

Curriculum Vita

Mohan Subramaniam

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EDUCATION

DBA (Management Policy)
MBA

Boston University
Indian Institute of Management,
Bangalore.

B.Tech (Elec. Eng.)

M.S. University, Baroda, India

Current Position:

Associate Professor of Strategy
Carroll School of Management
Boston College

RESEARCH FOCUS

My research highlights the new significance of data, the emerging structure of digital ecosystems, and specific ways by which digital ecosystems help harness the power of data for competitive advantage. It develops new frameworks for competitive strategy that shifts the field's prevailing focus from products and industry structures to data and digital ecosystems. This work is best exemplified in my forthcoming book *"The Future of Competitive Strategy: Unleashing the Power of Data and Digital Ecosystems"* (MIT Press Publishers). My earlier research covered the domains of global strategy/management of multinationals, strategic management of knowledge and innovation, and competitive dynamics.

AWARDS & DISTINCTIONS

- Awarded the Temple University/Academy of International Business Best Paper Award at the Academy of International Business Meetings San Diego.
- Awarded a research grant from Novell Corporation (of \$ 270,000) to study the evolution of open standards in the software industry.
- Awarded the "Doug Nigh Memorial Best Paper Award" at the Academy of Management Meetings.
- Finalist in the "Best Paper Award Competition", Academy of Management Meetings, International Management Division.

- Awarded the “Best Theoretical/Empirical Paper” Prize at the 35th Annual Meeting of the Decision Sciences Institute.
- Awarded a Faculty Fellowship and a Research Incentive Grant at Boston College.
- Awarded an Honorable Mention in the SMS/McKinsey Best Conference Paper Competition at the Strategic Management Conference, Orlando.
- Doctoral dissertation funded by the *National Science Foundation* Grant No. SBR 9422284.
- Doctoral dissertation funded by a grant from the *Carnegie Bosch Institute* on “*Knowledge in International Corporations*”.
- Doctoral dissertation proposal selected as a finalist in the INFORMS dissertation proposal competition.
- Doctoral dissertation awarded the Richard D. Irwin Foundation fellowship.

BOOK

- Subramaniam, M (forthcoming in Fall 2022). *The Future of Competitive Strategy: Unleashing the Power of Data and Digital Ecosystems*. MIT Press. Cambridge

JOURNAL PUBLICATIONS

- Subramaniam, M. (2020). “Digital ecosystems and their implications for competitive strategy”. *Journal of Organizational Design*. 9, 1-10.
- Subramaniam, M. and Piskorski, M.J. (2020) “How legacy businesses can compete in the sharing economy” *MIT Sloan Management Review*. 61(4): 31-37.
- Kopalle, P.K., Kumar, V., and Subramaniam M. (2019) “How legacy firms can embrace the digital ecosystem via digital customer orientation”. *Journal of the Academy of Management Sciences*. 48 (1): 114-131.
- Subramaniam, M., Iyer, B., and Venkatraman, N. (2019) “Competing in Digital Ecosystems”, *Business Horizons*. 62: 83-94.
- Dubiel, A., Banerjee, S., Ernst, H., Subramaniam, M. (2018) “International-market-information use across new-product-development stages: Antecedents and performance implications” *International Marketing Review*. 35 (5), 760-784
- Subramaniam, M. Ernst, H. and Dubiel, A. (2015). “From the Special Issue Editors: Innovations for and from Emerging Markets” *Journal of Product Innovation Management*. 32 (1), 5-11.
- Ernst, H. Hanna, K., Dubiel, A. Prabhu, J., and Subramaniam, M. 2015. “The antecedents and consequences of affordable value innovation in emerging markets”. *Journal of Product Innovation Management*. 32 (1), 65-79.
- Meyer, J. and Subramaniam, M. 2014. “Appropriating innovation’s technical value: Examining the influence of exploration.” *Journal of Business Research*. 67 (1), 2860-2866.
- Yu, T., Subramaniam, M. and Cannella, A. 2013. “Competing globally, allying locally: Host country factors and alliances between global rivals.” *Journal of International Business Studies*. 44, 117-137.

