

NATHAN R. FURR

Curriculum Vita

Boulevard de Constance, Fontainebleau, France
nathan.furr@insead.edu

EDUCATION

STANFORD UNIVERSITY

Ph.D. in Strategy, Entrepreneurship, and Organizations, 2009 (October)

- Dissertation: "Cognitive Flexibility: The Adaptive Reality of Concrete Organization Change" (Committee: Kathy Eisenhardt (Advisor), Riitta Katila, Tom Byers)
- Best Dissertation, Technology and Innovation Management Division, Academy of Management, 2010
- Best Dissertation, Entrepreneurship Division (Heizer Award), Academy of Management, 2010
- Research Promise IDEA Award, Entrepreneurship Division, Academy of Management and University of Connecticut, 2010
- Finalist, Sloan Industry Studies Dissertation Award, 2009
- National Science Foundation research grant, 2006-2009

BRIGHAM YOUNG UNIVERSITY

Master of Business Administration, 2004

Master of Arts / Bachelor of Arts, English, Brigham Young University, 2000

ACADEMIC POSITIONS

Assistant Professor of Strategy, INSEAD, France, 2015-Present

Assistant Professor of Entrepreneurship, Marriott School of Management, Brigham Young University, 2009-2015

Visiting Research Professor, INSEAD, France, 2014; ESSEC Business School, France, 2010-2014

ACADEMIC PUBLICATIONS

1. Furr, Nathan R. and Rahul Kapoor (2017). "Capabilities, Technology, and Firm Survival During Industry Shakeout: Evidence from the Global Solar Photovoltaic Industry." (Forthcoming), **Strategic Management Journal**.
2. Garg, Sam and Nathan R. Furr. (2017). "Venture Boards: Past Insights, Future Directions, and Transition to Public Firm Boards." (Forthcoming), **Strategic Entrepreneurship Journal**.
3. Furr, Nathan. (2016). "Capabilities, Technology, and Firm Survival During Industry Shakeout: Evidence from the Global Solar Photovoltaic Industry." **Academy of Management Proceedings**.
4. Furr, Nathan R., Kate O'Keeffe and Jeffrey H. Dyer. (2016). "Managing Multi-Party Innovation." **Harvard Business Review**, October.
5. Zhu, Feng and Nathan Furr. (2016). "Products to Platforms: Making the Leap." **Harvard Business Review**, April.
6. Furr, Nathan R. and Daniel Snow. (2015). "Inter-Generational Hybrids: Spillbacks, Spillforwards, and Adapting to Technological Discontinuities." **Organization Science**, 26, 475-493.
7. Kapoor, Rahul and Nathan R. Furr. (2015). "Complementarities and Competition: Unpacking the Drivers of Entrants' Technology Choices in the Solar Photovoltaic Industry." **Strategic Management Journal**, 36, 416-436.
8. Furr, Nathan R. and Daniel Snow. (2015). "The Prius Approach: How Hybrid Technologies Help Companies Survive Disruption and Shape the Future." **Harvard Business Review**, November.
9. Furr, Nathan R. and Jeffrey H. Dyer. (2014). "Leading Your Team into the Unknown." **Harvard Business Review**, December.
10. Bingham, Christopher B., Nathan R. Furr and Kathleen M. Eisenhardt. (2014). "The Opportunity Paradox." **Sloan Management Review**, September.
11. Furr, Nathan R., Fabrice Cavarretta, and Sam Garg. (2012). "Who Changes Course? The Role of Domain Knowledge and Novel Framing in Making Technology Changes." **Strategic Entrepreneurship Journal**, 6, 236-256.
12. Bingham, Christopher B., Kathleen M. Eisenhardt, and Nathan R. Furr. (2011). "Which Strategy When?" **Sloan Management Review**, 53, 71-78.
13. Eisenhardt, Kathleen M., Nathan R. Furr, and Christopher B. Bingham. (2010). "Micro-foundations of Performance: Balancing Efficiency and Flexibility in Dynamic Environments." **Organization Science**, 21, 1263-1273.
14. Bingham, Christopher B., Kathleen M. Eisenhardt, and Nathan R. Furr. (2007). "What Makes a Process a Capability? Heuristics, Strategy and Effective Capture of Opportunities." **Strategic Entrepreneurship Journal**, 1, 27-47.

