



HARVARD | BUSINESS | SCHOOL

March 2006

Jan W. Rivkin

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Newton, MA 02459
(617) 558-9347

EDUCATION

1997 Ph.D., Business Economics, Harvard University
1996 M.A., Economics, Harvard University
1990 M.Sc., with distinction, Economics, London School of Economics
1989 Diploma, with distinction, Economics, London School of Economics
1988 B.Sc., *summa cum laude* (valedictorian), Chemical Engineering, Princeton University
Certificate, Science and Public Policy, Woodrow Wilson School, Princeton University

HARVARD UNIVERSITY

Appointments

2002 - Associate Professor of Business Administration, Harvard Business School
1997 - 2002 Assistant Professor of Business Administration, Harvard Business School
1997 Tutor, sophomore tutorial in business strategy, Economics Department

Assignments

2005 - 2006 Advanced Competitive Strategy: Integrating the Enterprise; Strategy executive education program; supervision of field studies; Strategy Unit recruiting and seminar committees; Policy and Admissions Committee for Information, Technology and Management Ph.D. program; admission activities for Business Economics Ph.D. program; research; course development
2004 - 2005 Advanced Competitive Strategy: Integrating the Enterprise; Strategy executive education program; supervision of field studies and independent student research; Strategy Unit recruiting and seminar committees; Policy and Admissions Committee for Information, Technology and Management Ph.D. program; admission activities for Strategy D.B.A. program; Research Computing Advisory Group; research; course development
2003 - 2004 Advanced Competitive Strategy: Integrating the Enterprise; Strategy executive education program; supervision of field studies and independent student research; Strategy Unit recruiting and seminar committees; Policy and Admissions Committee for Information, Technology and Management Ph.D. program; admission activities for Strategy D.B.A. program; Research Computing Advisory Group; research; course development
2002 - 2003 Advanced Competitive Strategy: Integrating the Enterprise; Strategy executive education program; supervision of field studies and independent student research; Strategy Unit seminar committee; Policy and Admissions Committee for Information, Technology and

- Management Ph.D. program; Research Computing Advisory Group; research; course development
- 2001 - 2002 Advanced Competitive Strategy: Integrating the Enterprise; Economics of Markets; Strategy executive education program; supervision of field studies and independent student research; Strategy Unit seminar committee; Faculty Research Computing Center Advisory Board; Faculty Governance Task Force; research; course development
- 2000 - 2001 First-year Strategy course (summer cohort); Strategy executive education program; Crimson Greetings; supervision of field studies and independent student research; Strategy Unit seminar committee; Faculty Research Computing Center Advisory Board; Faculty Governance Task Force; research; course development
- 1999 - 2000 First-year Strategy course (summer cohort); Strategy executive education program; supervision of field studies and independent student research; Strategy Research Conference committee; research; course development
- 1998 - 1999 First-year Strategy course (summer cohort); Economics of Markets; Strategy executive education program; supervision of field studies and independent student research; Strategy Research Conference committee; research; course development
- 1997 - 1998 First-year Strategy course; Crimson Greetings; Strategy executive education program; research; course development

WORK EXPERIENCE

- 1990 - 1993 Strategy consultant, Monitor Company, Cambridge, Massachusetts
Led or participated in teams that advised senior management of Fortune 100 companies
- 1989 Summer analyst, Cornerstone Research, Cambridge, Massachusetts
Helped prepare expert witnesses for testimony before juries
- 1987 Mason, Voluntary Workcamps Association of Ghana, West Africa
Volunteered manual labor for construction of school buildings in two villages
- 1986 Summer analyst, Salomon Brothers, New York City
Devised a stochastic dynamic program for determining price sensitivity of bonds

