

CONSTANCE E. HELFAT

**J. Brian Quinn Professor in Technology and Strategy
Tuck School of Business at Dartmouth
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Hanover, NH 03755
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**RESEARCH
FOCUS**

Firm and managerial capabilities for strategic change, technological innovation, and the dynamics of diversification and vertical integration

EDUCATION

YALE UNIVERSITY

Ph.D., M.A., and M. Phil. (Economics)

UNIVERSITY OF CALIFORNIA AT BERKELEY

A.B. (Economics)

**WORK
EXPERIENCE**

1998-present

TUCK SCHOOL OF BUSINESS AT DARTMOUTH

J. Brian Quinn Professor in Technology and Strategy, 2004-present
Senior Associate Dean for Research Innovation, 2019-2021
Associate Dean for Research Innovation, 2018-2019
Professor of Strategy and Technology, 2002-2004
Associate Professor of Business Administration (with tenure), 1998-2002
Research Affiliate, Center for Digital Strategies, 1999-present

Winter 2017

**UNIVERSITY OF PENNSYLVANIA
THE WHARTON SCHOOL**

Visiting Scholar, Mack Institute for Innovation Management

2008-2009

HARVARD BUSINESS SCHOOL

Visiting Scholar, Strategy Unit

1991-1998

**UNIVERSITY OF PENNSYLVANIA
THE WHARTON SCHOOL**

Assistant Professor, Management Department

1987-1991

**NORTHWESTERN UNIVERSITY
J. L. KELLOGG GRADUATE SCHOOL OF MANAGEMENT**

Assistant Professor, Department of Management and Strategy

1985-1987

**UNIVERSITY OF CALIFORNIA, DAVIS
GRADUATE SCHOOL OF MANAGEMENT**

Assistant Professor

HONORS AND AWARDS Distinguished Scholar Award, Technology and Innovation Management Division, Academy of Management
Foundations Scholar, Knowledge and Innovation Interest Group, Strategic Management Society
Fellow of the Academy of Management
Fellow of the Strategic Management Society
Viipuri Prize in Strategic Management
Honorary Doctorate, Lappeenranta University of Technology
Clarivate Analytics Highly Cited Scholar, Web of Science Economics & Business, 2019 and 2020
Dan and Mary Lou Schendel Best Paper Prize, *Strategic Management Journal*
SO!What Award for Scholarly Contribution (twice), *Strategic Organization*
M.B.A. Excellence in Teaching Award, The Wharton School
Yale University Graduate Fellowship
Distinction on Ph.D. Qualifying Examination in Economic History
Phi Beta Kappa
High Honors in Economics and Great Distinction in General Scholarship, University of California at Berkeley

HONORARY VISITORSHIPS London Business School, April 2018
BI Norwegian Business School, September 2015

RESEARCH

Academic Publications “Resource Allocation Capability and Routines in Multi-Business Firms” (with Catherine Maritan). 2024. Organization Science forthcoming.

“Renewing the Resource-based View: New Contexts, New Concepts, and New Methods” (with Aseem Kaul, David Ketchen, Jay Barney, Olivier Chatain, and Harbir Singh). 2023. Strategic Management Journal 44(6): 1357-1390.

“Strategic Organization, Dynamic Capabilities, and the External Environment.” 2022. Strategic Organization 20(4): 734-742.

“Strategic Transformation and the Problem of Inertia.” 2022. Strategic Management Review 3(2): 325-337.

“Transferring Knowledge by Transferring Individuals: Innovative Technology Use and Organizational Performance in Multiunit Firms” (with Christian Stadler and Gianmario Verona). 2022. Organization Science 33(1): 253-274.

- *Lead article in the regular issue of the journal*

“What Does Firm Shaping of Markets Really Mean?” 2021. Strategy Science 6(4): 360-370.

“The Economic View of Strategic Management.” 2021. In Irene Duhaime, Michael Hitt, and Marjorie Lyles, Eds., Strategic Management: State of the Field and Its Future. Oxford University Press: Oxford, UK.

“Disentangling the Microfoundations of Acquisition Behavior and Performance” (with Philipp Meyer-Doyle and Sunkee Lee). 2019. Strategic Management Journal 40(11): 1733-1756.

“Articles on Datasets” (with Sendil Ethiraj and Alfonso Gambardella). 2019. Strategic Management Journal 40(5): 713-714.

“The Dynamics of Capability Search and Creation.” 2018. Industrial and Corporate Change 27(6): 1155-1157.

