

NAN JIA, Ph.D

Dean's Associate Professor in Business Administration
Associate Professor of Strategic Management
Marshall School of Business • University of Southern California
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ACADEMIC EXPERIENCE

- 2022 – Dean's Associate Professor in Business Administration, Marshall School of Business, University of Southern California
- 2018 – Associate Professor of Strategic Management, Marshall School of Business, University of Southern California
2019. 01 – 05 Visiting Scholar, Walter H. Shorenstein Asia-Pacific Research Center, Stanford University
- 2009 – 2018 Assistant Professor of Strategic Management, Marshall School of Business, University of Southern California
- 2008 – 2009 Postdoctoral Fellow, Joseph L. Rotman School of Management, University of Toronto

EDUCATION

- 2008 **Ph.D., in Strategic Management**, Joseph L. Rotman School of Management, University of Toronto, Toronto, Canada
- 2002 **B.A., Major Economics (First Class Honors)**, Guanghua School of Management, Peking University, Beijing, China

JOURNAL PUBLICATIONS

- [18] Wei Y., Ang Y., Jia N., The Promise and Pitfalls of Government Guiding Funds, *China Quarterly*, forthcoming
- [17] Miric M., Jia N., Huang K. Using Supervised Machine Learning for Large-Scale Classification in Management Research: The Case For Identifying Artificial Intelligence Patents *Strategic Management Journal*, forthcoming
- [16] Jia N., Markus S., Werner T., Theoretical Light in Empirical Darkness: Illuminating Strategic Concealment of Corporate Political Activity, *Academy of Management Review*, forthcoming, <https://doi.org/10.5465/amr.2019.0292>
(Authors listed alphabetically)
- 2020 Academy of Management Conference Best Paper Award, Strategic Management (STR) Division
- [15] Tong, S., Jia, N., Luo, X., & Fang, Z. (2021). The Janus Face of Artificial Intelligence Feedback: Deployment Versus Disclosure Effects on Employee Performance. *Strategic Management Journal*, 42(9): 1600-1631. <https://doi.org/10.1002/smj.3322>

- [14] Jiang, H., Jia, N., Bai, T., & Bruton, G. D. (2021). Cleaning House Before Hosting New Guests: A Political Path Dependence Model of Political Connection Adaptation in The Aftermath of Anticorruption Shocks. *Strategic Management Journal*, **42**(10):1793–1821. <https://doi.org/10.1002/smj.3315>
- [13] Jia, N., Zhao, B., Zheng, W., & Lu, J. (2022) No Free Lunch After All: Corporate Political Connections and Firms' Location Choices. *Organization Science*. 33(2):650-670. <https://doi.org/10.1287/orsc.2021.1451>
- [12] Jia N., Shi J., Wang C., Wang Y. 2020. Parasites and Paragons: Ownership Reform and Concentrated Interest among Minority Shareholders. *Journal of Management Studies* **51**(7): 129-162
- [11] Jia N., Huang K.G., Zhang C.M. 2019. Public Governance, Corporate Governance, and Firm Innovation: An Examination of State-Owned Enterprises. *Academy of Management Journal* **62**(1): 220-247
- Nominated for the Caroy Dexter Award at the 2016 Academy of Management Conference
 - 2016 DRUID Asia Conference Best Paper Award
- [10] Jia N., Shi J., Wang Y. 2018. Value Creation and Value Capture in Governing Shareholder Relationships: Evidence from a Policy Experiment in an Emerging Market. *Strategic Management Journal* **39**(9): 2466-2488
(Authors listed alphabetically)
- [9] Jia N., 2018. The “Make and/or Buy” Decisions of Corporate Political Lobbying: An Integration of Economic Efficiency and Legitimacy Perspectives. *Academy of Management Review* **43**(2): 1-21
- [8] Haveman H., Jia N., Shi J, Wang Y. 2017. The Dynamics of Political Embeddedness in China. *Administrative Science Quarterly* **62**(1): 67-104.
(Authors listed alphabetically)
- [7] Jia N., Mayer K.J. 2017. Political Hazards and Firms' Geographic Concentration. *Strategic Management Journal* **38**(2): 203–231.
- [6] Jia N., 2016. Political Strategy and Market Capabilities: Evidence from the Chinese Private Sector. *Management and Organization Review*, **12**(1):75-102.
- [5] Choi S., Jia N., Lu J. 2015. The Structure of Political Institutions and Effectiveness of Corporate Political Lobbying. *Organization Science* **26**(1): 158-179.
(Authors listed alphabetically)
- [4] Jia N. 2014. Are Collective and Private Political Actions Substitutes or Complements? Empirical Evidence from China's Private Sector. *Strategic Management Journal* **35**(2): 292-315.
- [3] Ang Y., Jia N. 2014. Perverse Complementarity: Political Connections & the Use of Courts Among Private Firms in China. *Journal of Politics* **76**(2): 318-332.
(Authors listed alphabetically)
- [2] Jia N. 2013. Competition, governance, and relationship-specific investments: Theory and implications for strategy. *Strategic Management Journal* **34**(13): 1551–1567.

