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ACADEMIC APPOINTMENTS

2002-Present Assistant Professor, McCombs School of Business, University of Texas –Austin
2007-Present Instructor, IC2 Institute, University of Texas – Austin

RESEARCH INTERESTS

Entrepreneurship, Organization Theory, and Strategy
Dynamic Managerial Capabilities
Competing in high-dynamic contexts
Technology organizations

EDUCATION

Doctor of Philosophy, June 2002

Stanford University, Management Science and Engineering

Specialization: Strategy, Organization, and Entrepreneurship

Dissertation: Cross-Business Synergies: Recombination, Modularity, and the Multi-business Team

Committee:

Kathleen Eisenhardt (Chair), Department of Management Science & Engineering, Stanford University
Thomas Byers, Department of Management Science & Engineering, Stanford University
Robert Freeland, Department of Sociology, Stanford University
Anil Gupta, Department of Management, The University of Maryland
Pamela Hinds, Department of Management Science & Engineering, Stanford University

Master of Business Administration

The University of Michigan, Graduate School of Business Administration, Ann Arbor. Graduated with Distinction

Bachelor of Science, Computer Science

Brigham Young University, Department of Physical & Mathematical Sciences, Provo, Utah

PUBLICATIONS/RESEARCH

Publications

Martin, Jeffrey A. Dynamic managerial capabilities and executive leadership groups: The role of episodic teams. (Forthcoming) *Organization Science*.

Martin, Jeffrey A. & Eisenhardt, Kathleen M. Rewiring: Cross-business collaboration and performance in multi-business organizations. (Forthcoming). *The Academy of Management Journal*.

Martin, Jeffrey A.. A Practice theory of executive leadership groups: Dynamic managerial capabilities and the multi-business team. (2010 – invited). To appear in the *Handbook of Top Management Team Research*. Mason Carpenter (Editor). Elsevier.

Martin, Jeffrey A. (2007). Structure, process and psychosocial characteristics in executive teams: The multi-business group. *The Academy of Management 2007 Best Paper Proceedings, Organization Management and Theory Division*.

Martin, Jeffrey A. & Eisenhardt, Kathleen M. (2004). Coping with decline in dynamic markets: Corporate entrepreneurship and the recombinative organizational form. Joel A. C. Baum & Anita M. McGahan (Eds.). *Advances in Strategic Management*. Vol. 21. Elsevier.

Martin, Jeffrey A., & Huber, George P. (2004). Entrepreneurial decisions. In M. A. Hitt, & R. D. Ireland (Eds.), *The Blackwell Encyclopedia of Management: Entrepreneurship*. Malden, MA: Blackwell, pp. 69-72.

Martin, Jeffrey A. & Eisenhardt Kathleen M. (2003). Cross-business synergy: Recombination, modularity, and the multi-business team. *The Academy of Management 2003 Best Paper Proceedings, Business Policy and Strategy Division*. **Winner of the 2003 Business Policy and Strategy Division Inaugural Research to Practice Award (renamed the Sumantra Ghosal award in 2004)**.

Martin, Jeffrey A. & Eisenhardt Kathleen M. (2001). Exploring cross-business synergies. *The Academy of Management 2001 Best Paper Proceedings, Business Policy and Strategy Division*.

Eisenhardt, Kathleen M. & Martin, Jeffrey A. (2000). Dynamic capabilities: What are they? *The Strategic Management Journal*. 21(10-11): 1105-1121. Reprinted in: Constance E. Helfat (Eds.) *The SMS Blackwell Handbook of Organizational Capabilities: Emergence, Development and Change*. Vol. 1. Blackwell. **Winner of the Dan and Mary Lou Schendel Best Paper Award for the Strategic Management Journal 2007**.

Martin, Jeffrey A. & Carlile, Paul R. (2000). Process problems: Designing agile organizations – organizational learning at the boundaries. R. E. Quinn, L. St. Clair & R. O'Neill (Eds.). *The Pressing Problems in Modern Organizations: Redefining the Agenda for Research and Practice*. New York, NY: AMACON.

Eberhard, Rainer, Kidd, Wayne, Martin, Jeffrey A. & Moseley, Marty. (1993) Information warehouse: A user experience. *InfoDB*. 7(2): 6-12.