“Dynamic and Integrative Capabilities for Profiting from Innovation in Digital Platform-Based Ecosystems” (with Ruth Raubitschek). 2018. Research Policy 47: 1391-1399.

“Theory in Strategic Management” (with Sendil Ethiraj and Alfonso Gambardella). 2018. Strategic Management Journal 39: 1529.

“The Behavior and Capabilities of Firms.” 2018. In Richard R. Nelson et al., Modern Evolutionary Economics: An Overview. Cambridge University Press: Cambridge, UK.

“Quo Vadis, Dynamic Capabilities? A Content-Analytic Review of the Current State and Recommendations for Future Research (with Oliver Schilke and Songcui Hu). 2018. Academy of Management Annals 12(1): 390-439.

“Improving Data Availability: A New *SMJ* Initiative” (with Sendil Ethiraj and Alfonso Gambardella). 2017. Strategic Management Journal 38(11): 2145-2146.

“Searching, Shaping, and the Quest for Superior Performance” (with Giovanni Gavetti and Luigi Marengo). 2017. Strategy Science 2(3): 194-209.

“The Necessity, Logic, and Forms of Replication” (with Richard A. Bettis and J. Myles Shaver). 2016. Strategic Management Journal 37(11): 2193-2203.

“Replication in Strategic Management” (with Sendil Ethiraj and Alfonso Gambardella). 2016. Strategic Management Journal 37(11): 2191-2192.

“Resource Redeployment and Corporate Strategy” (with Timothy B. Folta and Samina Karim). 2016. In T.B. Folta, C.E. Helfat, and S. Karim, Eds., Resource Redeployment and Corporate Strategy (Advances in Strategic Management 35) pp. 1-17, Emerald Group Publishing Limited.

Resource Redeployment and Corporate Strategy (Advances in Strategic Management 35) (edited volume, with T.B. Folta and S. Karim). 2016. Emerald Group Publishing Limited, Bingley, United Kingdom.

“Integrative Capabilities, Vertical Integration, and Innovation Over Successive Technology Lifecycles” (with Miguel Campo-Remado). 2016. Organization Science 27(2): 249-264.

“Creating Repeatable Cumulative Knowledge in Strategic Management” (with Richard A. Bettis, Sendil Ethiraj, Alfonso Gambardella, and Will Mitchell). 2016. Strategic Management Journal 37(2): 257-261.

“Heterogeneity in Dynamic Organizational Capabilities” (with Margaret Peteraf). 2016. In S. Leith and D. J. Teece, Eds., The Oxford Handbook of Dynamic Capabilities in Oxford Handbooks Online, Oxford University Press.

“Vertical Firm Structure and Industry Evolution.” 2015. Industrial and Corporate Change 24(4): 803-818.

- *Editor’s Choice article showcasing the best of the journal*
- *One of three articles nominated for the biennial Richard R. Nelson Prize for the best article published by the journal in prior years*

“Dynamic Managerial Capabilities: Review and Assessment of Managerial Impact on Strategic Change” (with Jeffrey Martin). 2015. Journal of Management 41(5): 1281-1312.

- *Lead article*

“Managerial Cognitive Capabilities and the Microfoundations of Dynamic Capabilities” (with Margaret Peteraf). 2015. Strategic Management Journal 36: 831-850.

- *Most downloaded article from the journal’s website of all articles published in 2015*

“Dynamic Managerial Capabilities: A Perspective on the Relationship Between Managers, Creativity and Innovation in Organizations” (with Jeffrey Martin). 2015. In Christina Shalley, Michael Hitt, and Jing Zhou, Eds., The Oxford Handbook of Creativity, Innovation, and Entrepreneurship: Multilevel Linkages, Oxford University Press.

“Qualitative Empirical Research in Strategic Management” (with Richard Bettis, Alfonso Gambardella, Will Mitchell). 2015. Strategic Management Journal 36: 637-639.

“Theory in Strategic Management” (with Richard Bettis, Alfonso Gambardella, Will Mitchell). 2014. Strategic Management Journal 35: 1411-1413.

“Quantitative Empirical Analysis in Strategic Management” (with Richard Bettis, Alfonso Gambardella, Will Mitchell). 2014. Strategic Management Journal 35: 949-953.

“Fit Between Organization Design and Organizational Routines” (with Samina Karim). 2014. Journal of Organization Design 3(2): 18-29.