ACADEMIC WORKING PAPERS

1. Furr, Nathan R. (2017). "Product Adaptation During New Industry Emergence: The Role of Start-up Team Pre-Entry Experience." Revise and resubmit, **Organization Science**.
2. Furr, Nathan R. and Andrew Shipilov (2017). "Adaptive Ecosystems." Revise and resubmit, **Sloan Management Review**.
3. Dyer, Jeffrey H., Nathan R. Furr, Michael Hendron, and Eric Volmar (2017). "Innovation Reputation and Firm Value." Working Paper.
4. Cavarretta, Fabrice, Nathan R. Furr, and Robert Wuebker. (2017). "Means, Variability, and Extremes: Reinterpreting the Role of Resources in New Ventures." Working Paper.
5. Furr, Nathan R., Jackson Nickerson and Rob Wuebker. (2017). "A Theory of Entrepreneurship." Working Paper.
6. Bryce, David, Jeffrey H. Dyer, and Nathan R. Furr. (2017). "Leaping to New Markets: The Effects of Prior Experience on the Success of Strategic Transformation." Working Paper.
7. Furr, Nathan R. and Daniel Snow. (2017). "Fight Back: Could the Last Gasp Be a Strategy?"
8. Furr, Nathan R., Kyle Nel, and Thomas Ramsoy. (2017). "Behavioral Innovation."
9. Furr, Nathan R. (2017). "Uncertainty Theory."

BOOKS

1. Furr, Nathan R. and Jeffrey H. Dyer. (2014). *The Innovator's Method: Bringing the Lean Startup Into Your Organization* (Book), **Harvard Business Review Press**. Languages: English, Chinese, Japanese, Korean, Russian, Thai, Vietnamese. Copies sold, 25,000
2. Furr, Nathan & Paul Ahlstrom. (2011). *Nail It then Scale It*. (Book), **NISI Publishing**. Languages : English, Spanish. Copies sold: 12,000

NOTABLE PUBLICATIONS, CASES, ETC.

1. Furr, Nathan R. (2017). "If Snap's Strategy Is Building New Products, It Won't Live Up to Its IPO Price." (Article), **HBR.org**.
2. Dyer, Jeffrey H., Hal Gregersen and Nathan R. Furr. (2015). "Decoding Tesla's Secret Formula." (Cover Story), **Forbes**.
3. Dyer, Jeffrey H. and Nathan Furr. (2016). "Tesla Motors: Disrupting the Auto Industry." (Case)
4. Furr, Nathan (2011). "Cooliris: Building an A+ Team." (Case), published in *Technology Ventures : From Idea to Enterprise* by Dorf, Richard, Tom Byers, and Andrew Nelson. 3rd Edition. **McGraw-Hill**.

WORKING PROJECTS

1. Industry Emergence and Value Chain Change
 - a. Quantitative examination of firm post-entry strategies to adapt to industry change.
2. Ecosystem and Firm Emergence
 - a. Quantitative examination of the co-evolution of new technologies, firm strategies, and the ecosystem of supporting technologies supporting the focal technology.
3. Architectural Capabilities, Systems Strategy, and Industry Emergence
 - a. Quantitative comparison of capability, transaction cost economics, and systems competitive logics in emergent solar PV industry.

ACADEMIC AWARDS

Strategic Entrepreneurship Journal Best Paper Award, 2017

Best Paper, Academy of Management, 2016

Outstanding Reviewer, Organization Science, 2017, 2016

Kauffman Junior Faculty Fellowship Award, 2014

Finalist, Best Paper Award, Technology and Innovation Management Division, Academy of Management, 2013

Distinguished Paper Award, Business Policy and Strategy Division, Academy of Management, 2011

Glueck Best Paper Award, Finalist, Business Policy and Strategy, Academy of Management, 2011

Research Promise Award, Ewing Marion Kauffman Foundation, Kauffman Firm Survey Research Enclave, 2011

Best Paper, Finalist, Academy of Innovation and Entrepreneurship, 2011

Ballard Center for Economic Self Reliance, Fellow, 2011

Best Dissertation, Technology and Innovation Management Division, Academy of Management, 2010