- [1] Jia N., Shi J., Wang Y. 2013. Coinsurance within Business Groups: Evidence from Related Party Transactions in an Emerging Market. *Management Science* 59(10): 2295–2313.
(Authors listed alphabetically)

PUBLICATIONS IN EDITED VOLUMES AND CONFERENCE PROCEEDINGS

- [5] Murphy, M., Walker, E. Jia, N. 2022. The Art of Blending Stakeholders: “Baptist and Bootlegger” Coalitions in Corporate Constituency Building. *Academy of Management Meeting Best Paper Proceedings*.
- [4] Jia N., Markus S., Werner T., 2020. Illuminating Secrecy in Corporate Political Activity. *Academy of Management Meeting Best Paper Proceedings*.
- [3] Jia N., Shi J., Wang Y., 2018 "The Interdependence of Public and Private Stakeholder Influence: A Study of Political Patronage and Corporate Philanthropy in China." in Sinziana Dorobantu , Ruth V. Aguilera , Jiao Luo , Frances J. Milliken (ed.) Sustainability, Stakeholder Governance, and Corporate Social Responsibility, *Advances in Strategic Management*, Volume 38, Emerald Publishing Limited, pp.69 – 93
- [2] Jia N., Mayer K. 2016. Complementarity in Firms’ Market and Political Capabilities: An Integrated Theoretical Perspective. In John M. De Figueiredo , Michael Lenox , Felix Oberholzer-Gee , Richard G. Vanden Bergh (ed.) Strategy Beyond Markets, *Advances in Strategic Management* Volume 34, Emerald Group Publishing Limited, pp.437 - 470
- [1] Jia N., Huang K.G., Zhang C.M. 2015. Agency Incentives and Firm Innovation: Analyzing the Patenting Behavior of State-owned Firms in China. *Academy of Management Meeting Best Paper Proceedings*.

CONFERENCE AND SEMINAR PRESENTATIONS

- 2022 3rd AI and Strategy Consortium (India; virtual seminar); International Studies Association (Nashville; virtual seminar); 2nd Artificial Intelligence in Management Conference (USC, Virtual); Global Innovation Seminar (University of Michigan, Virtual); 10th Strategy Symposium on Emerging Markets (Rice University, in-person); 1st Wharton/Columbia Management, Analytics, and Data (M.A.D.) Conference (Columbia University, in-person); 2022 China Marketing International Conference Guest Speech (virtual); Academy of International Business Annual Conference (Miami, FL); Academy of Management Annual Conference (Seattle, WA); Hong Kong Polytechnic University (Virtual); University of Texas Dallas, Jindal School of Management (Dallas, TX); China Industrial Policy Conference by University of California Institute on Global Conflict and Cooperation (San Diego, CA); University of Pennsylvania Center for the Study of Contemporary China (Virtual); Peking University HSBC Business School (Virtual); Yale China-India Insights Conference (Los Angeles)
- 2021 Innovation and Entrepreneurship Seminar Series at the Max Planck Institute for Innovation and Competition (Munich, Germany; virtual seminar); 2nd AI and Strategy Consortium (India; virtual seminar); Bocconi University (Accounting Dept; virtual seminar); Asia-Pacific Entrepreneurship & Innovation Seminar Series (virtual seminar); Wharton Technology and Strategy Conference (virtual); Strategy Science Conference (HBS, Virtual); 1st Artificial Intelligence in Management Conference (USC, Virtual); Society for Institutional and Organizational Economics annual conference (Boston, Virtual); Academy of Management Annual Conference (virtual); Chinese

