

## MICHAEL A. CUSUMANO

MIT Appointment: Sloan Management Review (SMR) Distinguished Professor of Management, Behavioral and Policy Sciences Area, Technological Innovation, Entrepreneurship, and Strategy Group, Sloan School of Management, Massachusetts Institute of Technology.  
Deputy Dean, Sloan School of Management

Date of Birth: 5 September 1954  
Place of Birth: Glen Ridge, New Jersey  
Citizenship: U.S.A.

Email: [cusumano@mit.edu](mailto:cusumano@mit.edu)  
Web site: <http://web.mit.edu/cusumano/www/>

---

### I. EDUCATION:

#### *Degrees*

1984 Ph.D., Harvard University History and East Asian Languages (Japanese Management Studies)  
1976 A.B., Princeton University History of Ideas. *Magna cum laude*, Phi Beta Kappa

#### *Study, Research, and Teaching Abroad*

2019-20 Hitotsubashi University, Innovation Research Center, Visiting Professor  
2019 Tsinghua University, School of Economics and Management, Visiting Professor  
2015-16 Imperial College Business School, London, Visiting Professor  
2009 University of Oxford, Said Business School and Balliol College  
2008 Ludwig Maximilians University, Munich, Visiting Professor (short-term)  
2007- Imperial College Business School, London (occasional visiting professor)  
2002 Hitotsubashi University, Institute of Innovation Research, Visiting Professor  
1999 University of St. Gallen, Switzerland, Information Management Group, Visiting Professor  
1997 Hitotsubashi University, Institute of Innovation Research, Visiting Professor  
1995 University of Tokyo, Faculty of Economics, Visiting Scholar  
1992 Hitotsubashi University, Institute of Business Research, Visiting Professor  
1982-1983 University of Tokyo, Institute of Social Science, Fulbright Fellow  
1980-1982 University of Tokyo, Faculty of Economics, Fulbright Fellow  
1976-1978 International Christian University, Japanese Language Program, Princeton-in-Asia Teaching Fellow

#### *Foreign Languages*

Japanese (fluent); Spanish (moderate); French, literary Chinese (reading)

### II. DOCTORAL THESIS

"The Japanese Automobile Industry: Technology and Management at Nissan and Toyota" (Committee on the Ph.D. in History and East Asian Languages, Graduate School of Arts and Sciences, Harvard University, May 1984)

### III. PRINCIPAL FIELDS OF INTEREST

Technology Strategy; Management of Technology and Innovation; Software Engineering; Production and Operations Management; Japanese Management and Business History.

#### **IV. OTHER SLOAN FACULTY IN SAME FIELD:**

*Technological Innovation, Entrepreneurship, and Strategic Management (TIES)*: Senior Faculty Professors Edward Roberts, Eric von Hippel, Ezra Zuckerman, Fiona Murray, Scott Stern, Pierre Azoulay; Assistant Professor Jacquelyn Pless

#### **V. NON-M.I.T. EMPLOYMENT EXPERIENCE:**

2020- Tokyo University of Science, Senior Project Professor and Advisor to the President  
2019-20 Visiting Professor, Institute of Innovation Research, Hitotsubashi University, Tokyo (3 months)

2014-18 Tokyo University of Science  
2014-2016 Global Advisor to the President and Chairman of the Board  
2016-2017 Special Vice President and Dean, Innovation and Entrepreneurship Initiatives.  
Founding Director, Tokyo Entrepreneurship & Innovation Center (Japan host in MIT REAP, 2015-17 cohort) <http://www.tus.ac.jp/teic/>  
2017-2018 Special Advisor and Founding Dean, Tokyo University of Science Business School/New MOT Program <http://most.tus.ac.jp/newmot/>

Responsibilities: (1) Assist the School of Management to revise undergraduate curriculum into two tracks and double intake of freshman in April 2016 from 250 to 500 students per year. (2) Revision of the Management of Technology (MOT) Program in the Graduate School of Innovation to launch a new curriculum in 2018, with an MOT track and a corporate entrepreneurship/new business development (MBA) track. (3) Design of a new open center for innovation and entrepreneurship in cooperation with the MIT Regional Acceleration Program (MIT REAP) for launch in December 2016. (4) Planning for launch of the Tokyo University of Science “Business School” in 2018 by merging the Graduate School of Innovation/MOT Program (ca. 80-100 students in 2-year part-time master’s degree program) with the Graduate School of Management.