“The Impact of Dynamic Capabilities on Resource Access and Development” (with Christian Stadler and Gianmario Verona). 2013. Organization Science 24(6): 1782-1804.

“Technical Fitness.” 2013. Palgrave Encyclopedia of Strategic Management: Palgrave Macmillan.

“Evolutionary Fitness.” 2013. Palgrave Encyclopedia of Strategic Management: Palgrave Macmillan.

“Capability Lifecycle” (with Tiona Zuzul). 2013. Palgrave Encyclopedia of Strategic Management: Palgrave Macmillan.

“Managerial Resources and Capabilities” (with Andrea Hugill). 2013. Palgrave Encyclopedia of Strategic Management: Palgrave Macmillan.

“Managerial Rents” (with Andrea Hill). 2013. Palgrave Encyclopedia of Strategic Management: Palgrave Macmillan.

“Dynamic Managerial Capabilities” (with Dawn Harris). 2013. Palgrave Encyclopedia of Strategic Management: Palgrave Macmillan.

“Untangling Dynamic and Operational Capabilities: Strategy for the (N)ever Changing World” (with Sidney G. Winter). 2011. Strategic Management Journal 32(11): 1243-1250.

“Location, Decentralization, and Knowledge Sources for Innovation” (with Aija Leiponen). 2011. Organization Science 22(3): 641-658.

“Innovation Objectives, Knowledge Sources, and the Benefits of Breadth” (with Aija Leiponen). 2010. Strategic Management Journal 31(2): 224-236.

“Organizational Linkages for Surviving Technological Change: Complementary Assets, Middle Management, and Ambidexterity” (with Alva Taylor). 2009. Organization Science 20: 718-739.

“Understanding Dynamic Capabilities: Progress Along a Developmental Path” (with Margaret Peteraf). 2009. Strategic Organization 7(1): 91-102.

- *SO!What Award for Scholarly Contribution, Strategic Organization*

“Strategic Renewal of Organizations” (with Rajshree Agarwal). 2009. Organization Science 20(2): 281-293.

Dynamic Capabilities: Understanding Strategic Change in Organizations (with Sydney Finkelstein, Will Mitchell, Margaret Peteraf, Harbir Singh, David Teece, and Sidney Winter). 2007. Blackwell Publishers.

- *Japanese translation published in 2010*
- *First chapter reprinted in C.A. Maritan and M.A. Peteraf, Eds., 2011, Competitive Strategy, vol. 1, Edward Elgar.*

“The Board of Directors as a Social Network: A New Perspective” (with Dawn Harris). 2007. Journal of Management Inquiry 16(3): 228-237.

“Stylized Facts, Empirical Research, and Theory Development in Management.” 2007. Strategic Organization 5(2): 185-192.

- *SO!What Award for Scholarly Contribution, Strategic Organization*

“The Pipeline to the Top: Women and Men in the Top Executive Ranks of U.S. Corporations” (with Dawn Harris and Paul Wolfson). 2006. Academy of Management Perspectives 20(4): 42-64.

- *Finalist for the Outstanding Practitioner Oriented Publication in Organizational Behavior Award of the OB Division of the Academy of Management*

“External Succession and Disruptive Change: Heirs Apparent, Forced Turnover, and Firm Performance” (with Elizabeth E. Bailey). 2005. Strategic Organization 3:47-84.

“Inter-temporal Economies of Scope, Organizational Modularity, and the Dynamics of Diversification” (with Kathleen Eisenhardt). 2004. Strategic Management Journal 25: 1217-1232.

- *Lead article*

“The Dynamic Resource-Based View: Capability Lifecycles” (with Margaret Peteraf). 2003. Strategic Management Journal 24: 997-1010.

- *Dan and Mary Lou Schendel Best Paper Prize, Strategic Management Journal*
- *Reprinted in D. Teece and M. Augier, Eds., 2004, Fundamentals of Business Strategy, Sage Publications.*
- *Reprinted in C.A. Maritan and M.A. Peteraf, Eds., 2011, Competitive Strategy, vol. 1, Edward Elgar.*

“Corporate Effects and Dynamic Managerial Capabilities” (with Ron Adner). 2003. Strategic Management Journal 24: 1011-1026.

The Blackwell/Strategic Management Society Handbook of Organizational Capabilities: Emergence, Development, and Change (edited volume). 2003. Blackwell Publishers.