AWARDS AND HONORS

- 2005 Elective-curriculum teaching award from the Harvard Business School Class of 2005
- 2005 Best Paper Prize, European Meeting on Applied Evolutionary Economics for
“Complexity, Networks and Knowledge Flow” with Olav Sorenson and Lee Fleming
- 2004 Elective-curriculum teaching award from the Harvard Business School Class of 2004
- 2002 Elective-curriculum teaching award from the Harvard Business School Class of 2002
- 2001 - 2002 Berol Faculty Fellow, Harvard Business School
- 2000 Greenhill Award, Harvard Business School
- 1999 Glueck Best Paper Award, Business Policy and Strategy Division, Academy of
Management for “Estimating the Performance Effects of Business Groups in Emerging
Markets” with Tarun Khanna
- 1995 Henry Ford II Scholarship, Harvard Business School (best academic record among
students completing first-year M.B.A. coursework)
- 1988 Valedictorian, Princeton University
- 1988 Marshall Scholarship
- 1987 Moses Taylor Pyne Prize, Princeton University (highest undergraduate distinction for
extracurricular contributions and academic achievement)
- 1984 United States Presidential Scholar

PUBLICATIONS**I. Research on interactions among decisions****A. Challenges posed by interactions**

“Imitation of Complex Strategies,” *Management Science* (46), 2000, 824-844.

“Reproducing Knowledge: Replication Without Imitation at Moderate Complexity,” *Organization Science* (12), 2001, 274-293.

With Olav Sorenson and Lee Fleming, “Complexity, Networks and Knowledge Flow,” HBS Working Paper 04-027, forthcoming in *Research Policy*. Abridged version published in *Academy of Management Best Papers Proceedings*, August 2004. Winner of the 2005 Best Paper Prize, European Meeting on Applied Evolutionary Economics.

With Nicolaj Siggelkow, “Patterned Interactions in Complex Systems: Implications for Exploration,” HBS Working Paper 05-044, forthcoming in *Management Science*.

B. Cognitive devices

With Giovanni Gavetti, “On the Origin of Strategy: Action and Cognition over Time,” HBS Working Paper 05-005, revision invited at *Organization Science*.

With Giovanni Gavetti and Daniel Levinthal, “Strategy-making in Novel and Complex Worlds: The Power of Analogy,” *Strategic Management Journal* (26), 2005, 691-712.

With Giovanni Gavetti, “How Strategists Really Think: Tapping The Power of Analogy,” *Harvard Business Review* (83:4), 2005, 54-63.

With Giovanni Gavetti, “Teaching Students How to Reason Well by Analogy,” *Journal of Strategic Management Education* (1), 2004, 431-450.

C. Organizational design

With Nicolaj Siggelkow, “Organizational Sticking Points on NK Landscapes,” *Complexity* (7:5), 2002, 31-43.

With Nicolaj Siggelkow, “Balancing Search and Stability: Interdependencies Among Elements of Organizational Design,” *Management Science* (49), 2003, 290-311.

With Nicolaj Siggelkow, “Speed and Search: Designing Organizations for Turbulence and Complexity,” *Organization Science* (16), 2005, 101-122.

With Nicolaj Siggelkow, “Organizing to Strategize in the Face of Interactions: Preventing Premature Lock-in,” HBS Working Paper 06-027, forthcoming in *Long Range Planning*.

With Nicolaj Siggelkow, "When Exploration Backfires: Unintended Consequences of Multi-level Organizational Search," HBS Working Paper 06-016, forthcoming in the *Academy of Management Journal*.

II. Research on roots of differences in firm performance

With Tarun Khanna, "Estimating the Performance Effects of Business Groups in Emerging Markets," *Strategic Management Journal* (22), 2001, 45-74. Abridged version published in *Academy of Management Best Papers Proceedings*, August 1999. Winner of the 1999 Glueck Best Paper Prize, Business Policy and Strategy Division, Academy of Management.

With Tarun Khanna, "Interorganizational Ties and Business Group Boundaries: Evidence from an Emerging Market," HBS Working Paper 00-068, conditionally accepted at *Organization Science*.

With Tarun Khanna, "The Structure of Profitability Around the World," HBS Working Paper 01-056.

III. Course material on interactions among decisions

"Advanced Competitive Strategy, Notes for Educators:"

"1. An Overview of the Course," HBS teaching note 706-449 (2005).

"2. Integration in Business Education and Research," HBS teaching note 706-468 (2005).