- Scholars Marketing Association (CSMA) Annual Conference keynote speech (virtual); Strategic Management Society Annual Conference (Toronto, virtual); University of California Los Angeles Anderson School of Management, (Los Angeles); Georgetown University McDonough School of Business (Washington DC, virtual); Chinese University of Hong Kong – Shenzhen Campus (virtual); Conference on Artificial Intelligence, Machine Learning, and Business Analytics (virtual)
- 2020 Strategic Management Society Special Conference in Berkeley (Berkeley, CA; paper accepted and conference cancelled); 2020 AIM (Artificial Intelligence in Management) Conference (Los Angeles, CA, paper accepted and conference cancelled); AI in Strategy Workshop, NYU Stern School of Business (New York, NY, presented at virtual conference); University of Colorado at Boulder, Leeds School of Business (Boulder, CO, virtual seminar); HEC Paris (France, virtual seminar); Monash University, Social Science Insights from Alternative Data Labs, Australia, virtual seminar); NYU-Temple-CMU 2020 Conference on Artificial Intelligence, Machine Learning, and Business Analytics (Philadelphia, PA, virtual seminar)
- 2019 The China Social Science Workshop at Walter H. Shorenstein Asia-Pacific Research Center, Stanford University (Stanford, CA); The Leavey School of Business, Santa Clara University (Santa Clara, CA); The Ivey School of Business, University of Western Ontario, the Business, Economics and Public Policy group (London, Canada); The MIT Sloan School of Management, Global Economics and Management group seminar (Boston, MA); The Carlson School of Management, University of Minnesota (Minneapolis, MN); The Faculty of Business and Economics, University of Hong Kong (Hong Kong); The Hong Kong University of Science and Technology Business School (Hong Kong); The Wharton-PKU conference on Innovation and Intellectual Property (Beijing, China); The AI Bots, Algorithms, and Business Analytics workshop (Shanghai, China); The 2019 Organization, Strategy, and Society workshop (Xi'an, China); the Academy of Management Annual Conference (Boston, MA); the Strategic Management Society Annual Conference (Minneapolis, MN); George Washington University Business School (Washington D.C.); the 2019 CODE conference at the MIT (Boston, MA), the 2019 REER conference (Atlanta, GA), the 2019 Conference on Artificial Intelligence, Machine Learning, Business Analytics (Philadelphia, PA)
- 2018 The 2018 IB Frontier Symposium (Columbia, SC); The Research Day of the STR Executive Committee (Philadelphia, PA); The USC Marshall China Research Day (Los Angeles, CA); The Krannert School of Management, Purdue University (West Lafayette, IN); The Kelley School of Business, University of Indiana at Bloomington (Bloomington, IN); The Wharton School, University of Pennsylvania (Philadelphia, PA); the McDonough School of Business, Georgetown University (Washington DC); the 8th Strategy Symposium on Emerging Markets at Rice University (Houston, TX); the 1st Strategy Science Annual Conference (Philadelphia, PA); the Society for Institutional and Organization Economics Annual Conference (Montreal, Canada); the Annual Conference of the International Center for the Study of Institutions and Development (Moscow, Russia); The 2018 Organization, Strategy, and Society workshop (Beijing, China); the 2018 Academy of Management Annual Conference (Chicago, IL); the 2018 Strategic Management Society Annual Conference (Paris, France); the Global Center For Big Data in Mobile Analytics, Fox School of Business, Temple University (Philadelphia, PA)
- 2017 The Strategy and Business Environment Conference at the Duke University (Raleigh, NC); the Prahalad Academic Conference at the University of Michigan (Ann Arbor, MI); the 2017 Conference of Society for Institutional and Organizational Economics (SIOE) at the Columbia Law School (New York, NY); the 2017 Academy of Management Annual Conference (Atlanta, GA); the Lieberthal-Rogel Center for Chinese Studies of the University of Michigan (Ann Arbor, MI); the 2017 Strategic Management Society Annual Conference (Houston, TX); the Darla Moore School of Business, University of South Carolina (Columbia, SC)
- 2016 The Global Strategy and Emerging Markets (GSEM) Annual Conference (Miami, FL); The Strategy and Business Environment Conference (University of Rochester); The 15th Institutional and