2002 - Columnist, Technology Strategy & Management, Communications of the ACM (80,000 subscribers)  
2002 Visiting Researcher, Institute of Innovation Research, Hitotsubashi University, Tokyo  
1999-2000 Monthly columnist, Computerworld (250,000 subscribers, 1.1 million readership)  
1999 Visiting Professor, Institute of Information Management, University of St. Gallen, Switzerland (summer)  
1997 Visiting Professor, Institute of Innovation Research, Hitotsubashi University, Tokyo  
1995 Visiting Researcher, Faculty of Economics, University of Tokyo  
1994 Visiting Professor, Institute for Advanced Computer Studies, Department of Computer Science, University of Maryland, College Park  
1992 Visiting Associate Professor, Institute of Business Research, Hitotsubashi University (April-Sept.)  
1984-1986 Postdoctoral Research Fellow in Production and Operations Management, Harvard Business School  
1984 Teaching Fellow, Harvard University (Spring). Course: Industrial East Asia (Prof. Ezra Vogel)  
1980-1981 Part-Time Editor and Contributor to Encyclopedia of Japan (Kodansha, Ltd.) of articles on Japanese industry, technology, and history.  
1980 Teaching Fellow, Harvard University (Spring)  
Course: Japan -- Tradition and Transformation (Prof. Edwin Reischauer)  
1976-1978 Instructor, International Christian University, Division of Languages (English literature and writing)

#### **VI. HISTORY OF M.I.T. APPOINTMENTS:**

Sloan Management Review (SMR) Distinguished Professor of Management, 1999-  
MIT School of Engineering, Professor of Engineering Systems, 2007-2016  
Sloan Distinguished Professor of Management, 1997-1999

Professor of Management, 1996  
Associate Professor of Management with Tenure, 1993  
Mitsubishi Career Development Associate Professor of Management, 1991-93  
Mitsubishi Career Development Assistant Professor of Management, 1989-91  
Assistant Professor of Management, 1986-1989

## **VII. SCHOOL AND INSTITUTE COMMITTEES OR DUTIES:**

### MIT Sloan School Leadership Positions

- Deputy Dean (and Dean of the Faculty), 2020-
- Group Head, Technological Innovation, Entrepreneurship, and Strategic Management, 2019-2020
- Founder and Faculty Director, M.S. in Management Studies (MSMS) Program, for overseas partner schools and MBA students, 2007-2015
- Area Head, Behavioral and Policy Sciences Area (40 regular faculty and 45 lecturers), 2010-13
- Group Head, Technological Innovation and Entrepreneurship Group, 2006-2008
- Chairman of the Board, 1999-2001 and Editor-in-Chief, 2000-2001 *MIT Sloan Management Review*
- Faculty Director, MIT Sloan-Korea Management Program, Sungkyunkwan University & Samsung Foundation, 2003-2011
- Co-founder, MIT Sloan-China Management Program, with Senior Associate Dean Alan White and Dean Lester Thurow, with Tsinghua and Fudan Universities (International/Global MBA programs), 1996
- Chairman, Entrepreneurship Research Fund Committee, Chairman, MIT Sloan School Center for Entrepreneurship, 2010-2015, 2018-
- Head, Behavioral and Policy Sciences Area Ph.D. Committee, 1998-1999

### Committee Memberships

- Martin Trust Center for MIT Entrepreneurship Advisory Committee, 2019-
- Asia School of Business Advisory Committee. 2019-
- MIT Sloan Executive Education Committee, 2018-
- International Activities Committee, 1996-1999, 2003-2015, 2018-

### Previous

- *MIT Sloan Management Review*, Editorial Board, 1993-present; SMR Managing Director Hiring Committee, 2010
- Executive Personnel Committee, 2005-2007, 2010-2014
- Director, MIT Center for Digital Business, Software and Digital Services Internet Group, 2006-2013
- Chairman, Sloan Innovation Period (SIP) Review Committee, 2007-2008
- Behavioral and Policy Sciences Area Steering Committee, 1996-1999
- Sloan Product Line Planning Committee, 1999-2000
- Steering Committee, International Center for Research on the Management of Technology, 1993-94
- MBA (Master's) Program Committee, 1988-1990
- Behavioral and Policy Sciences Area Recruiting Committee, 1996-97
- Head, Management of Technological Innovation Group Recruiting Committee, 1996-97
- Product Development Search Committee Member, 1996-97
- Sloan Ph.D. Committee, 1986-1999