"3. Key Concepts in a Module on Analyzing the Parts of a Strategy," HBS teaching note 706-469 (2005).

"4. Key Concepts in a Module on the Origins of Strategy," HBS teaching note 706-470 (2005).

"5. Key Concepts in a Module on Strategic Failure," HBS teaching note 706-471 (2005).

"6. Key Concepts in a Module on Strategic Change," HBS teaching note 706-472 (2005).

"7. Tools and Techniques, Plus Practice," HBS teaching note 706-473 (2005).

"8. Research Questions," HBS teaching note 706-474 (2005).

"Advanced Competitive Strategy: Integrating the Enterprise, Course Introduction [for students]," HBS class note 706-452 (2005).

A. How can a strategist analyze the parts of a firm's strategy?

"How can a strategist analyze the parts of a firm's strategy? Advanced Competitive Strategy, Module Note for Students," HBS class note 706-431 (2005).

With Pankaj Ghemawat, "Creating Competitive Advantage," HBS class note 798-062 (1998). Revised version published in Pankaj Ghemawat, *Strategy and the Business Landscape: Text and Cases*, Reading, MA: Addison-Wesley, 1999 (first edition) and 2006 (second edition).

"Airborne Express (A)," HBS case 798-070 (1998).

"Airborne Express (A)," HBS teaching note 700-085 (2000).

"Husky Injection Molding Systems," HBS case 799-157 (1999).

"Husky Injection Molding Systems," HBS teaching note 700-087 (2000).

Edited: Videotape of campus visit by CEO of Husky Injection Molding Systems.

"Dogfight Over Europe: Ryanair (A)," HBS case 700-115 (2000).

"Dogfight Over Europe: Ryanair (B)," HBS case 700-116 (2000).

"Dogfight Over Europe: Ryanair (C)," HBS case 700-117 (2000).

“Dogfight Over Europe: Ryanair,” HBS teaching note 701-090 (2001).

B. Where do successful strategies come from?

“Where do successful strategies come from? Advanced Competitive Strategy, Module Note for Students,” HBS class note 706-432 (2005).

With Giovanni Gavetti, “The Use and Abuse of Analogies,” HBS class note 703-429 (2003).

“An Options-led Approach to Making Strategic Choices,” HBS class note 702-433 (2002).

“The British Motorcycle Industry at a Crossroads,” HBS case 703-031 (2003).

“Honda (A), Honda (B), and the British Motorcycle Industry at a Crossroads,” HBS teaching note 704-022 (2003).

With Giovanni Gavetti and Elizabeth Johnson, “Lycos (A): The Tripod Decision,” HBS case 702-435 (2002).

“Lycos (A): The Tripod Decision,” HBS teaching note 704-472 (2004).

With Jason Woodard, “Silverado (A),” HBS case 703-441 (2003).

“Silverado (A),” HBS teaching note 706-464 (2006).

With Kenneth S. Cortis, “Performance Indicator,” HBS teaching note 703-456 (2003).

“Excerpts from Amar Bhidé’s *The Origin and Evolution of New Businesses*,” HBS class note 702-424 (2001).

“Peter Drucker on Effective Decisions” (edited excerpts from Peter Drucker’s *The Effective Executive*), HBS class note 703-442 (2002).

C. Why do strategies fail?

“Why do strategies fail? Advanced Competitive Strategy, Module Note for Students,” HBS class note 706-433 (2005).

With Michael E. Porter, “Matching Dell,” HBS case 799-158 (1999).

“Matching Dell,” HBS teaching note 700-084 (1999).

With Simona Giorgi, “Matching Dell (B): 1998-2003,” HBS case 704-476 (2004).

“Matching Dell: Teaching Note Supplement,” HBS teaching note 706-482 (2006).

With Laurent Therivel, “Delta Air Lines (A): The Low-Cost Carrier Threat,” HBS case 704-403 (2004).

With Laurent Therivel, “Delta Air Lines (B): The Launch of Song,” HBS case 704-439 (2004).

“Delta Air Lines (A): The Low-Cost Carrier Threat and Delta Air Lines (B): The Launch of Song,” HBS teaching note 706-430 (2005).

