

John Eklund

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ACADEMIC APPOINTMENTS

Assistant Professor Department of Management and Organization, University of Southern California	2019 - present
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EDUCATION

Ph.D. in Management, Wharton School, University of Pennsylvania, USA.	2019
M.B.A., University of Notre Dame, USA. (GPA 4.0)	2005
D.Phil., Physical Chemistry, University of Oxford, UK	1996
M.A., Chemistry, University of Oxford, UK. (First Class Honours)	1993

RESEARCH AND PUBLICATIONS

Research Interests

Organization Design, Technology & Innovation Management, Strategy Implementation

Publications in Peer-Reviewed Journals

- [1] **Eklund, J.C.** 2022. "The Knowledge-Incentive Trade-off: Understanding the Relationship between Organization Design and Innovation" *Strategic Management Journal*. 43(12): 2478-2509
 - Runner up, Knowledge and Innovation IG Best PhD Paper Award, SMS; 2018
 - Best Paper Proceedings, Academy of Management Annual Meeting; 2018
 - Finalist, TIM Division Best Student Paper Award, Academy of Management Annual Meeting; 2018
- [2] **Eklund, J.C.** & Kapoor, R. 2022 "Mind the Gaps: How Organization Design Choices Shape the Sourcing of External Inventions" Forthcoming, *Organization Science*. 33(4): 1319-1339
 - Finalist, SMS Best Conference PhD Paper Prize; 2018
- [3] **Eklund, J.C.** & Mannor, M.J. 2021 "Keep Your Eye on the Ball or on the Field? Exploring the Performance Implications of Executive Strategic Attention" *Academy of Management Journal*. 64(6): 1685-1713
- [4] **Eklund, J.C.** & Kapoor, R. 2019 "Pursuing the New while Sustaining the Current: Incumbent Strategies and Firm Value during the Nascent Period of Industry Change" *Organization Science*. 30(2): 383-404
 - Best Paper Proceedings, Academy of Management Annual Meeting; 2016

Publications under Review

- [5] **Eklund, J.C.** "Ready, Aim, Fire: The Role of Organization Design in the Development of Inventions" *Under Second Round Review Org. Sci.*
 - Best Paper Proceedings, Academy of Management Annual Meeting; 2019
- [6] Balachandran, S. & **Eklund J.C.** "Innovation via Inter-firm Collaboration: The Role of Partner Organizational Design" *Preparing Second Round Revise and Resubmit ASQ*
- [7] **Eklund, J.C.**, Raj. M. & Eggers, J.P. "Looking out of the window & into the mirror: The role of managerial attention in shaping responses to industry change" *Preparing Second Round R&R Org. Sci.*
- [8] **Csaszar, F.** & **Eklund, J.C.** "From Micro to Macro: How Organizations Aggregate Individuals' Utility Functions" *Preparing First Round Revise and Resubmit SMJ*

RESEARCH AND PUBLICATIONS

Publications under Review (Continued)

- [9] Kang, H. & **Eklund, J.C.** “Fast Friends: Understanding the impact of short-term visits on firms’ innovation outcomes” *Under First Round Review Org. Sci.*
- [10] **Eklund, J.C.** & Kang, H. “Stick or Twist: Agile Resource Allocation During Periods of Industry Change” *Preparing First Round Revise and Resubmit SMJ*
- [11] Chavda, A. & **Eklund, J.C.** “Industry or Ecosystem Change? Examining How New Entrants can Impact Established Incumbent-Supplier Relationships” *Preparing Reject and Resubmit Response SMJ*
- [12] Chavda, A. & **Eklund, J.C.** “Herding Cats: The Role of Managerial Human Capital in Leading Specialist Workers” *Under Initial Review SMJ*

