and international growth strategies.

Vice Academic Director and founding team of Tsinghua's x-lab, responsible for developing courses, workshops and programs that develop the innovative and entrepreneurial capabilities of students, teams and nascent ventures. Strategic advisor to nascent and early-stage ventures.

EDUCATION

Massachusetts Institute of Technology, Sloan School of Management, Ph.D. (1997)

Committee: Eleanor Westney, Scott Stern, Ed Steinfeld

International University of Japan, M.A. (1988)

Duke University, B.S. (1985)

EMPLOYMENT

Tsinghua University, School of Economics and Management

Associate Professor (2010-present)

Associate Director and co-Founder, x-lab (2013-2018)

China Europe International Business School

Associate Professor (2007-2010)

INSEAD, Asian Business and Comparative Management Area

Assistant Professor (2001-2007)

Chinese University of Hong Kong, Dept. of Management

Assistant Professor (1999-2001)

Hong Kong Univ. of Science and Technology, Dept. of Management of Organizations

Visiting Assistant Professor (December 1997 to June 1999)
Kobe University, Research Institute for Economics and Business Administration
Research Associate (Kobe, May 1996 to December 1997)
Sumitomo Corporation, Business Investment Planning Department
Analyst (Tokyo; April 1989 to June 1992)

PUBLICATIONS AND WORKS IN PROGRESS

How does a new venture build a new product's legitimacy? Evidence from digital innovations in an established industry. Forthcoming, *International Journal of Technology Management* (with Wei Zhang and Liyan Wang).

Three strategies to convince people that your startup is legit. *Harvard Business Review* (HBR Online), March 2021 (with Wei Zhang, Liyan Wang and Jianxi Luo).

Overcoming the "liability of newness": Entrepreneurial action and the emergence of China's private solar photovoltaic firms. *Research Policy*, 45:604-617 (2016, with Wei Zhang). [77 citations]

A strategic framework for determining technological learning performance in Chinese firms. *International Journal of Business and Emerging Markets*, 3:21-35 (2011, with Wei Xie). [1 citation]

From imitation to creation: The critical yet uncertain transition for Chinese firms. *Journal of Technology Management in China*, 1:229-242 (2006, with Wei Xie). [journal not included in citation counts]

Distinguishing costs of cooperation and control in alliances. *Strategic Management Journal*, 26:913-932 (2005, with Steven Lui). [323 citations]

Financing new ventures in China: System antecedents and institutionalization. *Research Policy*, 36:894-913 (2005, with Jian Gao and Wei Zhang). [122 citations]

Cooperation costs, governance choice and alliance evolution. *Journal of Management Studies*, 42:1383-1412 (2005). [136 citations]

Windows of opportunity, learning strategies, and the rise of China's handset makers. *International Journal of Technology Management*, 36:230-248 (2006, with Wei Xie). [26 citations]

Sequential learning in a Chinese spin-off: The case of Lenovo Group Limited. *R&D Management*, 34:407-422 (2004, with Wei Xie). [75 citations]

Stakeholders, structure and the failure of corporate governance reform initiatives in post-crisis Thailand. *Asia Pacific Journal of Management*, 21:103-122 (2004). [36 citations]

Organizational and industrial response to market liberalization: The interaction of pace, incentive and capacity to change. *Organization Studies*, 23:917-948 (2002, with Greg Linden). [68 citations]

Rigor and relevance in Asian management research: Where are we and where can we go? *Asia Pacific Journal of Management*, 19:287-352 (2002). [183 citations]

Comparing innovation systems: A framework and application to China's transitional context. *Research Policy*, 30:1091-1114 (2001, with Xielin Liu). [1,012 citations]

Competition, capabilities and the make, buy or ally decisions of Chinese state-owned firms. *Academy of Management Journal*, 43:324-341 (2000). [217 citations]

Alternative transition trajectories for market structure and firm strategy in China. *Journal of Management Studies*, 38:103-124 (2001, with Xielin Liu). [53 citations]

An exploration into regional variation in innovative activity in China. *International Journal of Technology Management*, 21:114-129 (2001; with Xielin Liu). [100 citations]

A survey of Chinese technology and innovation management literature, 1987-1997. *International Journal of Technology Management*, 21:130-150 (2001, with Xielin Liu and Wei Xie). [17 citations]

Organizational processes to meet new performance criteria: Chinese pharmaceutical firms in transition. *Research Policy*, 27:369-383 (1998, with Xielin Liu). [49 citations]

Foreign technology and domestic inputs' relative contributions to innovation in Chinese manufacturing industries. *Technovation*, 17:119-125 (1997, with Xielin Liu) [216 citations].

Books and chapters in edited volumes

Lenovo's venture philanthropy: Evaluating and planning, in *The Role of Corporate Sustainability in Asian Development*, Chapter 3, Lessen, Rhee and Martinez, editors. Springer, 2017 (with Maria Herrera).