Heizer Award for Best Dissertation, Entrepreneurship Division, Academy of Management, 2010

Research Promise IDEA Award, Entrepreneurship Division, Academy of Management and University of Connecticut, 2010

Best Empirical Research Paper, Academy of Management, Kauffman Foundation, 2010

Best Dissertation, Finalist, Sloan Industry Studies Dissertation Award, 2010

Ewing Marion Kauffman Foundation, Entrepreneurial Firm Research Fellowship, 2009

Center for Entrepreneurship and Technology Research Grant, Marriott School of Management, 2009

Marriott School of Management Research Grant, 2008, 2009, 2010

National Science Foundation Grant (IOC Award# 0621777), Principal Investigator: Kathleen Eisenhardt

Stanford School of Engineering Research Award, 2005-2009

Stanford School of Engineering Fellowship, 2004

TEACHING AWARDS

Dean's Commendation for Excellence in MBA Teaching, INSEAD, 2017, 2016

MBA Teaching Award (Nominated by MBA Students), 2017

EFMD Excellence in Practice Gold Award, Organisational Development, Telenor Online Course, 2017

Best Learning Program Supporting a Change Transformation, Brandon Hall Group, 2017

Best Unique or Innovative Learning and Development Program, Brandon Hall Group, 2017

Executive Development Teaching Award, INSEAD 2016

PRESENTATIONS

*Denotes presentation by coauthor

1. "Behavioral Innovation." Dartmouth Strategy Summer Camp, Dartmouth, 2017.
2. *"Innovation Reputation and Firm Value." Academy of Management, Atlanta, Georgia, 2017.
3. "Technology Strategy Iteration During New Industry Emergence: The Role of Start-up Team Pre-Entry Experience." Doriot Entrepreneurship Conference, INSEAD, 2017.
4. "Capabilities, Technology, and Firm Survival During Industry Shakeout: Evidence from the Global Solar Photovoltaic Industry." Wharton Technology Conference, University of Pennsylvania, 2016.
5. "Systems and Strategy: A Comparison of Competitive Logics." Academy of Management, Philadelphia, Pennsylvania, 2014.
6. "Inter-Generational Hybrids: Spillbacks, Spillforwards, and Adapting to Technological Discontinuities." Strategy and Entrepreneurship Seminar, INSEAD, 2014 (Invited Presentation).
7. "Inter-Generational Hybrids: Spillbacks, Spillforwards, and Adapting to Technological Discontinuities." Winter Strategy Conference, Park City, Utah, 2014.
8. "Complementarities and Capabilities: Unpacking the Drivers of Entrants Technology Choices in the Solar Photovoltaic Industry." Strategy and Entrepreneurship Seminar, University of Utah, 2013 (Invited Presentation).