Working Papers

- [13] **Eklund, J.C.** & Mannor, M.J. “Getting Mixed Signals? How Top Executive Communications about Firm Strategy Shape Market Evaluations”
- [14] **Eklund, J.C.** & Venkataraman, V. “Testing the Waters: Understanding the Relationship between Organizational Design and Incumbent Response to Industry Change”
- [15] **Eklund, J.C.** & Feldman, E. “Understanding the Relationship between Divestitures and Invention: The Moderating Role of Organization Design”
 - Best Paper Proceedings, Academy of Management Annual Meeting; 2020
 - Distinguished Paper Award STR, AOM, 2020
- [16] **Eklund, J.C.** “When do Bosses Matter? Understanding the Relationship between Strategy, Hierarchy and Capabilities”

Publications in Non-Peer-Reviewed Journals

Kapoor, R. & Eklund, J.C. 2018. “Research: Self-Disruption Can Hurt the Companies That Need It the Most”, *HBR.org*. <https://hbr.org/2018/11/research-self-disruption-can-hurt-the-companies-that-need-it-the-most>

Other Awards and Honors

- EURAM 2021 Most Inspirational Paper Award
- Runner-up, Industry Studies Association Dissertation Award; 2020
- Strategy Research Foundation (SRF) Dissertation Scholar, Strategic Management Society; 2017-18
- Finalist, Organization Science/INFORMS Dissertation Proposal Competition; 2018
- Academy of Management BPS/STR Outstanding Reviewer Award; 2016, 2017 & 2018
- Outstanding Recent MBA Alumnus Award, University of Notre Dame; 2007
- MBA Highest GPA Award, University of Notre Dame; 2005
- Outstanding Male MBA Student Award, University of Notre Dame; 2005

Presentations

- “Stick or Twist: Agile Resource Allocation During Periods of Industry Change,” Eklund, J.C. & Kang, H. [10]
- BYU-Utah Winter Strategy Conference; March 2023
- “Fast Friends: Understanding the impact of short-term visits on firms’ innovation outcomes,” Kang, H. & Eklund, J.C. [9]
- Strategy Science Conference, NYC (USA); June 2022
 - Nanyang Technological University, Singapore. Seminar; October, 2022

RESEARCH AND PUBLICATIONS

Presentations (Continued)

Eklund, J.C., Raj, M. & Eggers, J.P. "Looking out of the window & into the mirror: The role of managerial attention in shaping responses to industry change" [7]

- Wharton Technology Conference, Online; April 2022
- DRUID22, Copenhagen Business School (Denmark); June, 2022
- Academy of Management Conference, Seattle (USA); August 2022

"Getting Mixed Signals? How Top Executive Communications about Firm Strategy Shape Market Evaluations," Eklund, J.C. & Mannor, M.J. [13]

- Academy of Management Conference, Seattle (USA); August 2022

"Structuring to Sell Ideas: The Role of Organization Design in the Commercialization of Inventions," Eklund, J.C. [5]

- Academy of Management Conference, Boston (USA); August 2019
- West Coast Research Symposium, Stanford University (USA); September 2019
- Strategic Management Society Conference, Minneapolis (USA); October 2019
- Austin Technology and Entrepreneurship Conference; February 2021
- Academy of Management Conference, Seattle (USA); August 2022

"Industry or Ecosystem Change? Examining How New Entrants can Impact Established Incumbent-Supplier Relationships," Chavda, A. & Eklund, J.C. [11]

- Competitive Dynamics Conference, Online; May, 2021
- West Coast Research Symposium, Online; September 2021

"Too Much of a Good Thing? Experience, Hierarchy and the Micro-foundations of Capability Development" Chavda, A. & Eklund, J.C. [12]

- European Academy of Management, Online; June 2021 (Won Most Inspirational Paper Award)
- Academy of Management Conference, Online; August 2021
- People and Organizations Conference, Wharton; September 2021

"Attention and Adjustment: How Corporate Offices and Business Units Impact Customer Adoption of New Technologies," Eklund, J.C. & Venkataraman, V. [14]