Hong Kong's venture capital system and the commercialization of new technology, in *Innovation Policy and the Limits of Laissez-Faire*, Chapter 6, D. Fuller, editor. Palgrave Macmillan, 2010 (with Kevin Au).

Venture capital and the financing of China's new technology firms. Chapter for *China's Capitalist Transition*, C. McNally, editor. Routledge, 2007 (with W. Zhang, J. Gao and P. Vega).

Lenovo's pursuit of dynamic strategic fit. In *The Management & Performance of China's Domestic Private Firms: Multi-disciplinary Approaches*, Anne Tsui and Claudia Schoonhoven, eds. Sharpe, 2006 (with Wei Xie).

Exploring dark corners: An agenda for organizational behavior research in alliance contexts. In *Handbook of Strategic Alliances*, Shenkar, O. & J.Reuer, eds. 2005 (with Kwok Leung).

The Handbook of Asian Management. Kluwer. 2004 (co-editor, with Kwok Leung).

The emergence of venture capital and funding of technology-based firms in China. In *Financial Systems, Corporate Investment in Innovation and Venture Capital*. A. Bartzokas and S.Mani, eds: Edward Elgar. 2004 (with J. Gao and W. Zhang).

Networks and incentives in transition: A multi-level analysis of China's pharmaceutical industry. Chapter in *The Management of Enterprises in the People's Republic of China* (Tsui, A. & Lau, C.M., eds.). Norwell, Massachusetts: Kluwer (2002, with Xielin Liu).

Biotechnology Japan, New York: McGraw-Hill, 1989 (with Mark Dibner).

Papers under review or in preparation

How entrepreneurs build ecosystems for new venture creation. Revise and resubmit, *Research Policy*, Special Issue on Innovation in Ecosystems and Ecosystem Innovation. Revision of winner of Best Paper Award, Academy of Innovation and Entrepreneurship Conference, Sydney, 2016 (with Wei Zhang and Jianxi Luo).

Friends in low places: Status, structure and venture capital syndicate performance. Accepted for the Best Papers Conference Proceedings in the Entrepreneurship Division, 2020 Academy of Management Conference. Under journal review (with Jiguo Qi and Wei Zhang).

China's venture capital industry: A structuration process model of ecosystem emergence. Under preparation (with Wei Zhang and Jiguo Qi).

Entrepreneurial externalities and the emergence of a new ecosystem. Under preparation (with Wei Zhang and Jianxi Luo).

How venture capitalists foster or destroy relational rents: The entrepreneur's perspective. Under preparation (with Wei Zhang and Jiguo Qi).

Drivers of divergent national industrial ecosystem response to exogenous demand shocks: The solar PV industries in Germany and China. Project in process (with Wei Zhang, Rainer Quitzow and Michael Nauruschat).

CASES AND EXERCISES

Shanghai Automotive and Ssangyong (A), (B) and (B) Covers the pre- and post-acquisition issues that Shanghai Automotive had to consider in its acquisition of a majority stake in South Korea's Ssangyong Motors. (Winner of 2010 EFMD case award.)

Cap Gemini Ernst & Young(A): Olivier's Diary & (B): Andrew's Diary The merger of Cap Gemini with Ernst & Young's consulting division viewed from the very different perspectives of consultants at each firm.

Israeli software firms: Strategic re-set in China Three firms have met significant problems in realizing the potential of China's market, and must re-evaluate their strategies.

IBM in China: Responding to Government's Social Initiatives Given the Chinese government's recent emphasis on "harmonious society" and "modern socialist countryside", what if any changes should IBM make in its business activities, organization or approach to corporate social responsibility?

IBM in China: Designing a Stakeholder Assessment Team

Cathay Biotech and Degussa (A) Should a small Chinese biotech firm form an alliance with a large multinational chemical firm in order to exploit its proprietary and potentially disruptive technology?

Müller: China-Bound? (A) & (B) Guenter Hahne & (C) Marc Schmidt A high-end, mid-sized German office furniture design and manufacturing firm must consider whether and, if so, what kind of entry into China would be appropriate for them.

Dynamic Strategic Alignment Summary of major strategy concepts and frameworks integrated around strategic alignment (among elements of a firm and with features of the environment) as the source of competitive advantage and performance.

Strategic Analysis and Action Manual to be used in a strategy workshop for participants to identify critical strategic issues, generate options for addressing them, and propose a final recommendation.

Assessing Cultural Fit Exercise in which partners assess each other's cultural fit in the context of a proposed joint venture.

Huawei & 3Com (A): Ren Zhengfei and (B): Bruce Clafin The heads of two partners in a joint venture must negotiate their response when one (Huawei) is sued by Cisco for patent infringement.

China's Auto Industry 2006 (Available) Describes the Chinese auto industry and major firms.

Mitsubishi & Volvo: Managing Co-opetition in NedCar Describes how the firms structured their interaction to jointly design and produce their respective new small car models at a common facility in the Netherlands.