- McIntyre, D. and Subramaniam, M. 2009. "Strategy in Network Industries: A Review and Research Agenda". *Journal of Management*. 35(6) 1494-1517.
- Tieying Y., Subramaniam, M., and Cannella, A. 2009. "Rivalry deterrence in global markets: Contingencies governing the mutual forbearance hypotheses." *Academy of Management Journal*. 52 (1): 127-147.
- Subramaniam, M. 2006. "Integrating knowledge across borders for transnational new product development capability" *Journal of Product Innovation Management*. 23: 541-555.
- Subramaniam, M. and Watson, S. 2006. "How interdependence affects subsidiary performance". *Journal of Business Research*. 59 (8): 916-924.
- Subramaniam, M. and Youndt, M. A. 2005. "The influence of intellectual capital on the types of innovative capabilities". *Academy of Management Journal*. 48(3): 450-464.
- Subramaniam, M. and Hewett, K. 2004. "Balancing standardization and adaptation for product success in international markets: Testing the influence of headquarters-subsidiary contact and cooperation". *Management International Review*. 44 (2): 171-194.
- Ettlie, J.E. and Subramaniam, M. 2004. "Changing strategies and tactics for new product development". *Journal of Product Innovation Management*. 21: 95-109.
- Youndt, M., Subramaniam, M., and Snell, S. 2004. "Intellectual capital profiles: An examination of investments and returns". *Journal of Management Studies*. 41(2): 335-362.
- Subramaniam, M. and Venkatraman, N. 2001. "Determinants of transnational new product development capability: Testing the influence of transferring and deploying tacit overseas knowledge". *Strategic Management Journal*. 22 (4): 359-378.
- Subramaniam, M., Rosenthal, S.R., and Hatten, K.J. 1998. "Global new product development processes: Preliminary findings and research propositions". *Journal of Management Studies*, 35(6): 776-796.

IMPACT:

Google Scholar: Over 8100 citations

DIGITAL ARTICLES

- Subramaniam, M. (2021). "Are you using the right data to power your digital transformation?" *Harvard Business Review*.
- Subramaniam, M. (2021). "The 4 Tiers of Digital Transformation" *Harvard Business Review*. (Invited by HBR to present a webinar based on this article to their audience).
- Subramaniam, M. and Rajagopal, R. (2019) "Learning from Chinese Digital Disruptors". *MIT Sloan Management Review*.
- Iyer, B. and Subramaniam, M. (2018) "IBM's new Battle in the Cloud", *MIT Sloan Management Review*.

- Iyer, B., Subramaniam, M. and Rangan, U.S. (2017) The Next Battle in Antitrust will be About Whether One Company Knows Everything About You. *Harvard Business Review*.
- Subramaniam, M., Iyer, B. and Kane, G.C. (2016). Mass Customization and the Do-it-yourself Supply Chain. *MIT Sloan Management Review*.
- Iyer, B. and Subramaniam, M. (2015) The Strategic Value of APIs. *Harvard Business Review*.
- Iyer, B. and Subramaniam, M. (2015) Are you using APIs to gain Competitive Advantage? *Harvard Business Review*.
- Iyer, B. and Subramaniam, M. (2015) Corporate Alliances Matter Less thanks to APIs. *Harvard Business Review*.

TEACHING EXPERIENCE

Boston College

Assistant Professor 2000 -2005
Associate Professor 2005 onwards

Presently teaching courses in strategic management and global strategy in the undergraduate, full time and evening MBA programs.

University of Connecticut 1998-2000 Assistant Professor

Taught the capstone strategy course in the undergraduate, MBA and Executive MBA programs.

Boston University 1992-1997 (along with being a doctoral student) Lecturer

Taught the capstone strategy course in the undergraduate, full time and evening MBA programs. Taught an introductory course in Managerial economics in the full time and evening MBA programs.