- Strategic Management Society Conference, Online; September 2021

"From Micro to Macro: How Organizations Aggregate Individuals' Utility Functions," Csaszar, F. & Eklund, J.C. [8]

- Strategic Management Society Conference, Online; September 2021

"When do Bosses Matter? Understanding the Relationship between Strategy, Hierarchy and Capabilities," Eklund, J.C. [16]

- Academy of Management Conference, Atlanta (USA); August 2017
- Strategic Management Society Conference, Houston (USA); October 2017
- Advancing Management Theory with Sports Data Virtual Paper Workshop; April 2021
- Academy of Management Conference, Online; August 2021

"Understanding the Relationship between Divestitures and Invention: The Moderating Role of Organization Design," Eklund, J.C. & Feldman, E. [15]

- Strategic Management Society Conference, Minneapolis (USA); October 2019
- Academy of Management Conference; August 2020
- Wharton Technology Conference; April 2021
- Ghoshal Conference; May 2021

RESEARCH AND PUBLICATIONS

Presentations (Continued)

“Innovation via Inter-firm Collaboration: The Role of Partner Organizational Design,” Balachandran, S. & Eklund J.C. [6]

- Strategic Management Society Conference, accepted paper; October 2020
- Academy of Management Conference; August 2020
- Wharton Technology Conference; June 2020
- California Polytechnic State University, San Luis Obispo CA. November 2020

“The Knowledge-Incentive Trade-off: Understanding the Relationship between Organizational Design and Innovation,” Eklund, J.C. (*Job Market Paper*) [4]

- Trans-Atlantic Doctoral Conference, London Business School (UK); May 2018
- East Coast Doctoral Conference, NYU Stern School of Business (USA); May 2018
- DRUID18, Copenhagen Business School (Denmark); June, 2018
- Academy of Management Conference, Chicago (USA); August 2018
- Strategic Management Society Conference, Paris (France); September 2018
- University of California, Santa Barbara, CA; October 2018
- Darden School of Business, University of Virginia, Charlottesville, VA; October 2018
- Johnson Graduate School of Management, Cornell University, Ithaca, NY; October 2018
- LeBow College of Business, Drexel University, Philadelphia, PA; November 2018
- INSEAD, Singapore campus; November 2018
- University College London, London, UK; November, 2018
- Aalto University, Helsinki, Finland; November, 2018
- Gies College of Business, University of Illinois, Champagne-Urbana, IL; December 2018
- Marshall School of Business, University of Southern California, Los Angeles, CA; December 2018

“Mind the Gaps: How Organizational Design and Portfolio Composition Shape the Sourcing of External Inventions,” Eklund, J.C. & Kapoor, R. [3]

- Strategic Management Society Conference, Paris (France); September 2018
- Wharton Innovation Doctoral Symposium, Philadelphia (USA); October 2018
- Academy of Management Conference, Boston (USA); August 2019

“Keep Your Eye on the Ball or on the Field? Executive Strategic Attention and Performance,” Eklund, J.C. & Mannor, M.J. [2]

- Strategic Management Society Conference, Berlin (Germany); September 2016
- Academy of Management Conference, Chicago (USA); August 2018

“Stock Market Reactions to Incumbent Strategies during Industry Change,” Eklund, J.C. & Kapoor, R. [1]

- Academy of Management Conference, Anaheim (USA); August 2016

Other Publications

- 47 publications in leading chemistry journals. h-index of 20
- Brown, C.R., Carew, P.S., Eklund, J.C., Evans, J.M. & Fairley, P., US Granted Patent– “Shear Gel Compositions”, Patent No.: US 6,673,371 B2, January 2004. Granted in 8 other patent jurisdictions
- O’Rourke, J., Eklund, J.C., Frymoyer, S. & Yamabayshi, K. (2004), “GlaxoSmithKline: Executive Compensation and a Shareholder Revolt”, University of Notre Dame - Case Study