D. How do firms change their strategies successfully?

“How do firms change their strategies successfully? Advanced Competitive Strategy, Module Note for Students,” HBS class note 706-434 (2005).

With Dorothy Leonard and Gary Hamel, "Change at Whirlpool Corporation (A)," HBS case 705-462 (2005).

With Dorothy Leonard and Gary Hamel, "Change at Whirlpool Corporation (B)," HBS case 705-463 (2005).

With Dorothy Leonard and Gary Hamel, "Change at Whirlpool Corporation (C)," HBS case 705-464 (2005).

With Jay Giroto, "Yahoo!: Business on Internet Time," HBS case 700-013 (1999). Reprinted in Thomas R. Eisenmann, ed. *Internet Business Models: Text and Cases* (Boston: McGraw-Hill Irwin, 2002).

With Jay Giroto, "Yahoo!: Business on Internet Time," HBS teaching note 700-086 (2000).

With Gerrit Meier, "BMG Entertainment," HBS case 701-003 (2000).

"BMG Entertainment," HBS teaching note 701-049 (2000).

Edited: Videotape of campus visit by CEO of BMG Entertainment.

"The Press Looks Inside Sears," HBS case 703-443 (2002).

IV. Additional course material

With Kenneth S. Corts, "A Note on Microeconomics for Strategists," HBS class note 799-128 (1999).

With Michael E. Porter, "Competition & Strategy: Course Structure," HBS teaching note 700-091 (2000).

With Bharat Anand and Tarun Khanna, "Market Failures," HBS class note 700-127 (2000).

With Michael E. Porter, "Industry Transformation," HBS class note 701-008 (2000).

With Tarun Khanna, "Math for Strategists," HBS class note 705-433 (2004).

With Pankaj Ghemawat, "Choosing Corporate Scope," in Pankaj Ghemawat, *Strategy and the Business Landscape: Text and Cases*, Reading, MA: Addison-Wesley, 2006 (second edition).

PRESENTATIONS

1996 - 97

"Imitation of Complex Strategies"

Industrial Organization Seminar, Economics Department, Harvard, October 1996

Columbia Business School, November 1996

Harvard Business School, December 1996

University of Chicago Graduate School of Business, January 1997

Academy of Management Meetings, Boston, August 1997. In symposium on "New Perspectives on an Old Concept: Internal Fit, Complementarity, and Interaction Effects"

1997 - 98

"Optimally Suboptimal Organizations: Local Search on Complex Landscapes"

Academy of Management Meetings, San Diego, August 1998

“Reconcilable Differences: The Relationship Between Industry Conditions and Competitive Advantage”
Academy of Management Meetings, San Diego, August 1998

1998 - 99

“Imitation of Complex Strategies”
Computational Workshop, Anderson School of Management, University of California, Los Angeles,
April 1999

“Imitation, Replication, and Complexity”
Complexity and Management Seminar, New England Complex Systems Institute, October 1998
INFORMS session on replication, Seattle, October 1998
Academy of Management Meetings, Chicago, August 1999. In symposium on “Replicating
Knowledge for Competitive Advantage”

“Competition on Shifting Landscapes”
Strategic Management Society Annual Conference, Orlando, November 1998

“Activity Systems as Barriers to Imitation”
Strategic Management Society Annual Conference, Orlando, November 1998

“Sustained Advantage on Rugged Landscapes”
Wharton conference on complexity and management, April 1999

“Estimating the Performance Effects of Networks in Emerging Markets”
MIT Sloan School of Management Strategy Seminar, November 1998

1999 - 2000

“Imitation of Complex Strategies”
Brigham Young University / University of Utah Winter Strategy Conference, Provo, March 2000

“Choice Interaction and Organizational Structure”
Academy of Management Meetings, Toronto, August 2000. In symposium on “Complexity and
Complementarities”

“Robustness and Rigor in Agent-based Models”
Academy of Management Meetings, Toronto, August 2000. In symposium on “Agent-based
Computational Models”

“CAS [Complex Adaptive System] Simulations in Management Science”
Academy of Management Meetings, Toronto, August 2000. In symposium on “The Complexity
Perspective”