Hammer Bank Group: Micro-view of a mega-merger Four actors' perspectives and the difficulties involved in merging 3 global financial institutions, focusing on the finance operations in Hong Kong.

CINCO (A): Challenging traditions and charting reform A regional office manager must begin to restructure a Chinese insurance company to meet post-WTO competition.

CINCO (B): Turf wars A regional manager must balance competition and cooperation between subdivisions of a Chinese insurance firm.

Nancheng (A): Gao Chenglu A local manager must explain to an expatriate Filipino CEO how local employees perceive his attempts to recreate the HQ organization's corporate culture in their Chinese subsidiary.

Nancheng (B): Interview with Tomas Arcenas Describes the personal and professional values of an expatriate Filipino CEO in China.

Bank of Hong Kong (A): Refocusing branches The must transform its branches and personnel from transaction processing to sales, marketing and customer service centers.

Bank of Hong Kong (B): Introducing Financial Service Executives Financial service executives are introduced into branches, but their role and conditions conflict with those of the existing customer service officers.

HSBC: Migrating for value Operational and public relations challenges in relocating back-office operations from Hong Kong to Guangdong.

Outblaze (A): Coming of Age in Hong Kong Founding, development and change in a successful internet service firm start-up in Hong Kong.

Outblaze (B): International entrepreneurship Options for international expansion by a Hong Kong-based internet service firm.

Broad Air Conditioning: Pressure on a pro-environment strategy in China Outside consultants must develop strategic options that will help the firm survive industry and market changes but also meet the CEO's strong pro-environment priority.

Cathay Biotech and Dr. Liu's Journey Traces the career of the founder of a technologically innovative biotech firm by a Chinese returnee and the describes the challenge of building an internationally competitive firm based in China.

Huawei's Strategic Review: (A) Sam Park and (B) Zhang Min The resources and capabilities and practices that have enabled Huawei to develop into dominant competitor in China may not be appropriate for its ambitions to become a truly global competitor.

TEACHING

MBA, EMBA

Strategy, International Growth Strategies

Core MBA and EMBA courses introducing fundamental concepts of strategy emphasizing the management of key resources and capabilities and achieving performance-enhancing alignment among firm elements and with the firm's environment. Also, deep dive into international growth strategies in the face of current fundamental shifts in the global strategic landscape.

Strategies for Asia Pacific

Application of strategic frameworks and analysis to Asia-Pacific contexts.

Strategic Analysis and Presentation Workshop

A hands-on, learning-by-doing skill development course to improve students' ability to undertake and effectively present an integrated and complete strategic analysis and recommendation.

Entrepreneurial Management

Action-learning course that focuses on the soft skills critical for entrepreneurial managers and new venture founders as they pursue opportunities and engage in creative problem-solving.

Design Thinking and Business Model Innovation

Project-based MBA module and workshop embedded in ***Entrepreneurial Management*** that introduces user-centric design concepts and applies them to opportunity identification and solution development for new products, services, business models and policies.

Organization Behavior

Experiential course applying OB concepts to interpersonal, team and organization-

level problem-solving.

Executive Education

Open enrolment programs and company-specific programs for China Nuclear Group, Daimler, Shell, Kering, State Development Investment Corporation (SDIC), China Aviation Technology and Industry Corporation (CATIC) Shenzhen, Bank Mandiri, JETRO, Dansk Industri, Cheung Kong EMBA International Residency Program, INSEAD-Cheung Kong-Wharton Chinese CEO Program, open programs, and others.

Topics

Design thinking for new products, services, business models and programs; international growth strategy; strategic analysis and planning; cross-cultural management; doing business in China; strategies for Asia-Pacific.

AWARDS & EXTERNAL ACTIVITIES

Ad Hoc Reviewer for *Academy of Management Journal*, *Research Policy*, *Organization Science*, *Journal of International Business Studies*, *Journal of Management Studies*, *Management and Organization Review*, *Journal of Business Venturing*, and others.

Professional affiliations

- Academy of Management (Member, Entrepreneurship and Technology and Innovation Divisions)
- Strategic Management Society
- International Association for Chinese Management Research
- Asia Association of Innovation and Entrepreneurship

Awards & Recognitions

- 2015, 2016, 2017, 2018, 2019. Top 20 China-based management scholars by citations, by Elsevier.
- Winner of Best Paper Award, Academy of Innovation and Entrepreneurship Conference, Sydney, 2016. Embedded agency, institutional change and the emergence of China's solar photovoltaic industry. (with Wei Zhang and Jianxi Luo).

Board memberships and other advisorships

- Director, Ecosoft
- Strategic Advisor, Baozza
- Strategic Advisor, Akkadu

PERSONAL

Citizenship: USA
Permanent Resident: China (present- May 2030)
Residence: Beijing
Born: January 1963; Virginia, USA
Languages: English (native), Japanese (advanced), Mandarin (advanced), French (intermediate)