RESEARCH AND PUBLICATIONS

Grants

- Undergraduate Research Assistant Program, University of Southern California (\$6000). “Too Big to Succeed? Organizational Adaptation in the Face of Technological Change”; 2020-21
- Mack Institute Research Grant (\$6,000). “Needless Distraction or Font of Knowledge: Understanding the Relationship between Divestitures and Innovation”, Eklund, J.C. & Feldman, E.; 2018
- Mack Institute Research Grant (\$9,350). “From Invention to Innovation”, Balachandran, S., Eklund, J.C., Gupta, C. & Singh, H.; 2017
- Wharton Doctoral Programs, Travel Grants; 2016-18

TEACHING

University of Southern California; 2019 -

- Instructor: University of Southern California BUAD 497: Strategic Management; Fall 2019-2022
 - 2019: Taught two sections with a total of 90 undergraduates (mainly juniors and seniors)
 - 2020: Taught three sections with a total of 135 undergraduates (mainly juniors and seniors)
 - 2021: Taught two sections with a total of 95 undergraduates (mainly juniors and seniors)
 - 2022: Taught two sections with a total of 96 undergraduates (mainly juniors and seniors)
 - Average Instructor Rating: 4.5/5 (2019); 4.4/5 (2020); 4.7/5 (2021)
- Instructor: University of Southern California MOR 458: AI and Business Strategy; Fall 2022
 - 2022: Taught one section with a total of 12 undergraduates (Sophomores to Seniors)
 - Average Instructor Rating: 4.83/5 (2022)

University of Pennsylvania; 2014-2019

- Instructor: Wharton MGMT101 - Introduction to Management; 2017
 - Taught two recitations of 27 undergraduate students.
 - Average Teaching Rating: 3.52/4 (Top quartile rating)
- Guest Lecturer: Wharton WHT150 - Evaluating Evidence; 2017-2018
 - Undergraduate social science research methodologies class (Taught by Prof. Iwan Barankay)
- Teaching Assistant: Wharton: MGMT214 & MGMT731; 2016-2018
 - Innovation & Technology Strategy UG, MBA, Exec. MBA class (Taught by Prof. Rahul Kapoor)
 - Graded student assignments, facilitated class activities and provided feedback on presentations

Melbourne Business School; 2013-2014

- Instructor: Melbourne Business School - Discovering Business in Australia; 2013-2014
 - Course for visiting US MBA students e.g., NYU, UNC
 - Taught module on Australian energy industry

PROFESSIONAL ACTIVITIES

Internal Service

- MOR Strategy Faculty Search Committee 2021
- MOR Doctoral Recruitment Committee 2021-22
- MOR Seminar Organizing Committee 2021-22
- Doctoral Strategy Seminar Guest Lecture 2021-22
- Marshall Junior Faculty Open Day Presenter 2020
- Organizing committee – Inaugural Wharton Innovation Doctoral Symposium (WINDS); 2017
- Wharton Management Department Student Ph.D. Representative; 2015-16
 - Organized Student Seminar Series
 - Organized Ph.D. Recruitment Visit Days
 - PhD representative in doctoral application committee