### MIT

- Institute Task Force on the Future of MIT Education, Member, Task Force Subcommittee & Coordinating Committee, 2013-14
- MIT Global Council, 2008-2009
- Co-Director, MIT International Motor Vehicle Program (IMVP), 2003-2007; Steering Committee, 1991-1998
- MIT Internet & Telecommunications Convergence Consortium, Advisory Board Member, 1997-1998
- M.I.T. Asia-Pacific Initiatives Committee, 1990-1991
- M.I.T. Commission on Industrial Productivity, 1987-1988, Subcommittees Consumer Electronics & Automobiles

### **VIII. GOVERNMENT COMMITTEES, SERVICE, ETC.:**

- 2014 Visiting Committee, Imperial College Business School, MBA Program
- 2006-10 Member, National Research Council, Computer Science and Telecommunications Board, Committee on Advancing Software-Intensive Systems Producibility
- 2005 Visiting Committee, Hitotsubashi University, Institute of Innovation Research
- 2004 National Academies of Science, Computer Science and Telecommunications Board, consultant
- 2003 National Academies of Science, Computer Science and Telecommunications Board, consultant
- 2002- Advisor, Software Development Research Project, National Institute of Informatics, Japan
- 2001 Visiting Committee, Hitotsubashi University, Department of Management and Commerce
- 1999 U.S. Department of Justice, Antitrust Division, consultant (unpaid)
- 1997 Visiting Committee, Stanford University, Dept. of Industrial Engineering & Engineering Management
- 1992-93 Council on Competitiveness, Committee on Software Development, Washington, D.C.
- 1991 U.S. Senate, Committee on Commerce, Science, and Transportation, Testimony Presented for Full-Committee Hearing on "The Competitiveness of the U.S. Software Industry," Washington, D.C.  
National Research Council, Presentation on "Automobile Manufacturing" and Panelist for Workshop on "Japanese Investment and Technology Transfer," Washington, D.C.
- 1990 National Science Foundation, Computer Science and Software Engineering Workshop on "Software Artifacts Research," Position Paper Presented on Research Issues, Atlanta, GA

### **IX. INDUSTRIAL ACTIVITIES:**

#### *Board of Director Positions (13 boards, 5 public):*

- 2019- Orix Corp. (financial services, Japan; NYSE -- IX)
- 2019- Multitude-Ferratum Group (digital banking, Europe; Frankfurt Stock Exchange -- FRU.F)
- 2016-2019 SwipeSumo (electronic payments, India)
- 2015-2018 Zylotech (customer analytics, USA) -- <https://dataxylo.com/team.html>
- 2015-17 Fixstars Corporation (software, Tokyo) -- <http://www.fixstars.com/ja/>
- 2011-2012 Quantum Leap Innovations (software and data analysis tools, USA)
- 2008-2011 Eliza Corporation (interactive voice technology for healthcare industry, USA; sold to Parthenon Capital Partners for \$105 million equity investment)
- 2004-2011 Patni Computer Systems (software contracting and services. NYSE: PTI, based in Mumbai, India; sold to iGate-Apex Partners for \$1.2 billion)
- 2004-2008 Coral Networks, Inc. (relational software technology, based in Virginia)
- 2003-2004 Entigo, Inc. (warrantee management software, sold to management team in 2004, based in Penn., USA)
- 2000-2002 Infinium Software, Inc. (AS/400 applications, based in MA). Sold to SSA Global Technologies in 2002 for \$105 million. Nasdaq: INFM)
- 1997-2002 Investthink, Ltd. (internet financial services content and platform integration, based in London)
- 1996-1998 NuMega Technologies (software diagnostic and debugging tools, based in Nashua, New Hampshire. Sold to Compuware in 1998 for \$115 million.

#### *Advisory Board Positions:*

- 2019- Research Center for Technological Innovation, Tsinghua University, Beijing (2019 to 2022)  
Tokyo University of Science Innovation Capital, Inc.
- 2018- Fixstars, Tokyo, Japan
- 2016- BitSight Technologies, Cambridge, USA (Ombudsman, Customer Advisory Board)
- 2011- Cambridge Services Alliance, University of Cambridge, Institute for Manufacturing
- 2001- H5 Technologies (digital search technology and services, San Francisco, CA)