9. "Inter-Generational Hybrids: Spillbacks, Spillforwards, and Surviving Technological Discontinuities." West Coast Technology Entrepreneurship Research Symposium, University of Washington, 2013.
10. "Complementarities and Capabilities: Unpacking the Drivers of Entrants Technology Choices in the Solar Photovoltaic Industry." West Coast Technology Entrepreneurship Research Symposium, University of Washington, 2013.
11. "Inter-Generational Hybrids: Spillbacks, Spillforwards, and Surviving Technological Discontinuities." Academy of Management, Orlando, Florida, 2013.
12. "Complementarities and Capabilities: Unpacking the Drivers of Entrants Technology Choices in the Solar Photovoltaic Industry." Academy of Management, Orlando, Florida, 2013.
13. *"Which Entrepreneurship Paradigm? Exploring the Epistemic Properties of a Keystone Rules." Academy of Management, Orlando, Florida, 2013.
14. "Complementarities and Capabilities: Unpacking the Drivers of Entrants Technology Choices in the Solar Photovoltaic Industry." Ghoshal Strategy Conference, London Business School, 2013.
15. "Complementarities and Capabilities: Unpacking the Drivers of Entrants Technology Choices in the Solar Photovoltaic Industry." Wharton Technology Conference, University of Pennsylvania, 2013.
16. *"Complementarities and Capabilities: Unpacking the Drivers of Entrants Technology Choices in the Solar Photovoltaic Industry." Winter Strategy Conference, Park City, Utah, 2013.
17. "Last Gasp or Crossing the Chasm? The Case of the Carburetor Technological Discontinuity." SIEPR Research Series, Stanford University, 2012 (Invited Presentation).
18. "Last Gasp or Crossing the Chasm? The Case of the Carburetor Technological Discontinuity." Academy of Management, Boston, Massachusetts, 2012.
19. *"Building Theory based on Variability and Contingent on Outcomes: Reinterpreting the Contradictions of Resources in New Ventures." Academy of Management, Boston, Massachusetts, 2012.
20. "Lean Startups: Emergent Management Practice and Future Research Agendas." Academy of Management, Boston, Massachusetts, 2012.
21. "Last Gasp or Crossing the Chasm? The Case of the Carburetor Technological Discontinuity." Strategy and Entrepreneurship Seminar, INSEAD, 2012 (Invited Presentation).
22. "Last Gasp or Crossing the Chasm? The Case of the Carburetor Technological Discontinuity." Management Seminar, HEC Paris, 2012 (Invited Presentation).
23. "Threat Rigidity or Threat Action: Rethinking Threat Response in Light of Technology's Last Gasp." Wharton Technology Conference, University of Pennsylvania, 2012.
24. "The Dangers of Deep Knowledge: New Ventures in the U.S. Solar Industry." Management and Innovation Seminar, University College London, 2011 (Invited Presentation).
25. "The Dangers of Deep Knowledge: New Ventures in the U.S. Solar Industry." West Coast Technology Entrepreneurship Research Symposium, University of Washington, 2011.
26. "Cognitive Flexibility and Technology Change." Academy of Management, San Antonio, Texas, 2011.

27. "The Dangers of Deep Knowledge: New Ventures in the U.S. Solar Industry." Academy of Management, San Antonio, Texas, 2011.
28. "The Dangers of Deep Knowledge: New Ventures in the U.S. Solar Industry." Entrepreneurship Research Conference, University of Maryland, 2011.
29. *"Simple Rules in the Wild: Exploring and Pondering Entrepreneurs' Grand Theories of Action." FACE, Paris, France, 2011.
30. *"Too Much of a Good Thing? Extreme Outcomes and the Resources Curse." Academy of Innovation and Entrepreneurship, Paris, France, 2011.
31. *"Too Much of a Good Thing? Extreme Outcomes and the Resources Curse." Academy of Innovation and Entrepreneurship, Beijing, China, 2011.
32. *"Too Much of a Good Thing? Extreme Outcomes and the Resources Curse." Babson College Entrepreneurship Research Conference, Syracuse University, 2011.
33. "The Dangers of Deep Knowledge: New Ventures in the U.S. Solar Industry." Management Seminar, ESSEC, Paris, France, 2010 (Invited Presentation).
34. "The Dangers of Deep Knowledge: New Ventures in the U.S. Solar Industry." Corporate Strategy and Innovation Research Seminar, EPFL, Lausanne, Switzerland, 2010 (Invited Presentation).
35. "The New Entrepreneurial Paradigm." Management Science and Innovation Seminar, University College London, 2010 (Invited Presentation).
36. "Cognition, Identity, and Emerging Environments." West Coast Technology Entrepreneurship Research Symposium, University of Oregon, 2010.
37. "Cognitive Flexibility: The Adaptive Reality of Concrete Organization Change." Academy of Management, Montreal, Canada, 2010.
38. *"Too Much of a Good Thing? Extreme Outcomes and the Resources Curse." Academy of Management, Montreal, Canada, 2010.
39. "Cognitive Flexibility and Technology Change in the U.S. Photovoltaic Industry." Wharton Technology Conference, University of Pennsylvania, 2010.
40. "Developing Entrepreneurial Environments." Monterrey Venture Capital Conference, Tec de Monterrey, Mexico, 2010.
41. "Cognitive Flexibility and Technology Change in the U.S. Photovoltaic Industry." Winter Strategy Conference, Midway, Utah, 2010.
42. "Too Much of a Good Thing? Extreme Outcomes and the Resources Curse." Organizational Leadership and Strategy Research Seminar, Brigham Young University, 2010.
43. "Cognitive Flexibility and Technology Change." Organizations Research Seminar, University of New Mexico, 2009 (Invited Presenter).
44. "Cognitive Flexibility and Technology Change." Business Management Research Seminar, Brigham Young University, 2009 (Invited Presenter).
45. "Cognitive Flexibility and Technology Change." INFORMS, San Diego, California, 2009.
46. "Cognitive Flexibility: The Adaptive Reality of Concrete Organization Change." West Coast Technology Entrepreneurship Research Symposium, University of Washington, 2009.
47. "Cognitive Flexibility: The Adaptive Reality of Concrete Organization Change." Organization Change Symposium, Santa Clara University, 2009 (Invited presenter).