PROFESSIONAL ACTIVITIES

External Service

- Member of AOM STR Research Committee 2021-2023
- Representative at Large Behavioral Strategy IG (SMS) 2023-2025
- OMT Junior Faculty Consortium, AOM Seattle; August 2022. Participant
- STR Junior Faculty Paper Development Workshop, AOM Seattle; August 2022. Participant
- AOM PDW, 2022, Panelist
 - From Lab to Business School: Leveraging STEM Experience to Thrive in Management
 - Workshop for former scientists moving into managerial scholarship
- SMS Preparing Your Tenure Packet PDW; September 2021. Participant
- TIM Junior Faculty Consortium (Online); August 2021. Participant
- AOM PDW, Online 2021; Panelist
 - Supporting Non-traditional Research Career Paths in the Academy
 - Workshop to help more experienced candidates transition into management academia
- Industry Studies Association Junior Faculty and Doctoral Consortium June 2021. Panelist
- STRronger Together Virtual PDW 2020; Co-organizer with Daniel Albert, Jaeho Choi and Saerom Lee
 - “Organization Design: From Finding Ideas to Publishing Papers”
 - Panelists: J.P. Eggers, John Eklund, Vibha Gaba, Daniel Keum and Yue Maggie Zhou
- Industry Studies Association Junior Faculty and Doctoral Consortium; June 2020. Participant
- AOM PDW, Boston, USA 2019; Co-organizer with Daniel Albert and Saerom Lee
 - “Organization Design: Established and Novel Methods to Provide New Insights to a Classic Problem”
 - Panelists: Felipe Csaszar, Phanish Puranam, Nicolaj Siggelkow, Brian Silverman and Mary Tripsas
- West Coast Research Symposium & Doctoral Student Workshop, Seattle (USA); September 2018. Participant
- AOM PDW, Chicago, USA 2018; Co-organizer with Daniel Albert
 - “Designing Innovative Firms: Taking Stock and Future Research Opportunities”
 - Panelists: Nick Argyres, Martin Ganco, Metin Sengul and Richard Whittington
- Doctoral Workshop, Strategic Management Society Conference, Houston (USA); October 2017. Participant
- BPS Doctoral Consortium, Academy of Management Annual Meeting, Atlanta (USA); August 2017. Participant
- SRI PhD Bootcamp, University of Maryland, Washington D.C. (USA); June 2016. Participant
- Workshop on Research Design for Causal Inference, Chicago (USA); June 2015. Participant

Editorial Boards and Refereeing

- Editorial Board Member, *Academy of Management Review*, September 2022- June 2025
- Editorial Board Member, *Organization Science*, July 2020 – June 2022
- Editorial Board Member, *Strategic Management Journal*, April 2022 – December 2025
- Reviewer AOM TIM Best Dissertation Award, 2022
- Reviewer AOM STR Best Dissertation Award, 2022
- Reviewer INFORMS Dissertation Competition, 2021
- Reviewer SRF Doctoral Dissertation Fellowship Applications, 2021-2022
- Reviewer Best PhD Paper Award, Strategic Management Society Conference, 2020-21
- Reviewer for Academy of Management Annual Meeting, BPS/STR/TIM divisions; 2016 - 2022
- Reviewer for Strategic Management Society Annual Meeting; 2018-22
- Ad-hoc Reviewer for *Administrative Science Quarterly*, *Long Range Planning*, *Research Policy* and *Strategic Organization*

PROFESSIONAL ACTIVITIES

Professional Affiliations and Memberships

- Academy of Management, STR, TIM and OMT divisions
- Strategic Management Society
- Beta Gamma Sigma

PROFESSIONAL WORK EXPERIENCE

- Director, PwC Consulting, Melbourne, Australia; 2014
- Senior Strategy Manager, Origin Energy, Melbourne, Australia; 2011-2013
- Associate & Senior Associate, Booz & Company, Melbourne, Australia; 2008-2011
- Associate, A.T. Kearney, Chicago, USA; 2004-2007
- Strategy Analyst, Strategy Consulting Group, COI Communications, London, UK; 2002-2003
- Project Leader & Scientist, Unilever, Wirral, UK; 1998-2001
- Post-Doctoral Research Fellow, Monash University, Melbourne, Australia; 1997-1998

REFERENCES

Dissertation Committee

- Daniel Levinthal (University of Pennsylvania, Wharton - Management): dlev@wharton.upenn.edu
- Rahul Kapoor (University of Pennsylvania, Wharton - Management): kapoorr@wharton.upenn.edu
- Emilie Feldman (University of Pennsylvania, Wharton - Management): feldmane@wharton.upenn.edu
- Luis Rios (Purdue University, Krannert School): riosla@purdue.edu