## **Former**

2011-14 GroupAppz (social networking application, Philadelphia)  
2008-14 Buzzient (analytic social network measurement tools, Cambridge, MA)  
2008-15 Fixstars (high-performance software applications, Tokyo)  
2006-2007 e-Frontier (graphical software products, based in Tokyo, sold to SoftBank)  
2001-2007 firstRain (web services and wireless software development tools, based in California)  
2000-2002 Oneworld Software Solutions (custom programming, based in Massachusetts)  
1999-2006 NetNumina Solutions (Internet middleware design and custom applications, sold to Keane, Inc.)  
1999-2004 Sigma Technology Group PLC (early stage venture fund and management, based in London)  
1999-2001 Perimeter eSecurity [formerly Cybergnostic] (networking solutions and services, based in CT)  
1999-2001 YankeeTek Ventures (early stage venture fund and management – Cambridge, MA)  
Hotbank Boston (early stage venture fund and management – Boston, MA)  
FrontLine Capital Group (early stage venture fund and management – New York, NY)

## **Outside Consulting & Executive Education:**

2021 Harvard Business School  
2020- Tokyo University of Science, Advisor and Senior Project Professor Office of the President  
2019 MIC Business School (China), Fidelity Investments  
2018 Tokyo University of Science, NTT (Japan), Sigmaxyz (Japan), PE Directions (Japan), Thailand Science and Technology Agency (university entrepreneurship training)  
2017 Tokyo University of Science, NTT Docomo (Japan), ViaGroup (Finland), BeBit (Japan)  
2016 Fujikura (Japan), JR East (Japan), Mitsui Group (Japan), GiantBug Education (USA)  
2015 Tokyo University of Science, Cornerstone Research, Linkage Asia, Omers Ventures (Canada), ViaGroup  
2014 Tokyo University of Science, Keystone Strategy, Linkage Asia, Volvo, Cisco, Baker & McKensie  
2013 Linkage Asia, Volvo, HSM Brazil, Haer (China)  
2012 Liberty Mutual, Linkage Asia  
2011 AT&T, Ambrosetti House (Italy), New Zealand Ministry of Science and Innovation, HCL Technologies, Thomas Publishing  
2010 ARM (UK), Sony, Defense Science Board (U.S. Dept. of Defense)  
2009 New Zealand Foundation for Research, Science, and Technology; Hitachi Hi-Tech (Japan); NTT Data (Japan); 8over8 Technologies (Ireland)  
2008 Eliza Corporation; New Zealand Foundation for Research, Science, and Technology; BMC Software; Cicom/NTT Data (Japan)  
2007 Cisco, Thomson (France), Telecom Italia (Italy), Bosch (Germany), eFrontier (Japan), Eliza Corporation  
2006 Enea (Sweden); Amadeus (France); eFrontier (Japan); Huawei (China); Merrill Lynch; NTT Data (Japan); Kleiner-Perkins  
2005 Scottish Institute for Enterprise, Internal Revenue Service (software engineering), Enterprise Ireland, Gemstar/Guideworks, Computer Aid, Inc. (CIO Symposiums), Wharton Executive Education, University of St. Gallen Executive Education, RUSSEE (Russia)  
2004 i2 Technologies, Hitachi (Japan), National Institute of Informatics (Japan), Japan Information Technology Services Association (Japan), Computer Aid, Inc. (CIO Symposiums), Comcast, Jackson-Walker (law firm)  
2003 eoBuy (Ireland), J.D. Edwards, Nokia, Boeing, Netegrity, i2 Technologies  
2002 Hitachi, Toyota, i2 Technologies, Internet Home Alliance  
2001 Customer Dialogue Systems, Siemens, Software Quality Management, Itochu Ventures, i2 Technologies, Management Roundtable, Toyota (Wharton Project), Parthenon Group  
2000 Business Objects, Cisco, Customer Dialogue Systems, Lucent, DuPont, Natural Microsystems, Pioneer  
1999 CuraGen; EMC; Fidelity E-Business; AOL/Compuserve; Business Objects; Federation of Finnish Metal, Engineering, and Electrochemical Industries; Management Roundtable; GTE; Merrill-Lynch; Informatica;