Under Review

How and what do repeat entrepreneurs learn (or not learn) from their multiple venture experiences: Design and implementation of new ventures to commercialize technology (with Professor Steven Nichols, UT Cockrell School of Engineering). Grant proposal submitted to the National Science Foundation, Innovation and Organization Science Division (under review).

Manuscripts in Progress

“Qualitative Methods: A Research Question-Guided Roadmap” (with Melissa E. Graebner). In preparation for submission to *Academy of Management Review*, Winter 2010.

Martin, Jeffrey A. How does the extent of market dynamism affect the realization of cross-business synergies? Organization and corporate level dynamic capabilities. In preparation for submission to *Strategic Organization!* Winter 2010.

The dimensions of market dynamism (with Constance E. Helfat, Tuck). In preparation for submission to *Administrative Science Quarterly*. Spring 2010

The light and the dark sides of venture capital: How powerful actors structure learning in organizations. In preparation for submission to *Organization Science*, Spring 2010.

HONORS, GRANTS AND AWARDS

Outstanding Professor Award for the Management of Science and Technology Commercialization Program awarded by the class of 2009. Voted the best professor by the student cohort in the UT Austin/CIMAV Mexico MSTC 2008/09 program.

Dan and Mary Lou Schendel Best Paper Award for Strategic Management Journal 2007 for paper “Dynamic Capabilities: What Are They?” in Volume 21 Special Issue, Issue 10-11 of SMJ. This annual award, sponsored by the Strategic Management Society and Wiley-Blackwell, recognizes outstanding contribution to the strategic management field over time as indicated by paper citations and overall impact in the field of strategic management and its continuing development.

Ewing Marion Kauffman Foundation Grant to support research on serial entrepreneurs and their lessons learned from multiple venture experiences (#200601208). Summer 2006. Co-Principal Investigator with Pamela Haunschild. Award: \$41,034.

Showcase Symposia, OMT & BPS divisions, (with Pamela Haunschild). “A theory of nascent organizations? Contributions of research in entrepreneurial contexts to organization and strategic management theories”. Academy of Management 2005 annual meeting. Honolulu, Hawaii.

Deans Fellow, The University of Texas at Austin. Awarded a Faculty Development Program Summer Research Assignment (SRA) grant for Summer 2005. Competitive university wide award to support faculty research.

Finalist, Technology and Innovation Management (TIM) dissertation contest. Academy of Management 2004 annual meeting. New Orleans, Louisiana.

Recognized as an **Outstanding Faculty Member** by McCombs School MBA Class of **2004**. Selected by the MBA class as one of their favorite professors in their two-year program at the McCombs School at UT Austin.

2003 Business Policy and Strategy Division Inaugural Research-to-Practice Award (since named the Sumantra Ghosal Award) for paper “Cross-Business Synergies: Recombination, Modularity, and the Multi-Business Team”, awarded for best scholarly paper most likely to be relevant to managers and practitioners. Business Policy and Strategy Division, Academy of Management 2003.

John D. and Mary L. Carpenter Fellowship (1998), Stanford University.

CONFERENCE AND SEMINAR PRESENTATIONS

Martin, Jeffrey A. (2009). Managerial dynamic capabilities as a source of competitive advantage. *The Academy of Management Conference PDW on Creating and Sustaining Competitive Advantage: Implications of the Environment – Panelist*. Chicago, IL. August 2009.

Martin, Jeffrey A. (2007). Corporate level dynamic capabilities. *The Academy of Management Conference PDW: The questions we ask and the theories and methods we use to study competitive advantage – Panelist*. San Diego, CA. August.

Martin, Jeffrey A. (2007). The light and dark sides of venture capital: How powerful organizational actors structure learning and innovation in new ventures. *The Strategic Management Society Conference*. San Diego, CA. October.

Martin, Jeffrey A. (2007). Structure, process and psychosocial characteristics in executive teams: The multi-business group. *The Academy of Management Conference*. Philadelphia, Pennsylvania. August.