“The Structure of Profitability Around the World: Evidence that Strategy Depends upon Institutional
Context”
Strategic Management Society Annual Conference, Berlin, October 1999

“Ties that Bind Business Groups: Evidence from an Emerging Economy”
Stanford Graduate School of Business, April 2000
Strategy Research Forum Workshop, May 2000

2000 - 01

“Choice Interaction and Organizational Structure”

INFORMS Conference, San Antonio, November 2000

Harvard Business School, junior faculty brown-bag lunch, November 2000

University of Michigan School of Business, April 2000

“Estimating the Performance Effects of Business Groups in Emerging Markets”

Strategic Management Society Annual Conference, Vancouver, October 2000

“New Directions in Complexity Research”

Academy of Management Meetings, Washington, August 2001

“Commercializing Complex Products: The Role of Modularized Design and Development”

Academy of Management Meetings, Washington, August 2001. Discussant role in symposium on
“Commercializing Complex Products”

2001 - 02

“Choice Interaction and Organizational Structure”

Cambridge Colloquium on Complexity and Social Networks, Harvard University, October 2001

UCLA Conference on Agent-based Modeling in the Social Sciences, Lake Arrowhead, California,
May 2002

“Reproducing Knowledge: Simulation and Evidence”

Harvard-MIT Seminar on the Economics of Organizations, December 2001

Fisher College of Business, Ohio State University, March 2002

Olin School of Business, Washington University, May 2002

“Complexity, Networks and Knowledge Flow”

Academy of Management Meetings, Denver, August 2002. In symposium on “Knowledge
Generation and Flow across Organization and Community Networks”

“BPS’s Unfinished Business: A Newcomer Looks Far Backwards and Ahead”

Academy of Management Meetings, Denver, August 2002. In symposium on “A Multi-generational
Retrospective and Prospective on the Field of Business Policy and Strategy”

“A Quantitative Backbone for a Core Strategy Course”

Academy of Management Meetings, Denver, August 2002. In professional development workshop
on “Crafting Strategy Courses”

2002 - 03

“Complexity, Networks and Knowledge Flow: Simulation and Evidence”

Stern School of Business, New York University, November 2002

“Complexity, Cognition, and Adaptation: Toward a Grounded Theory of the Origin of Strategies”

Conference on Cognition and Capabilities, Harvard Business School, September 2002

“Strategy-making in Novel and Complex Environments: The Power of Analogy”

F.W. Olin School of Business, Babson College, April 2003
Fuqua School of Business, Duke University, May 2003
Wharton School, University of Pennsylvania, May 2003
Academy of Management Meetings, Seattle, August 2003

“A Simulation of Strategy-making by Analogy”

Academy of Management Meetings, Seattle, August 2003. In professional development workshop on “Exploring Strategy Through Simulation”

“An Alternative Approach to Making Strategic Choices”

Academy of Management Meetings, Seattle, August 2003. In professional development workshop on “Teaching Integrative Strategy Courses: Bridging the Formulation-Implementation Divide”

“Mind, Body, and the Origins of Strategy in the Internet Portal Industry”

Academy of Management Meetings, Seattle, August 2003. In symposium on “Unlocking the Black Box of Strategy Creation”

2003 - 04

“Strategy-making in Novel and Complex Environments: The Power of Analogy”

Anderson School, University of California, Los Angeles, November 2003

“Mind, Body, and the Origins of Strategy in the Internet Portal Industry”

Strategic Management Society Annual Conference, Baltimore, November 2003. In symposium on “Unlocking the Black Box of Strategy Creation”

“Making Strategy by Analogy”

Course Development Research (CORE) Seminar, Harvard Business School, March 2004

“Speed and Search: Designing Organizations for Turbulence and Complexity”

Academy of Management Meetings, New Orleans, August 2004

“Leading with the Action Question”

Academy of Management Meetings, New Orleans, August 2004. In professional development workshop on “Innovative Methods for Teaching Strategic Management: From Analysis to Action”

2004 - 05

“Complexity, Networks and Knowledge Flow: Simulation and Evidence”