- Government of Catalunya (Barcelona), Center for Informatics and Business Development; Lucent Technologies
- 1998 AOL, Baan, Software Association of Oregon, NASA, Management Roundtable, Business Objects, BankBoston
- 1997 Hitachi, NEC, Fidelity Investments, Chalmers Institute of Technology, Ericsson, Business Objects, Brooktrout Engineering, Intel, US West/MediaOne (High-Speed Data Group)
- 1996 Sun Microsystems, General Electric, Finsiel/Italtel, Linkoping University, Sequa Corporation, Business Objects/France, Japan-America Finance Corp., Fidelity Investments, Swiss Bank, Siemens
- 1995 Hitachi, IBM Japan, Fujitsu, Toshiba, GTE, MultiLink, Microsoft, Siemens
- 1994 Alcatel, Sutek Corporation (Hyundai Motors), Texas Instruments
- 1993 Alcatel, Siemens, Robert Bosch GmbH, Texas Instruments
- 1992 Alcatel, Technology Transfer International, IBM, Motorola, Digital Equipment Corporation, Dynalab Taiwan
- 1991 Technology Transfer International, Finsiel, Motorola, Tandem Computers, FIAT, Schlumberger, CXP [France Software Products Users Association], EC2, Hao Ran Foundation (Taiwan)
- 1990 Motorola, Digital Equipment Corporation, Sequent Computer Systems, TSG/Intermetrics, Inc., U.S. Department of Defense/Software Metrics Group, Rochester Institute of Technology
- 1989 Alcan Aluminum Corp., AT&T, MITRE Corporation, Microelectronics and Computer Corporation (MCC)
- 1988 Camini Business Center/Singapore, Bell Communications Research, IBM, AT&T, General Electric, Brookings Institution
- 1987 Digital Equipment Corporation, CyS (Chile), Bell Northern Research, World Bank, Ford, AT&T, IBM

## **X. OTHER ACTIVITIES:**

### *MIT Sloan Executive Education and Global Programs (major activities)*

- 2020 - MIT REAP (Regional Entrepreneurship Acceleration Program), Faculty Member
- 2013-2018 China Boeing NDRC Executive Development Program (co-director and lecturer)
- 2015-2016 MIT Sloan-Accenture Managing Directors Program
- 2011-2014 China Mobile: Global Innovation & Strategy (program director & lecturer)
- 2003-2009 Innovation, Strategy & Leadership for Japanese Managers (formerly Executive Management of Technology Program) (program co-director & lecturer)
- 1990-1992 Japanese Technology Management Executive Program (program director & lecturer)
- 1991-2000 Management of Research, Development & Engineering (lecturer)

### *Other Executive Education and Visiting Lecturer Programs*

- 2012 Vienna University of Technology
- 2007 Copenhagen Business School, Technology Management MBA Program
- 2003-2005 University of St. Gallen and Swiss Federal Institute of Technology – International Sr. Executives Program
- 2003 Copenhagen Business School, Technology Management MBA Program
- 2002-2003 Keihanna Technology Business Innovation Executive Program (Japan)
- 2001 Chalmers Institute of Technology (Sweden), Cambridge USA Program
- 2001 University of St. Gallen, Master's Program (Switzerland)
- 2000 Chalmers Institute of Technology (Sweden), Cambridge USA Program
- 1999 Chalmers Institute of Technology (Sweden), Cambridge USA Program
- 1998 Chalmers Institute of Technology (Sweden), Cambridge USA Program
- 1997 Chalmers Institute of Technology (Sweden), Cambridge USA Program
- 1994 Theseus, France; Valparaiso School of Business, Chile
- 1992 Chalmers Institute of Technology (Sweden), Cambridge USA Program
- 1991 Monterrey Institute of Technology, Mexico; DIEU/Nordic Management of Technology Program, Norway
- 1990 Chalmers Institute of Technology, Sweden, Cambridge USA Program; Tufts University
- 1988 Tufts University, Executive Education