- Martin, Jeffrey A. (2007). The light and dark sides of venture capital: How powerful organizational actors structure learning and innovation in new ventures. *The Organization Science Winter Conference*. Steamboat Springs, Colorado. February.
- Martin, Jeffrey A. (2006). How does the extent of market dynamism affect the realization of cross-business synergies? Organization and corporate level dynamic capabilities. *The Academy of Management Conference*. Atlanta, Georgia. August.
- Graebner, Melissa, Martin, Jeffrey A., Welch, Catherine, & Piekkara, Rebecca. (2006). Knowledge, Action, and the Public Concern: The Role of Case Studies. Panelist. *The Academy of Management Conference*. Atlanta, Georgia. August.
- Martin, Jeffrey A. (2006). How does the multi-business team capture corporate value? *The Atlanta Competitive Advantage Conference*. Atlanta, Georgia. June.
- Martin, Jeffrey A. & Eisenhardt Kathleen M. (2006). Creating Cross-business collaboration. *The London Business School Next Generation Entrepreneurship Conference*. London, England. May.
- Martin, Jeffrey (2006). How Does the Multi-Business Team Capture Corporate Value? *BYU/Insead Executive Leadership Conference*. Boston, Massachusetts. March.
- Martin, Jeffrey A. & Eisenhardt Kathleen M. (2005). Creating Cross-business collaboration. *The Harvard Corporate Entrepreneurship Conference*. Boston, Massachusetts. December.
- Martin, Jeffrey A. & Pamela Haunschild (2005). Learning (and not learning) from experience: The case of serial entrepreneurs. *The Academy of Management Conference*. Honolulu, Hawaii. August.
- Martin, Jeffrey A. & Pamela Haunschild (2005). Learning (and not learning) from new ventures: The case of serial entrepreneurs. *The Organization Science Winter Conference*. Steamboat Springs, Colorado. February.
- Martin, Jeffrey A. & Eisenhardt Kathleen M. (2004). Cross-business collaboration: Recombination, modularity and the multi-business team. *Atlanta Competitive Advantage Conference*. Atlanta, Georgia. June.
- Martin, Jeffrey A. & Eisenhardt Kathleen M. (2004). Cross-business collaboration: Recombination, modularity and the multi-business team. *The BYU-University of Utah Winter Strategy Conference*. Salt Lake City, Utah. March.
- Martin, Jeffrey A. (2004). The multi-business team: Realizing value in high-velocity markets through processes of corporate entrepreneurship. *The Organization Science Winter Conference*. Steamboat Springs, Colorado. February.
- Martin, Jeffrey A. (2003). The multi-business team: Realizing value in high-velocity markets through processes of corporate entrepreneurship. *The Strategic Management Society*. Washington, D.C. October.
- Martin, Jeffrey A. & Eisenhardt Kathleen M. (2003). Cross-business synergies: Recombination, modularity, and the multi-business team. *The Academy of Management*. Seattle, Washington
- Stefano Brusoni, Andrea Prencipe, Constance Helfat, Luigi Marengo, Patrick Cohendet, Virginia Acha, Luciana D'Adderio, Anna Grandori, Jeffrey Martin (2003). Modularity – Achievements, Opportunities, and Dead-Ends. Symposia presented at the Organization Science Winter Conference. *New Research Frontiers in Organization Science*. Steamboat Springs, Colorado.
- Cross-business synergies. Presented at the 2002 Stanford PRISM Informs conference. Stanford. March.
- Martin, Jeffrey A. & Eisenhardt, Kathleen M. (2001). Exploring cross-business synergies. Presented at the 2001 Academy of Management, Business Policy and Strategy Division. Summary appears in Best Paper Proceedings. Washington, D.C. August.

Martin, Jeffrey A. (2000). Where are all the synergies?: A review and assessment of the co-evolution of resources and capabilities. Presented at the Berkeley/Stanford conference. Stanford Graduate School of Business. August.

Eisenhardt, Kathleen M. & Martin, Jeffrey A. (1999). Resource Based View of the Firm: A review and assessment of the evolution of firm resources and capabilities. Presented at the Amos Tuck Consortium on Competitiveness and Cooperation (CCC) Conference on the Evolution of Firm Capabilities. Dartmouth College. September.

RESEARCH EXPERIENCE

Co-principal investigator (with Professor Steve Nichols, Cockrell School of Engineering) The design and implementation of new ventures to commercialize technology. Builds on prior repeat entrepreneur pilot study. At the data collection stage. Funding request \$729,350)

Key investigator (with Professor Steve Nichols - PFI, Cockrell School of Engineering) Partnerships for Innovation (PFI): Integrated Technology Innovation and Commercialization from Universities: A Sustainable University Approach. Award Number 0650249, \$599,781, 3/1/2007-2/28/2010).