“Stylized Facts Regarding the Evolution of Organizational Resources and Capabilities,” in C. Helfat, Ed., 2003. The Blackwell/Strategic Management Society Handbook of Organizational Capabilities: Emergence, Development, and Change, Blackwell Publishers.

“External Management Succession, Human Capital, and Firm Performance: An Integrative Analysis” (with Elizabeth E. Bailey). 2003. Managerial and Decision Economics 24: 347-369.

“The Birth of Capabilities: Market Entry and the Importance of Pre-History” (with Marvin Lieberman). 2002. Industrial and Corporate Change 11: 725-760.

- *Reprinted in C. Maritan and M. Peteraf, Eds., 2011, Competitive Strategy, vol. 1, Edward Elgar.*

“Epilogue: Product Sequencing, Knowledge, and E-Commerce” (with Ruth Raubitschek). In N. Bontis and W. Choo, Eds., 2002. The Strategic Management of Intellectual Capital and Organization Knowledge: A Collection of Readings, Oxford University Press.

“The Managerial Rents Model: Theory and Empirical Analysis” (with Richard Castanias). 2001. Journal of Management 27: 661-678.

“Does Corporate Strategy Matter?” (with Edward H. Bowman). 2001. Strategic Management Journal 22: 1-23. *Lead article.*

- *Reprinted in J.A. Krug, Ed., 2008, Corporate Strategy, Sage Publications.*

“Product Sequencing: Co-evolution of Knowledge, Capabilities, and Products” (with Ruth Raubitschek). 2000. Strategic Management Journal 21: 961-979.

- *Reprinted in N. Bontis and W. Choo, Eds., 2002, The Strategic Management of Intellectual Capital and Organization Knowledge: A Collection of Readings, Oxford University Press.*

“Guest Editor’s Introduction to the Special Issue: The Evolution of Firm Capabilities.” 2000. Strategic Management Journal 21: 955-959.

“CEO Duality, Succession, Capabilities and Agency Theory: Commentary and Research Agenda” (with Dawn Harris). 1998. Strategic Management Journal 19: 901-904.

“Simple Indicators of Adaptation Versus Rigidity in History Dependent Firm Activities and Decision Rules.” 1998. Industrial and Corporate Change 7: 49-75.

“Specificity of CEO Human Capital and Compensation” (with Dawn Harris). 1997. Strategic Management Journal 18: 895-920.

“Know-how and Asset Complementarity and Dynamic Capability Accumulation: The Case of R&D.” 1997. Strategic Management Journal 18: 339-360.

- *Lead article*
- *Reprinted in C.A. Maritan and M.A. Peteraf, Eds., 2011, Competitive Strategy, vol. 1, Edward Elgar.*

“Evolutionary Trajectories in Petroleum Firm R&D.” 1994. Management Science 40: 1720-1747.

“Firm-Specificity in Corporate Applied R&D.” 1994. Organization Science 5: 173-184.

“Managerial and Windfall Rents in the Market for Corporate Control” (with Richard Castanias). 1992. Journal of Economic Behavior and Organization 18: 153-184. *Lead article.*

“Managerial Resources and Rents” (with Richard Castanias). 1991. Journal of Management, Special Issue on Firm Resources and the Theory of Competitive Strategy, 17: 783-809.

“Investment in Offshore Oil by Diversified Petroleum Companies.” 1989. Journal of Industrial Economics 38: 79-93.

“Investment Choices in the Petroleum Industry.” 1989. Journal of Economic Behavior and Organization 11: 253-283.

Investment Choices in Industry. 1988. Cambridge, MA: The MIT Press.

“Vertical Integration and Risk Reduction” (with David J. Teece). 1987. Journal of Law, Economics, and Organization 3: 47-67.

**Other
Publications**

“3 Strategies for Rolling Out New Tech Within Your Company (with Christian Stadler and Gianmario Verona). 2021. Harvard Business Review Digital Article, August 5.

“FIVE Project: Data Overview” (with Steven Klepper). 2007. <http://papers.ssrn.com/paper=1028022>. *The FIVES Project is a repository of data and documentation on firm and industry evolution, entrepreneurship, and strategy* (<http://five.dartmouth.edu>).

“Work-Life Issues in Academia and Business: The Current State of Affairs.” 2002. Journal of Management Inquiry 11: 329-331.

“Comment: Edward H. Bowman, 1925-1998.” 2001. Strategic Management Journal 22: 25-26.