## **XI. AWARDS:**

- Awards, Grants and Competitive Fellowships*
- 2019 2019 Abbie Griffin High Impact Award, which recognizes the most influential article published in the *Journal of Product Innovation Management (JPIM)* in the last 5 years.
- 2009 2009 13<sup>th</sup> Annual Clarendon Lectures in Management Studies, Said School of Business and Oxford University Press  
MIT-Balliol College, Oxford University, Faculty Exchange Fellowship
- 2008 "Software Development Worldwide" (2003) selected by IEEE Software's editorial and advisory boards in November 2008 as one of its 25th-Anniversary Top Picks for full-length, peer-reviewed articles.
- 2007 Samuel M. Seegal Prize, MIT Sloan and MIT School of Engineering, for a professor who "inspires students in pursuing and achieving excellence."
- 2003-2009 MIT Center for eBusiness, Research Grant (RA)
- 2002 Emerald Golden Page Awards for General Readability and Managerial Application, *MIT Sloan Management Review* (as Editor-in-Chief)
- 2000-2001 MIT Center for eBusiness, Vision Fund Grant (1 month salary plus RA support)
- 1997-2001 MIT Center for Innovation in Product Development, Project Grant for research on product development (1 month salary plus RA support)
- 1996-1997 MIT Sloan School Dean's Office, Grant for Creative Research (\$25,000)  
International Center for Research on the Management of Technology, M.I.T. Sloan School of Management, Project Grant for research on software development (1 month salary plus RA support)  
International Motor Vehicle Program, Project Grant for research on product development (1 month salary plus RA support)
- 1995-1996 International Center for Research on the Management of Technology, M.I.T. Sloan School of Management, Project Grant for research on software development (1 month salary plus RA support)  
International Motor Vehicle Program, Project Grant for research on product development (1 month salary plus RA support)
- 1995 Japan Foundation Fellowship for research in Japan (4 months support). Supplemented by Nomura Foundation Grant through the University of Tokyo.
- 1994-1995 International Center for Research on the Management of Technology, M.I.T. Sloan School of Management, Project Grant for research on software development (2 months salary plus RA support)  
International Motor Vehicle Program, Project Grant for research on product development (1 month salary plus RA support)
- 1993-1994 International Center for Research on the Management of Technology, M.I.T. Sloan School of Management, Project Grant for research on software development (1 month salary plus RA support)  
International Motor Vehicle Program, Project Grant for research on product development (1 month salary plus RA support)
- 1992-1993 Leaders for Manufacturing Junior Faculty Grant, M.I.T. Schools of Management and Engineering (\$18,000 per year)  
International Center for Research on the Management of Technology, M.I.T. Sloan School of Management, Project Grant (with Professor Charles Fine) to complete the Study of Manufacturing Flexibility and Performance in Printed Circuit-Board Assembly (\$5,800); and grant for new research project "Beyond the Software Factory: Structuring Requirements Analysis and Design" (half-time RA plus \$6,000)
- 1991-1992 Leaders for Manufacturing Program, M.I.T. Schools of Management and Engineering, General Research Grant (\$40,000)  
Leaders for Manufacturing Junior Faculty Grant, M.I.T. Schools of Management and Engineering (\$18,000 per year)  
International Center for Research on the Management of Technology, M.I.T. Sloan School of Management, Project Grant (with Professors Charles Fine and James Utterback) for the Study of

- Strategy, Manufacturing Flexibility, and Performance: An Empirical Analysis of Printed-Circuit Board Assembly (\$59,500)
- Sloan Foundation, Grant to the M.I.T. Center for Technology, Policy, and Industrial Development for Automobile Industry Research (currently supporting two doctoral students and several other research assistants for research on product development).
- 1990-1991 Leaders for Manufacturing Program, M.I.T. Schools of Management and Engineering, Project Grant for the Study of Product-Development Productivity and Effectiveness in the World Automobile Industry (\$17,000)
- Leaders for Manufacturing Program, M.I.T. Schools of Management and Engineering, Project Grant (with Professor Charles Fine) for the Study of a General Framework for Measuring Flexibility in Manufacturing Operations and the Strategic Uses of Process Flexibility (\$40,000)
- Leaders for Manufacturing Junior Faculty Grant, M.I.T. Schools of Management and Engineering (\$16,000 per year)
- 1989-1990 Japan Foundation, Project Research Grant, for study of Japanese investment and technology transfer to Southeast Asia (\$15,000)
- Leaders for Manufacturing Junior Faculty Grant, M.I.T. Schools of Management and Engineering (\$16,000 per year)
- 1989 Mitsubishi Career Development Chair in International Management, M.I.T. Sloan School of Management (\$5,000 annual discretionary fund)
- 1989 Bell Communications Research (Bellcore), Unrestricted Grant, to support continued study of software development organizations and government-sponsored programs in Japan and Europe (\$10,000)
- 1988-1989 Leaders for Manufacturing Junior Faculty Grant, M.I.T. Schools of Management and Engineering (\$16,000 per year)
- 1987 Xerox Corporation, Unrestricted Grant, to support research on government-sponsored R&D projects in Japan (\$5,000)
- 1984-1986 Harvard Business School, Postdoctoral Research Fellowship (Production and Operations Management) (salary, research and travel expenses)
- 1983-1984 U.S. Department of Education, Foreign Language and Area Studies Fellowship- Japan (full tuition and monthly stipend)
- Reischauer Institute of Japanese Studies Research Grant, Harvard University (\$6,000)
- 1981-1982 Fulbright Fellowship -- Japan (U.S. Department of Education) (full stipend, living and travel expenses)
- 1980-1981 Fulbright Fellowship -- Japan (Japan-U.S. Educational Commission) (full stipend, living and travel expenses)
- 1979-1980 U.S. Department of Education, Foreign Language and Area Studies Fellowship- Japan (full tuition and monthly stipend)
- 1976-1978 Princeton-in-Asia Teaching Fellowship, International Christian University (Tokyo) (salary, travel and research expenses)
- 1974-76 Princeton University, Undergraduate Scholarship