48. "Emerging Paradigms in Entrepreneurship." West Coast Technology Entrepreneurship Research Symposium, Stanford University, 2008.
49. "How Do Firms Adapt their Resources?" Conference on Competitiveness and Cooperation (CCC), Georgia Tech, 2007.
50. "What Are Dynamic Capabilities and Does it Matter?" West Coast Technology Entrepreneurship Research Symposium, University of Washington, 2006.
51. *"Leaping to New Markets: Adaptive Capacity and the Performance Consequences of Core Change." Academy of Management, Atlanta, Georgia, 2006.
52. *"Leaping to New Markets: Adaptive Capacity and the Performance Consequences of Core Change." Strategic Management Society, Orlando, Florida, 2005.

TEACHING EXPERIENCE AND ACTIVITIES

INSEAD, Assistant Professor, 2016-Present

Technology strategy and innovation professor in international business school teaching MBAs, PhDs and executives. Developed open, custom and online programs for leading global organizations, teaching C-level and top executives

- Technology and Innovation Strategy

Stanford University, Visiting Professor, 2008-Present

Visiting instructor in acclaimed Mayfield Fellows Program.

- Mayfield Fellows Program:
 - Internationally recognized, pedagogically-innovative course combining entrepreneurship theory and experiential learning
 - Three-quarter course combining teaching, mentorship, and location-based class instruction during student internships at venture-funded startups

Brigham Young University, Assistant Professor, 2009-2015

Innovation and entrepreneurship instructor in top undergraduate and graduate business school, established new entrepreneurship curriculum.

- Creating and Managing New Ventures:
 - New course on early-stage, post-idea company development and management drawing on leading academic theory and best practice from Silicon Valley
 - Two course teams went on to win national business plan competitions, three of five teams received external funding from professional investors
 - Above 7 course/instructor rating on 8-point scale
- Inter-disciplinary Innovation
 - New course bringing together faculty and students from multiple disciplines (business, engineering, computer sciences, life sciences, law) to develop and bring innovations to market over the course of a year

- Significant funding secured to seed innovations and create faculty and student fellowships to bridge the inter-disciplinary gap at the university
- Venture Capital Due Diligence:
 - Innovative venture due diligence course combining content with experience-based learning where students performed diligence on key deals with a live seed fund
 - Curriculum being adopted by multiple universities
 - Above 7 course/instructor rating on 8-point scale

University of North Carolina, Chapel Hill, Adjunct Professor, 2013-2015

Adjunct professor in new MBA@UNC program (first top-twenty MBA program to teach online).

- Technology and corporate strategy:
 - Teaching award for top-rated MBA professor, 2013

ESSEC Business School (France), Visiting Professor, 2010-2015

Visiting professor in the entrepreneurship program at top French business school.

- Introduction to Entrepreneurship:
 - Taught graduate-level international students how to apply novel risk-reduction methodologies to development of new businesses

International Business Model Competition, 2010-Present

Founder of a new competition rewarding lean entrepreneurial principles that has gathered dozens of supporting universities and culminates in an international final (held at Harvard 2013).

Stanford University, Executive Education Program, Instructor, 2005-2008

Instructor in nationally recognized executive education program attracting over 100 top-tier technology executives annually from multiple industries.

- New Venture Lab:
 - Taught entrepreneurship and corporate development, leading executives through the development of a new venture plan presented to Silicon Valley venture capitalists

Stanford University, Teaching Assistant, 2005-2008

Teaching assistant in the Stanford Technology Ventures Program. Responsible for teaching independent modules and courses, course design, and student evaluation.