Rotman School of Business University of Toronto, November 2004
Boston University, November 2004

“On the Origin of Strategy: Action and Cognition over Time”

College on Organization Science, Tuck School of Business, Dartmouth University, November, 2004
Atlanta Competitive Advantage Conference, June 2005

“Patterned Interactions in Complex Systems: Implications for Exploration”

Academy of Management Meetings, Honolulu, August 2005

“Learning to Teach, Teaching to Learn”

Business Policy and Strategy Doctoral Consortium, Academy of Management Meetings, Honolulu, August 2005

“Conceptual Questions about Drivers of Performance”

Academy of Management Meetings, Honolulu, August 2005. Discussant role

2005 - 06

“On the Origin of Strategy: Action and Cognition over Time”

Entrepreneurial Management seminar series, Harvard Business School, October 2005

“Complexity, Networks and Knowledge Flow: Simulation and Evidence”

Ross School of Business, University of Michigan, November 2005

PROFESSIONAL AND OTHER ACTIVITIES

Professional societies: Academy of Management, Strategic Management Society, American Economic Association

Associate Editor, *Management Science* (2003-present)

Editorial board: *Strategic Organization*

Business Policy and Strategy Division, Academy of Management: appointed to Research Committee (2000-02), participated in consortium for doctoral students (2002), appointed to Teaching Committee (2002-04), elected to Executive Committee (2004-06), selected to co-chair consortium for doctoral students (2005-06)

Reviewer: *Academy of Management Journal*, Academy of Management Meetings (recognized as Business Policy and Strategy Division Outstanding Reviewer in 1999), *Academy of Management Review*, *American Journal of Sociology*, *Emergence: A Journal of Complexity Issues in Organization and Management*, *Journal of Business*, *Journal of Economics and Management Strategy*, *Management Science*, *Organization Science*, *Research Policy*

Director, Goldpocket Interactive, 2000-05

Symposium and workshop organizer:

“New Perspectives on an Old Concept: Internal Fit, Complementarity, and Interaction Effects,” a symposium for the Academy of Management Meetings, 1997, involving Rebecca Henderson, Daniel Levinthal, Michael Porter, Nicolaj Siggelkow, and Scott Stern

“Replicating Knowledge for Competitive Advantage” (with Gabriel Szulanski and Sidney Winter), a symposium for the Academy of Management Meetings, 1999, involving Jeffrey Dyer, Morten Hansen, Gabriel Szulanski, and Sidney Winter

“Complexity and Management: Two Interacting Sciences” (with Michael Lissack), an all-day workshop for the Academy of Management Meetings, 1999, involving Max Boisot, John Seeley Brown, Kevin Dooley, Steve Maguire, Bill McKelvey, Larry Prusak, *et al.*

“Crafting Strategy Courses” (with Gautam Ahuja), a workshop for the Academy of Management Meetings, 2002, involving Will Mitchell, Michael Roberto, and Gabriel Szulanski

“Teaching Integrative Strategy Courses: Bridging the Formulation-Implementation Divide” (with Ranjay Gulati and Michael Roberto), a workshop for the Academy of Management Meetings, 2003, involving Kathleen Eisenhardt, Anil Gupta, and David Jemison

“Unlocking the Black Box of Strategy Creation” (with Jeff Dyer and Hal Gregerson), a symposium for the Academy of Management Meetings and Strategic Management Society Annual Conference, 2004, involving Jay Barney, Rita McGrath, and Nicolaj Siggelkow

“Adaptation vs. Selection in Industry Change: Toward a Contingency View” (with Peter Murmann), a workshop for the Academy of Management Meetings, 2004, involving William Barnett, Anita McGahan, and Will Mitchell

Recurring executive education activities related to Harvard Business School:

Strategy: Building and Sustaining Competitive Advantage, flagship program of HBS Strategy Unit

Royal Bank of Scotland, Senior Leadership Program I

Nomura School of Advanced Management, Tokyo, Japan

Business Perspectives for Design Leaders, custom program for the American Institute of Graphic Artists (co-chair in 2005)