*Other Awards and Recognition*

- 2011 Staying Power named one of the top business books of the year by Strategy & Business magazine
- 2009 Named one of the top 50 2009 Agenda Setters in Information Technology by silicon.com “for altering the way the business cycle of tech firms is viewed.” <http://www.silicon.com/research/specialreports/agenda-setters-2009/michael-a-cusumano-39550649.htm>
- 2004 The Business of Software named one of the top business books of the year by Strategy & Business magazine
- 1998 Business Week, Top 10 Books of 1998, and Amazon.com, Top 10 Business Books of 1998 (for Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft, with David B. Yoffie)
- 1990 Academy of Management, Best Papers Competition, Technology and Innovation Management Division, Finalist Award for "A Model of Cooperative R&D Among Competitors" (Academy of Management Best Papers Proceedings 1990, August 1990, with Deepak Sinha).



- 1989 IEEE Software Editorial Board, selection as one of the three best articles in IEEE Software during 1989 of "The Software Factory: A Historical Interpretation" (March 1989).
- 1987 Pacific Telesis Foundation, selection as one of the two best articles on management and policy in California Management Review during 1986-1987 of "Technological Pioneering and Competitive Advantage: The Birth of the VCR Industry" (Summer, 1987, with Richard S. Rosenbloom).
- 1976 Princeton University, Phi Beta Kappa and High Honors in History

## **XII. PROFESSIONAL ORGANIZATION MEMBERSHIP & REFEREE ACTIVITIES**

### *Professional Organizations*

- 2021- President, Things and Systems Association (ものこと双発推進) (Japan)
- 2017- Honorary Chairman, Japan Business Models Association (Japan)
- 2015 Program Committee, Fourth International Conference on Software Business (Portugal)
- 2014 Program Committee, Third International Conference on Software Business (Cyprus)
- 2013 Program Committee, Second International Conference on Software Business (Germany)
- 2012 General Chair, Third International Conference on Software Business (MIT, USA)
- 2011 Program Committee, Second International Conference on Software Business (Brussels)
- 2010 General Chair, First International Conference on Software Business, Jyväskylä, Finland
- 2004-5 Member of the Program Committee, Economics-Driven Software Engineering Interest Group (EDSER), International Conference on Software Engineering
- 2002- Association of Computing Machinery (ACM), member and columnist
- 1997-8 Member of the Program Committee, International Conference on Software Engineering

### *Referee Activities*

Journal of Asian Studies, Business History Review, California Management Review, Sloan Management Review, Interfaces, Pacific Affairs, Administrative Science Quarterly, Management Science, Research Policy, Strategic Management Journal, Science, International Information Systems, IEEE Transactions on Software Engineering, IEEE Transactions on Engineering Management, Communications of the ACM, Journal of Industrial Economics, Keizaigaku ronshu [The Journal of Economics, University of Tokyo], National Science Foundation, Sloan Foundation

### *Research Affiliations*

Reischauer Institute of Japanese Studies, Harvard University; Center for Technology, Policy, and Industrial Development (MIT), MIT International Motor Vehicle Program; MIT Center for Digital Business

## **XIII. SUBJECTS TAUGHT AT M.I.T.:**

- 2022 Platform Strategy and Entrepreneurship 15.358 (spring), 1 section (half-term)
- 2020 Platform Strategy and Entrepreneurship 15.358 (spring), 1 section  
Strategy and the CEO 15.904 (spring), 2 sections (half term)
- 2019 Software and Internet Entrepreneurship 15.358 (spring), 1 section  
Advanced Strategic Management 15.904 (spring, ½ term), 1 section
- 2018 Advanced Strategic Management 15.904 (spring, ½ term), 1 section  
Advanced Strategic Management 15.s55 (January IAP term), 1 section
- 2017 Advanced Strategic Management 15.904 (fall ½ term), 1 section
- 2015 Advanced Strategic Management 15.904 (spring, ½ term), 1 section