BOOK REVIEWS

Review of *Dynamic Capabilities & Strategic Management: Organizing for Innovation and Growth*. By David J. Teece. 2009. Oxford, UK: Oxford University Press. 2011, R&D Management 41(2): 217-218.

Review of *Open Innovation: The New Imperative for Creating and Profiting from Technology*. By Henry Chesbrough. 2003. Boston, MA: Harvard Business School Press. 2006, Academy of Management Perspectives.

Review of *Paths of Innovation: Technological Change in Twentieth-Century America*. By David C. Mowery and Nathan Rosenberg. 1998. Cambridge, U.K.: Cambridge University Press. June 1999, Journal of Economic Literature, 37.

TEACHING

Awards

The Wharton School, M.B.A. Excellence in Teaching Award

**Courses
Taught**

Tuck School of Business at Dartmouth
Strategy for Engineering Management, Master of Engineering
Management core course
Business Strategy, Master of Health Care Delivery Science
Business Strategy, Tuck Business Bridge Program
Deconstructing Apple, M.B.A. elective

Strategic Principles for Internet Businesses, M.B.A. elective
Market Entry and Growth Strategies, M.B.A. elective
Industry and Competitive Analysis, M.B.A. elective
Competitive and Corporate Strategy, M.B.A. core course
Advanced Topics in Strategic Management: Business Development,
M.B.A. elective
Ethics in Action, M.B.A. elective (strategy session)

The Wharton School, University of Pennsylvania
Business Policy, M.B.A. core course
Business Policy, executive M.B.A. core course
Competitive Strategy, M.B.A. mini-course
Business Policy, undergraduate elective
Research Methods, Ph.D. course

Kellogg Graduate School of Management, Northwestern University
Management of Organizations, M.B.A. core course in general and
strategic management

University of California at Davis
Competitive Strategy, M.B.A. core course
Government Regulation of Business, M.B.A. elective

**Executive
Education**

Tuck School of Business at Dartmouth
Back in Business: Invest in Your Return (program for business
professionals reentering the workforce), Academic Co-director and Strategy
Course Professor, 2005-2007

National Association of Credit Managers
Corporate Strategy Instructor, 2003-2008

**EDITORIAL
ACTIVITIES**

**Editorial
Positions**

Consulting Editor, Strategic Management Journal, 2021-present
Co-editor, Strategic Management Journal, 2013-2020
Special Issue Co-editor, Strategic Management Journal,
Special Issue on the Resource-Based View of the Firm, 2023
Special Issue Co-Editor, Strategic Management Journal,
Special Issue on Replication in Strategic Management, 2016
Volume Co-editor, Advances in Strategic Management,
Resource Redeployment and Corporate Strategy, 2016
Associate Editor, Palgrave Encyclopedia of Strategic Management,
2009-2015
Associate Editor, Strategic Management Journal, 2007-2013
Associate Editor, Management Science, 2001-2008

Special Issue Co-editor, Organization Science, *Special Issue on Strategic Renewal*, 2009
Special Senior Editor, Organization Science, 1999-2001
Special Issue Editor, Strategic Management Journal, *Special Issue on the Evolution of Capabilities*, 2000

**Editorial
Review Boards**

Academy of Management Perspectives, 2004-2016
Strategic Organization, 2001-2013
Industry and Innovation, 2006-present
Research Policy, 2007-2009
Organization Science, 1994-2007
Strategic Management Journal, 1991-2006

Ad Hoc Reviewer

Academy of Management Annual Meeting, Academy of Management Journal, Academy of Management Review, Addison-Wesley Publishing, Austrian Social Science Council, Blackwell Publishing, California Management Review, Cambridge University Press, Economic Inquiry, Industrial and Corporate Change, Irwin-McGraw Hill, Journal of Economic Behavior and Organization, Journal of Institutional and Theoretical Economics, Journal of Law, Economics, and Organization, Journal of Management, Journal of Management Studies, Management Science, National Science Foundation, Organization Science, Oxford University Press, Rand Journal of Economics, Research Policy, Routledge, Social Sciences and Humanities Research Council of Canada, Strategic Organization, Strategic Management Society Annual Meeting

PRESS COVERAGE

OF RESEARCH

National Public Radio, Financial Times, Bloomberg, Associated Press, US News and World Report, USA Today, CNN.com, Forbes, Business Week, International Herald Tribune, Harvard Business Review, Sloan Management Review, and other news outlets

**PROFESSIONAL
AFFILIATIONS**

Academy of Management
American Economic Association
INFORMS
Strategic Management Society