Co-principal investigator (with Professor Pam Haunschild) Pilot study of how and what repeat entrepreneurs learn (and don't learn) from their multiple venture experience. Extensions are at data analysis and development stage.

Co-principal investigator (with Professor Edward Anderson) Simulation study (in progress) of how the extent of environmental dynamism affects organization and strategy, particularly in high-dynamic environments.

Dissertation Comparative multiple case field study of 12 synergy initiatives in six multi-business software firms using iterative grounded theory building techniques. Designed semi-structured interview guides for three separate sets of informants. Gained entry into six multi-business organizations and conducted over 80 interviews in eight months. Finalist for the AOM TIM best dissertation award.

Research Assistant for Melissa Graebner in a case study that examined acquisitions of high technology ventures from not only the buyer perspective, but from the seller perspective as well. Helped conduct, transcribe and analyze interviews of senior executives.

Research Assistant for Kathleen Eisenhardt in an examination of the resource-based view and its dynamic capabilities approach. Reviewed and analyzed literature, developed a research agenda, and drafted reports. Results of this research led to the publication of "Dynamic Capabilities: What are they?" in the Strategic Management Journal.

TEACHING EXPERIENCE

Strategy / Entrepreneurship

Instructor. Entrepreneurial Management, University of Austin at Texas, Fall 2008, Spring 2008, Spring 2007, Spring 2006, Spring 2005, Spring 2004 and Fall 2002. Designed and delivered an elective **MBA** course that addresses how opportunity and risk are managed in both new and established company contexts. The course uses different learning media, especially cases, to examine the life cycle of opportunities and includes identifying a winning business opportunity, getting funding, launching the opportunity, growing the business and harvesting the rewards. The course invites students to consider how entrepreneurial initiative can make a difference to business and society.

Instructor. Introduction to Entrepreneurship, University of Austin at Texas, Fall 2008, Spring 2008, Spring 2006, and Spring 2005. Co-developed and delivered an elective **BBA** course (an undergraduate version of the MBA course by the same name described above). The course uses different learning media, especially cases and a three-week simulation exercise, to examine the life cycle of opportunities in new and established business contexts.

Teaching Assistant. For Professor Kathleen Eisenhardt, Strategy in Technology Based Companies, Stanford University, Fall 1999 and Fall 2000. This **MS** course introduced students to the basic concepts of strategy, including generic and hyper-competitive strategies, resource-based view, and complexity/evolutionary perspectives. Duties included: assisting with development of the course syllabus, grading papers, managing a multi-period strategy simulation game, and teaching several class periods.

Organization Behavior

Teaching Assistant. For Professor Pamela Hinds, Organizations: Theory and Management, Stanford University, Spring 1999. This **BBA** course surveyed classical and modern organizational theory, covering the behavior of the individual, the work group, and the organization. Designed and graded quizzes, managed and graded a term project, and advised students.

Executive Education

Instructor. The art and science of market driven entrepreneurship (MSTC 395), Fall 2007, Fall 2008, and Spring 2009 (in Austin and Monterrey, Mexico programs). Redesigned MS executive education degree course in the Masters of Science in Science of Technology Commercialization program at the University of Texas IC2 Institute and the MSTC Monterrey Mexico program. Pedagogy includes cases, lectures, and the development of a business plan to commercialize a technology in new or corporate ventures.

Instructor. Technology Enterprise Design and Implementation (MSTC 396), Spring 2008, Spring 2009, & Spring 2009 (in Austin and Monterrey, Mexico programs). Redesigned MS executive education degree course in the Masters of Science in Science of Technology Commercialization program at the University of Texas IC2 Institute and the MSTC Monterrey, Mexico program. Pedagogy includes cases, lectures, new venture simulation, and the refinement of a technology commercialization plan.

Guest Lecturer (2007). Joint program between HEC of the Université de Lausanne (UNIL) and the College of Management of Technology of the Ecole Polytechnique Fédérale de Lausanne (EPFL) joint executive education program in Management of Technology (MoT).

Instructor (1998). Developed and delivered a change and innovation action learning simulation to 30 middle managers at CalFarm Insurance Company. Developed and delivered a negotiation course to the management team of Evans Distribution Corporation.