Executive Teaching

- Visiting Faculty at IMD, Lausanne, Switzerland 2016-2018
 - Participated in Digital Strategy programs, co-teaching with Mikolaj Piskorski, Goutam Challagalla, and Amit Joshi

- Visiting Faculty at ISB, Hyderabad, India 2015-Present
 - Conducted multiple open enrollment and custom executive programs on *Digital Strategy and Digital Transformation* for senior executives from Dell Corporation, PepsiCo, Honeywell, Hewlett Packard Enterprises, Dubai Ports (DP World), United Health Group, the Tata Consulting Services, Jindal Steel Works (JSW), State Bank of India Cards, National Thermal Power Corporation, Godrej Consumer Products, Cognizant, Infosys, and HCL among others.

With Cognizant and Infosys in particular, I have done several repeat programs with their top management teams and top digital executives.

- Executive Teaching Programs (independent)
 - Conducted multiple custom programs for senior executives from the Aditya Birla Group in India helping them with their digital transformation initiatives.
 - Consulted for mid-size companies and startups in the United States for digital strategy.

BOOK CHAPTERS

- Venkatraman, N. and Subramaniam, M. (2002) “Theorizing the future of strategy: Questions shaping strategy research in the knowledge economy”. In the *Handbook of Strategy and Management*. Chapter 20. Pettigrew, A.M., Thomas, H. and Whittington, R. (eds.) Sage Publications, U.K.
- Subramaniam, M. and Venkatraman, N. (1999) “The influence of leveraging tacit overseas knowledge on global new product development capability: An empirical examination” in Hitt, M., Clifford, P., Nixon, R., and Coyne, K., (eds.) *Dynamic Strategic Resources: Development, Diffusion and Integration*. Chapter 15. pp. 375-401. Sussex: John Wiley & Sons Ltd.

PUBLICATIONS IN CONFERENCE PROCEEDINGS

- Tieying Yu and Subramaniam, M. (2005). Rivalry deterrence in global markets: Contingencies governing the mutual forbearance hypotheses. *Best Paper Proceedings, 2005 Academy of Management Meetings, Honolulu, International Management Division*.

- Subramaniam, M. and Youndt, M. A. (2004). “The influence of intellectual capital on the types of innovative capabilities”. *Proceedings, 2004 Decision Sciences Institute Meeting*, Boston.
- Meyer, J. and Subramaniam, M. (2004) “Appropriating innovation’s technical value: Examining the influence of exploration”. *Best paper proceedings, 2004 Academy of Management Meetings, New Orleans, Technology and Innovation Management Division*.
- Watson, S. and Subramaniam, M. (2002) “Managing interdependence in multinational companies: a configurational approach”. *Best paper proceedings, 2002 Academy of Management Meetings, Denver, International Management Division*.
- Dougherty, D., Munir, K. and Subramaniam, M. (2002) “Managing technology flows in practice: A grounded theory of sustained innovation”. *Best paper proceedings, 2002 Academy of Management Meetings, Denver, Technology and Innovation Management Division*.
- Subramaniam, M., Rosenthal, S.R., and Hatten, K.J. (1996) “Global new product development Processes: Preliminary findings and research propositions”. *Electronic Best Paper Proceedings, 1996 Academy of Management Meetings, Cincinnati, International Management Division*.
- Rosenthal S.R. and M. Subramaniam (1994) “Why is Global New Product Development Different?” *Proceedings of the Goldring Institute Symposium on Emerging Paradigms in Globalizing Technology, Manufacturing and Service Operations*, Tulane University, New Orleans.
- Subramaniam, M. and P. VanderWerf (1993) “Determinants of Success in the Concrete Block Pre-Insulation Industry”, *Frontiers of Entrepreneurship Research*, (10) 132-146.
- Dant, P.R., L. Wortzel and M. Subramaniam (1992) “Exploring the Relationship between Autonomy and Dependence in Franchised Channels of Distribution”, *Franchising: Passport for Growth & World of Opportunity*, (1) 1-33.