- Organizational Economic Academy (formerly known as the “European School on New Institutional Economics,” Corsica, France); the 2016 Conference of Society for Institutional and Organizational Economics (SIOE, formerly known as the “International Society for New Institutional Economics” ISNIE; SciencePo, Paris, France); HEC Paris - SnO 2016 Research Day (HEC Paris); the 2016 Academy of Management Annual Conference (Anaheim, CA); the 2016 Strategic Management Society Annual Conference (Berlin, Germany); Olin School of Business, Washington University at St. Louis (St. Louis, MO)
- 2015 The 5th Rice Strategy Symposium on Emerging Markets (Rice University); International Society for New Institutional Economics (ISNIE) Annual Conference (Harvard Law School); Academy of Management Annual Conference (Vancouver, Canada); 13th West Coast Research Symposium (University of Washington); University of Michigan Micro-enterprises and SMEs Conference (University of Michigan); Seminar at the Rotman School of Management, University of Toronto
- 2014 INFORMS 2014 Annual Meeting (San Francisco, CA)
- 2013 Center for Economics and Strategy (CRES) conference (Washington University at St. Louis); the NYU Strategy and Economics seminar (New York University); Academy of Management Annual Conference (Buena Lake, FL); Conference of Centre for Institutions, Organizations, & Governance (COIG) Conference of the National University of Singapore (Singapore); Strategy seminar, College of Business at the University of Illinois Urbana Champion; the Strategic Management Society Annual Conference (Atlanta, GA)
- 2012 Atlanta Competitive Advantage Conference (Atlanta); International Society for New Institutional Economics (ISNIE) Annual Conference (Los Angeles); Academy of International Business Annual Conference (Washington D.C.); Academy of Management Annual Conference (Boston)
- 2011 National University of Singapore; Atlanta Competitive Advantage Conference (Atlanta); International Society for New Institutional Economics (ISNIE) Annual Conference (Stanford)
- 2010 Atlanta Competitive Advantage Conference (Atlanta); Academy of Management Annual Conference (Montreal); International Association for Chinese Management Research (IACMR Conference (Shanghai)
- 2009 Wharton School, University of Pennsylvania; Marshall School of Business, University of Southern California; George Mason University; Lee Kong Chian School of Business, Singapore Management University; School of Business, the University of Hong Kong; College of Business Administration, Northeastern University; International Society for New Institutional Economics (ISNIE) Annual Conference (Berkeley)
- 2008 McGill-Cornell Conference on Institutions and Entrepreneurship; International Society for New Institutional Economics (ISNIE) Annual Conference (Toronto); Annual Strategy & the Business Environment Conference (Duke University); Academy of Management Annual Conference (Anaheim); Conference of The Globalization of Chinese Enterprises: Transformational Politics, Business Strategies, and Future Paths (Boston)
- 2007 Annual AIB Conference on Emerging Research Frontiers in International Business (Miami) Academy of Management Annual Conference (Philadelphia); CCC Conference (Georgia Institute of Technology)

HONORS, AWARDS, AND GRANTS

- 2022-2023 Inaugural Marshall Fellow, USC Marshall School of Business
- 2019-2020 *The Dean’s Award for Research Excellence*, USC Marshall School of Business
- 2019-2020 *Research Award*, Department of Management and Organization, USC Marshall School of Business
- 2019-2022 National Science Foundation Grant (Award ID 1852641; amount \$293,122)
"Examination of Antecedents and Consequences of Business-Government Relationships"