Course Consultant (1996-1998). With Professor Jeff DeGraff (University of Michigan), assisted in the development of the University of Michigan's Management of Managers and Leading Change Executive Education Courses. Co-developed executive education courses on the topics of leading and managing change for JP Morgan and Con Edison that were delivered to over 200 managers.

Instructor / Consultant (1997). Co-developed and delivered, with Professor Dan Denison (University of Michigan / IMD), a regional manager development program for Abbot Labs (a pharmaceutical company).

Instructor / Consultant (1991-1996). Co-developed and delivered various custom short programs in areas of technology strategy, management and leadership, innovation, and organizational change as components of consulting engagements in the IBM World Wide Consulting Group.

ACADEMIC SERVICE

Organized professional development workshop (PDW) co-sponsored by Organization Management and Theory, Business Policy and Strategy, and Human Resource Management divisions of the Academy of Management (with Michael Tushman, Majken Schultz, and Eytan Lasry). "Scholars And Practitioners: Advancing Theory And Practice Through Symbiotic Relationships". Academy of Management 2006 annual meeting. Atlanta, Georgia.

Judge, Idea-to-Product Competition (Texas Cockrell School of Engineer)

Review Panelist, NSF Partners in Innovation Program, Washington D.C.
Ad hoc Reviewer, Academy of Management Journal
Ad hoc Reviewer, Academy of Management Review
Ad hoc Reviewer, Organization Science
Ad hoc Reviewer, Strategic Management Journal
Ad hoc Reviewer, POMS
Ad hoc Reviewer, British Journal of Management
Reviewer, Academy of Management, Business Policy and Strategy Division
Reviewer, Academy of Management, Organization and Management Theory Division

ASSOCIATIONS

Academy of Management

- Organization and Management Theory Division (OMT)
- Business Policy and Strategy Division (BPS)
- Technology and Innovation Management Division (TIM)
- Entrepreneurship Division (ENT)

Strategic Management Society

INFORMS (Institute for Operations Research and the Management Sciences)

INDUSTRY EXPERIENCE

Director, The Martin Group, 1997-present.

Provide organization and strategy consulting services.

Director of Marketing, Sales and Field Operations, MatriDigm Company, CA. 1996-1997

Created the marketing, sales, and field service organization of this high-technology startup in the software technology and services business. Responsibilities included business development, staffing, opening new offices, developing marketing programs, forming alliances with corporate partners, negotiating contracts and establishing beta sites.

Management Consultant, IBM World Wide Consulting Group, San Francisco 1988-1996

On founding team of the San Francisco / Bay Area Trading Area consulting internal venture.

Developed technology strategies for companies in the electronics, pharmaceutical, and manufacturing industries. Project manager for multiple systems integration projects that focused on the design, development and implementation of unique hardware and software technologies.

Helped in the corporate restructuring of a major U.S. bank. Significantly extended the organizational change component of the IBM business transformation methodology through the integration of methods based on organizational culture and social network theories.

Systems Engineer, IBM Marketing and Sales, Sunnyvale & Los Angeles, CA 1984-1988

Responsible for developing marketing strategies, implementing complex technical information systems solutions for high technology, education and federal, state and local government accounts and for the professional development of junior systems engineers. Exceeded team quotas of \$14 to \$18 million by over 30% on average, 7 out of 7 years.

Entrepreneur and Co-Founder, Progressive Marketing, Los Angeles, CA

Co-founded an organization that provided sales and marketing services to residential energy conservation companies. Generated revenues of over \$500,000 annually.

Officer Candidate, United States Marine Corps Reserve. Honorably Discharged

INDUSTRY AWARDS

IBM Leadership Forum, 1992 and 1991, annual recognition for leadership and technical excellence, awarded through management nomination and election process.

IBM Trading Area General Managers Award, 1992 and 1991, regional award for leadership, technical excellence, and outstanding results on a project significant to the business unit.

IBM Systems Engineering Symposium, 1990 and 1989, annual recognition for leadership and technical excellence, awarded through management nomination and election process.

IBM Branch Manager Awards (two), local recognition for outstanding results on a significant project.

REFERENCES

Kathleen M. Eisenhardt

Stanford W. Ascherman, M.D. Professor in the School of Engineering
Department of Management Science & Engineering
Stanford University
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Stanford, California 94305
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Pamela R. Haunschild

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John S. Butler

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Arthur James Douglass Centennial Professor in Entrepreneurship and Small Businesses
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Joseph T. Mahoney

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