TEACHING CASES

1. *The Pre-insulated Concrete Block Industry in 1992* (#93-07A), (Serves as an industry note for following three company cases).
2. *Insul Block Corp.* (#93-07B), with Pieter VanderWerf.
3. *ThermaLock Products, Inc.* (#93-07C), with Pieter VanderWerf.
4. *Korfil, Inc.* (#93-07D), with Pieter VanderWerf (The above three are company cases dealing with issues of competing in uncertain environments and managing innovation)
5. *Japan: Post War Strategy* (Describes the economic and political environment in Japan during the post war era and enables discussion of the reasons for the success of the Japanese economy)

PRESENTATIONS IN NATIONAL AND INTERNATIONAL CONFERENCES

- Cheng, Z., Xue, L., Subramaniam, M. and Venkatraman, N. (2017) “Collaborative and Competitive Forces within Networks and Alliance Formation in the Chinese Internet Sector: Theory and Evidence”, to be presented at the Academy of Management Meetings, Atlanta.
- Subramaniam, M. and Zeng, J. “Reverse Adaptation: Inferences from Internet Platform Ecosystems in China” (2016) Presented at the SMS Conference in Berlin.
- Gubbi, S.R. and Subramaniam, M. (2013). “Target firm control in International Acquisitions: Does Acquirer’s Performance Matter”? Academy of International Business, Istanbul, Turkey.
- Ernst, H., Subramaniam, M. and Dubiel, A. (2010). “Integration of international market information in new product development - a stage-specific review”. Academy of International Business, Rio de Janeiro
- Yu, T., Subramaniam, M. and Cannella, A.B. (2009). “Competing globally, allying locally: Host country factors and alliances between global rivals”. *Academy of International Business*, San Diego.
- Ernst, H., Subramaniam, M. and Dubiel, A. (2009). “International Orientation: Antecedents and Outcomes for Innovation. *Academy of Management Meetings*, Chicago.
- Subramaniam, M. and Nag, Rajiv. (2008). Re-visiting the Efficiency-Responsiveness Framework: What is different about MNCs from Emerging Economies? *Strategic Management Society*, Hyderabad.
- Subramaniam, M. Youndt, M.A. and Skaggs, B. (2006). “The prevalence and performance impact of incremental, radical and architectural innovative capabilities: Are they different for manufacturing and service firms?” Invited paper in a symposium on innovation in service industries. 2006 *Academy of Management Meetings*, Atlanta.
- Tying Yu and Subramaniam, M. (2005). “Rivalry deterrence in global markets: Contingencies governing the mutual forbearance hypotheses.” Presented at the 2005 *Academy of Management Meetings*, Honolulu.
- Meyer, J. and Subramaniam, M. (2004) “Appropriating innovation’s technical value: Examining the influence of exploration”. Presented at the 2004 *Academy of Management Meetings*, New Orleans.
- Subramaniam, M. and Youndt, M. (2003) “Determinants of innovative capabilities: The influence of intellectual capital on incremental, radical and architectural innovative capabilities”. Presented at the *Strategic Management Society Conference*, Baltimore.
- Subramaniam, M. and Watson, S. (2003) “The influence of interdependence on subsidiary performance”. Presented at the *Academy of International Business Conference*, Monterrey, California.
- Watson, S. and Subramaniam, M. (2002) “Managing interdependence in multinational companies: A configurational approach”. Presented at *the Academy of Management Meetings*, Denver, International Management Division.