- 2018-2019 *Outlier Research Fund*, Institute for Outlier Research in Business (iORB), USC Marshall School of Business
- 2018-2019 The Strategic Management Journal Best Reviewer Award
- 2017-2018 The Strategic Management Journal Best Reviewer Award
- 2018-2019 *Greif Faculty Research Grant*, Greif Center for Entrepreneurial Studies, USC Marshall School of Business
- 2017-2018 *Top Gun Award*, Department of Management and Organization, USC Marshall School of Business
- 2017-2018 *James H. Zumberge Individual Research Award & Grant*, USC
- 2016-2017 *Business Outlier Research Award & Grant*, Institute for Advanced Studies in Business (IASB), USC Marshall School of Business
- 2015-2016 *The Dean's Award for Research Excellence*, USC Marshall School of Business
- 2015-2016 *Award for Research Excellence*, Department of Management and Organization, USC Marshall School of Business
- 2014-2015 *Outstanding Editorial Board Member Award*, the Strategic Management Journal
- 2009-2017 *Junior Faculty Award Supplement*, Gilbert Foundation Fund, USC Marshall School of Business
- 2009-2017 *Summer Research Grant*, USC Marshall School of Business
- 2011-2012 *Greif Faculty Research Grant*, Greif Center for Entrepreneurial Studies, USC Marshall School of Business
- 2011-2012 *CIBER Research Grant*, Center for International Business Education and Research, USC
- 2010-2011 *Greif Faculty Research Grant*, Greif Center for Entrepreneurial Studies, USC Marshall School of Business
- 2010 *Finalists for the Best Dissertation Award*, the International Society for New Institutional Economics (ISNIE)
- 2009 *Finalist for Richard N. Farmer Dissertation Award Competition*, Academy of International Business (AIB)
- 2006-2008 *The AIC Institute Corporate Citizenship Grant*, the AIC Institute at the Rotman School of Management, University of Toronto
- 2003-2008 *Open Doctoral Fellowship*, Rotman School of Management, University of Toronto

EDITORIAL BOARD POSITIONS

- 2020-2025 Associate Editor of *Strategic Management Journal*
- 2016-2022 Served on eight review panels for the National Science Foundation
- 2021-2023 Editorial Review Board Member of *Administrative Science Quarterly*
- 2020-2025 Editorial Review Board Member of *Academy of Management Journal*
- 2017-2023 Editorial board member of *Academy of Management Review*
- 2015-2019 Editorial board member of *Journal of International Business Studies*
- 2014-2020 Editorial board member of *Strategic Management Journal*

Ad hoc reviewer for *Management Science*, *Organization Science*, and *Journal of Management Studies*

LEADERSHIP IN PROFESSIONAL SOCIETIES

2022-2024	Chair of Steering Committee of Nonmarket Strategy Research Community (NMSRC)
2020-now	Founder member and Steering Committee Member of Nonmarket Strategy Research Community (NMSRC)
2020-now	Founder and Advising Committee member of China Business Research Group (CBRN)
2017-now	Founder and Coordinator, USC Marshall China Research Group; coordinators of weekly workshops since 2017 and conferences in 2018, 2019, 2020
2021	Co-chair of theme track “Market and Political Transformation,” Strategic Management Society 41 st Annual Conference in Toronto, Canada
2019-2020	Executive Committee Member of the 2021 Annual Conference of the Society for Institutional and Organizational Economics
2019-2020	Executive Committee Member of the 2020 Annual Conference of the Society for Institutional and Organizational Economics
2020-2022	Representative-at-Large, Competitive Strategy Interest Group, the Strategic Management Society
2016-2018	Executive Committee Member, Business Policy and Strategy (BPS) Division, the Academy of Management
2017-2018	Executive Committee Liaison for the Teaching Committee, Business Policy and Strategy (BPS) Division, the Academy of Management
2016-2018	Representative-at-Large, Cooperative Strategy Interest Group, the Strategic Management Society
2016-2019	Board of Directors, Society for Institutional and Organizational Economics (SIOE; formerly known as ISNIE, International Society of New Institutional Economics)
2017	Co-chair of the Business Policy and Strategy (BPS) Doctoral Consortium, the Academy of Management 2017 annual conference
2016	Faculty panelist and workshop organizer of the 15th Institutional and Organizational Economic Academy (formerly known as the “European School on New Institutional Economics”); Co-chair of Track 12 (MNEs, Governments, and Non-Market Strategies), the Academy of International Business 2016 Annual Conference; Faculty panelist of the Doctoral Consortium, the Academy of International Business 2016 Annual Conference; Co-chair of the Business Policy and Strategy (BPS) Doctoral Consortium, the Academy of Management 2016 annual conference
2015	Faculty Panelist of 13 th West Coast Research Symposium Doctoral Workshop; Faculty Panelist of the Business and Public Policy (BPS) Division Doctoral Consortium, Annual Conference of the Academy of Management; Program Committee Member, 19 th Annual Conference of International Society for New Institutional Economics (ISNIE); Co-chair of Track 11 (Corporate Governance in International Business), the Academy of International Business 2015 Annual Conference
2013	Organizing Committee Member of the Doctoral Consortium, the 11 th West Coast Research Symposium (WCRS)
2012	Program Committee Member, 16 th Annual Conference of International Society for New Institutional Economics (ISNIE)
2011	Program Committee Member, 15 th Annual Conference of International Society for New Institutional Economics (ISNIE)