- Strategy in Technology-based Companies:
 - Highest-rated, MBA-level strategy course integrating industry structure, resource-based, game theory and dynamic environment theories of strategy

PROFESSIONAL EXPERIENCE

Kickstart Seed Fund, Board Observer and Advisor, 2008-2015

Board observer and senior advisor to international seed fund aligning university and ecosystem incentives to increase high-quality deal flow.

- Helped establish and fund-raise for first fund established in Rocky mountain region. A second fund has been raised in Mexico and future funds are being planned in other regions
- Led development of proprietary entrepreneur education content and knowledge-sharing systems to differentiate the fund and create long-term advantage

vSpring Capital, Advisor, 2008-2010

Advisor to leading venture fund in Rocky Mountain region with top-decile returns.

- Played key role in developing proprietary, differentiating content for portfolio firms
- Advised select portfolio firms

Greentech Media, Senior Consultant, 2007-2009

Senior consultant for premiere green technology information portal and research institution.

- Worked closely with the Prometheus Institute on solar industry competitive landscape

Advisory Board, 2006-2010

Advisory board member to startups in Web 2.0, green technology, services, retail & financial industries.

- Acted as advisory board member to Credibli (Web 2.0), Xeromax (next generation water-proofing), Terranova (bio-remediation), Risk Allocation Services (financial platform for solar installation), Classtop (Web 2.0 in education space, Facebook fund winner, #3 app on Facebook), Solar Permits (residential solar permitting solution)

Pronk, Co-founder, 2005-2008

Co-founded innovative women's lifestyle brand featured in major women's magazines and in continued operation.

Monitor Group, Management Consultant, 2000-2002

Led independent modules of critical work for Fortune 500 firms in strategy, marketing, scenario-planning, competitor benchmarking, product design and organizational behavior.

- Developed, with senior executive, new management concept for publication (The Third Opinion: How Successful Leaders Use Outside Insight to Create Superior Results, 2004)
- Helped develop the business model to launch a new Monitor Group company
- Independently developed key hypotheses and model that won relationship with Global 500 client
- Awarded highest evaluations among entering class of consultants

PROFESSIONAL AND SERVICE ACTIVITIES

Editorial Review Board

- Organization Science

Ad Hoc Reviewer

- Administrative Science Quarterly, Strategic Management Journal, Strategic Entrepreneurship Journal, Academy of Management Journal, Research Policy

Professional Memberships, Present

- Academy of Management, BPS, TIM, ENT Divisions
- INFORMS
- Stanford Technology Ventures Program
- Roundtable on Entrepreneurship Education

Marriott School of Management, Brigham Young University

- Revised entrepreneurship curriculum to increase impact for students and integrate with leading thinking in the field (2010-Present)
- Launched first international competition for business model development (2010-Present)
- Implemented ranking reporting (ranking rose from unranked to #4 undergraduate and graduate entrepreneurship program since taking responsibility) (2008-2011)
- Hosted "Entrepreneurship Lecture Series," KBYU Television, distribution to 5 million viewers (2008-2010)
- Participate in Entrepreneurship Center Strategic Plan Development Committee (2008-Present)

Stanford Technology Ventures Program, Stanford University, 2006-2008

- Coordinated Stanford Technology Ventures Program Speaker Series
- Edited Stanford Entrepreneurial Lecture Series, ecorner.stanford.edu

REFERENCES

Kathy Eisenhardt

Department of Management Science and Engineering
Stanford University
415 Terman Engineering
Stanford, CA 94305
(650) 723-1887
kme@stanford.edu

Jeff Dyer

Department of Organizational Leadership and Strategy
Brigham Young University
771 TNRB
Provo, UT 84604
(801) 422-5742

jdyer@byu.edu

Riitta Katila

Department of Management Science and Engineering
Stanford University
413 Terman Engineering
Stanford, CA 94305
(650) 725-1632
rkatila@stanford.edu

Tom Byers

Department of Management Science and Engineering
Stanford University
417 Terman Engineering
Stanford, CA 94305
(650) 725-8271
tbyers@stanford.edu