- Dougherty, D., Munir, K. and Subramaniam, M. (2002) “Managing technology flows in practice: A grounded theory of sustained innovation”. Presented at the 2002 *Academy of Management Meetings*, Denver, Technology and Innovation Management Division.
- Dougherty, D., Munir, K. and Subramaniam, M. (2001) “Managing the flows of Organizational Technology For Ongoing Innovation”. Presented at the 2001 *INFORMS Conference*, Miami, Florida.
- Subramaniam, M. and Hewett, K. (2001) “Balancing standardization and adaptation for product performance in international markets: Testing the influence of headquarters-subsidiary contact and cooperation”. Presented at the *Academy of Management Meetings*, International Management Division, Washington D.C.
- Subramaniam, M. (2001) “Integrating knowledge across borders for transnational new product development capability”. Presented at the *Academy of Management Meetings*, Business Policy Division, Washington D.C.
- Youndt, M., Subramaniam, M., Snell, S. and Golden, T. (1999) “Intellectual capital profiles: An examination of investments and returns”. Presented at the *Academy of Management Meetings*, Business Policy Division, Chicago, and at the *Strategic Management Conference*, Berlin.
- Subramaniam, M. (1999) “Balancing standardization and adaptation of global products: An empirical examination from a knowledge integration perspective”. Presented at the *Academy of Management Meetings*, Business Policy Division, Chicago, and at the *Strategic Management Conference*, Berlin.
- Subramaniam, M. and Venkatraman, N. (1998) “The influence of leveraging tacit overseas knowledge on global new product development capability: An empirical examination”. Presented at the *Strategic Management Society Conference*, Orlando.
- Subramaniam, M. and N. Venkatraman (1998) “Leveraging expertise for differential capabilities: The case of organizational routines for global new product development capability”. Presented at the *Academy of Management Meetings*, Business Policy Division, San Diego.
- Subramaniam, M. and N. Venkatraman (1997) “Routines for leveraging knowledge across borders for global new product development capability: An empirical examination”. Presented at the 1997 *Rome Conference of the Carnegie Bosch Institute* and at the 1998 *Academy of Management Meetings*, Business Policy Division, San Diego.
- Subramaniam M. (1996) “Global new product development capability: Routines and processes for creation, transfer and deployment of knowledge across borders”. Presented at the *Academy of Management Meetings*, Cincinnati, *Business Policy & Strategy Division*.

EDITORIAL BOARDS AND REVIEWING

Guest Editor *Journal of Product Innovation Management* for Special Issue on “Innovations for and from emerging markets” (2016)

Member of the Editorial Board of *Journal of Management*

Ad hoc Reviewer for:

Strategic Management Journal

Academy of Management Journal

Management Science

Organization Science

Journal of International Business Studies

Journal of Management Studies

Journal of Product Innovation Management

Information Systems Research

Journal of Business Research

Management International Review

INVITATIONS IN RESEARCH SEMINARS

Mentor Faculty at the Strategic Management Society Workshop on Emerging Markets, at IIM Kolkatta, India

Invited Speaker in the Marketing and Technology and Operations Management Seminar Series, **Harvard Business School**:
“Integrating cross-border knowledge for transnational new product development capabilities”.

Invited Speaker in Seminar Series, **DuPree School of Management, Georgia Institute of Technology**:
“The influence of intellectual capital on the types of innovative capabilities”.

SERVICE CONTRIBUTIONS AT BOSTON COLLEGE

- *Helping MBA students with international exposure:*
 - I led small groups of MBA students for overseas learning experiences in Europe, facilitating company visits and meetings with executives.
 - I have coordinated international project experience initiatives for select MBA students, partnering them with a University in Nuremberg to work on joint consulting projects for companies.
 - Chair of the global management specialization program for MBAs for several years.

- *Engaging with doctoral students:*

- Was a dissertation committee member for John Meyer and Massimo Mauret (Massimo is now a tenured professor at IESE in Barcelona).
- Chair for third-year doctoral program paper for Taehyun Lee.
- *Teaching & Teaching Improvement Initiatives:*
 - One of the select faculty profiled for “excellence in teaching” video, showcasing cutting edge techniques to bring critical thinking in classrooms.
 - Co-chair of the Teaching Committee initiating programs to enhance the teaching culture at Boston College
 - Committee chair for overview/overhaul of strategy offerings in the full-time MBA program
 - Committee chair overseeing additions/modifications to the curriculum at the Carroll School of Management
 - Committee member to examine the feasibility of and to recommend a plan for master’s program in Service Management
 - Regular contributor for “BC Business Days”, offering mock classes to prospective students, showcasing teaching excellence at the Carroll School.
- *Hiring:*
 - Chaired search committee for junior faculty hiring in Strategic Management (the committee hired Metin Sengul).
 - Committee member for other junior faculty hires.
- *Mentoring junior faculty:*
 - Mentor for several junior faculty colleagues.
 - Member of peer review committees for junior faculty.
 - Ran research-in-progress workshops for junior faculty to help them build their research streams.
- *Helping with strategic initiatives at the school:*
 - Member of a research task force appointed by the Dean to recommend how to shape the research culture in the school.
 - Chaired special programs task force recommending initiatives for improving the school’s reputation in the international dimension.
 - Member of a special programs sub-committee for the school’s strategic planning.