ADVISING DOCTORAL STUDENTS

Supervisor: Bo Yang (Management)

Co-supervisor: Maurice Murphy (Management)

Doctoral Dissertation Committee Member: Adele Xing (Management, USC), Jake Grandy (Management, USC), John Bai (Finance, USC), Irene Yi (Finance, USC), Siliang Tong (Marketing, Temple University), Sajeev Nair (Marketing, USC), Maria Perez (Political Science)

Qualifying Exam Committee Member: Wei Zhou (Economics, USC), Lichen Zheng (Communications, USC)

RECENT SERVICE EXPERIENCE

2022-2023	USC Marshall Annual Performance Review Committee
2022-2023	Second Representative of the Marshall School of Business to the USC Academic Senate
2021-2022	Chair of the department faculty recruiting committee
2021-2022	Member of department personnel committee for midterm review
2021-now	Member of Executive Committee of U.S.-China Institute at USC
2019-2023	USC Marshall School of Business Faculty Council Member & Secretary
2019-2020	USC Western Association of Schools and Colleges Accreditation Committee
2017-now	Member of department PhD committee

TEACHING EXPERIENCE

Teaching Interests: Strategic Management, International Business

2009—	<p>Course Instructor, Marshall School of Business, University of Southern California</p> <ul style="list-style-type: none"> ▪ Ph.D seminar “Seminar in Strategic Management” (2014-now) ▪ MBA elective “Managing and Competing in Emerging Markets” (2020) ▪ Full-time MBA core course “Problem Solving and Decision Making: An Integrative Approach” (2017, 2020) ▪ Master of Science Food Industry Leadership course “Advanced Strategy: Competing in Dynamic Environments” (2020, 2021) ▪ Undergraduate capstone course “Strategic Management” (2009-2017) ▪ PhD reading course "Institutions, markets and firms for China research" with T.J. Wong (2017) ▪ Executive Teaching in the Kaiser Permanente Program (2017)
Fall, 2006	<p>Course Instructor, Rotman School of Management, University of Toronto</p> <ul style="list-style-type: none"> ▪ Undergraduate course “International Business”

MEDIA COVERAGE

“Policy Incentives for Innovation Backfire, Reducing Novelty, New Study Finds” (January 29, 2020) *PR Newswire*, <https://prn.to/37H4fbi>

“AI can hurt worker morale when managers don’t have these specific skills” (June 23, 2022), *Fast Company*, <https://www.fastcompany.com/90762918/ai-can-hurt-worker-morale-when-managers-dont-have-these-specific-skills>

OTHER EXPERIENCE

May – June, 2004	<p>Research Intern, The World Bank Group, Washington D.C., USA Supervisor: Mr. Edward Mountfield</p>
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- April, 2003

 - Completed a World Bank Internal Working paper: “*Study of Public Service Sector Reforms in Transitional Economies for China’s Reference*”
 - Research Intern**, The World Bank Group, Beijing, China
 - Supervisor: Dr. Chunlin Zhang
- June – Aug., 2001

 - Completed a World Bank Internal Working paper (co-authored) “*The Economics of Nonprofit and its Relevance to China’s Public Service Unit Reform: A Survey on Literature*”
 - Summer Analyst**, Morgan Stanley Dean Witter Asia Limited, Hong Kong
 - China Corporate Finance Group, Investment Banking Division
- Jan. – Sept., 2002

 - Part-time Analyst**, Morgan Stanley Dean Witter Asia Limited, Beijing
 - China Corporate Finance Group, Investment Banking Division
- 2000-2001

 - Mingde Scholarship, Peking University
 - Pricewaterhouse&Coopers-Longtao Scholarship, Peking University
 - ESEC (Educational Services Exchange with China) scholarship
 - Student Excellency Award, Peking University
- 1999-2000

 - Yuxi Scholarship, Peking University
 - Student Excellency Award
- 1998-1999

 - Yuxi Scholarship, Peking University
- 1998

 - Ranked No.1 in the National College Entrance Examination in 1998 in Beijing out of 40,000 candidates