- 2014 Advanced Strategic Management 15.904 (spring and fall, ½ term), 2 sections  
Software and Internet Entrepreneurship 15.358 (spring), 1 section
- 2013 Advanced Strategic Management 15.904 (fall, ½ term), 1 section  
The Business of Software and Digital Platforms 15.358 (spring), 1 section
- 2012 Advanced Strategic Management 15.904 (fall, ½ term), 1 section  
The Business of Software and Digital Platforms 15.358 (spring), 1 section
- 2011 Advanced Strategic Management 15.904 (fall, ½ term), 1 section  
The Business of Software and Digital Platforms 15.358 (spring), 1 section
- 2010 The Business of Software and Digital Platforms 15.358 (spring), 1 section  
Advanced Strategic Management 15.963/904 (fall, ½ term), 1 section
- 2009 Introduction to Technological Entrepreneurship 15.360 (Fall), 1 section, required in Entrepreneurship  
& Innovation MBA Track
- 2008 The Software Business 15.358 (Fall), 1 section  
Managing Technological Innovation and Entrepreneurship 15.350 (Fall), 1 section
- 2007 The Software Business 15.358 (Fall), 1 section  
Managing Technological Innovation and Entrepreneurship 15.350 (Fall), 1 section  
Doctoral Research Seminar in Management of Technology 15.990 (Spring), 1 section (with Jim Utterback)
- 2006 The Software Business 15.358 (Fall), 1 section  
Managing Technological Innovation and Entrepreneurship 15.350 (Fall), 1 section
- 2005 The Software Business 15.358 (Fall), 1 section  
Managing Technological Innovation and Entrepreneurship 15.350 (Fall), 1 section
- 2004 The Software Business 15.358 (Fall), 1 section  
Managing Technological Innovation and Entrepreneurship 15.350 (Fall), 1 section  
  
The Software Business 15.358 (Spring), 1 section  
Managing Innovation and Entrepreneurship 15.351 (Spring), 1 section
- 2003 The Software Business 15.358 (Spring), 1 section
- 2002 Strategic Management 15.900 (Fall), 2 sections
- 2000-01 Strategic Management for Sloan Fellows 15.902 (Fall), 1 section  
The Software Business 15.358 (Fall), 1 section
- 1999-00 Strategic Management for Technology Managers 15.370 (Fall), 1 section  
The Software Business 15.358 (Fall), 1 section
- 1998-99 Strategic Management 15.930 (Fall), 1 section  
Strategic Management for Technology Managers 15.370 (Fall), 1 section  
The Software Business 15.963 (Fall), 1 section

1997-98 Strategic Management 15.930 (Fall), 1 section  
 Strategic Management for Technology Managers 15.370 (Fall), 1 section  
 The Software Business 15.963 (Fall), 1 section

1996-97 Strategic Management 15.930 (Fall), 2 sections  
 Strategic Management for Technology Managers 15.370 (Fall), 1 section

1995-96 Strategic Management 15.930 (Fall), 2 sections  
 Strategic Management for Technology Managers 15.370 (Fall), 1 section  
 Pro-Seminar, Strategic Information Technology (co-leader, with Prof. Stuart Madnick)

1993-94 Strategic Management 15.930 (Fall), 2 sections  
 Japan-Korea Seminar 15.229 (Fall)  
 Thesis Project #4: Competition in the PC Software Industry (14 students)

1992-93 Strategic Management 15.930 (Fall), 2 sections

1991-92 Strategic Management 15.930 (Fall), 2 sections; Doctoral Reading Seminar in Strategy 15.934 (Non-Credit Seminar, Fall)

1990-91 Strategic Management 15.930 (Fall), 2 sections

1989-90 Strategic Management 15.930 (Fall); Advanced Topics in Strategy and International Management 15.939 (Non-Credit Research Seminar, with D. Lessard, Fall & Spring); Japanese Technology Management: Strategy and Implementation 15.940 (Spring)

1988-89 Strategic Management 15.930 (Fall); Japanese Technology Management: Strategy and Implementation 15.940 (Spring)

1987-88 Strategic Management 15.930 (Fall); Japanese Technology Management: Strategy and Implementation 15.940 (Fall); Thesis Project: Technology Strategy and Management -- U.S., Japanese, and European Comparisons

1986-87 Strategic Management 15.930 (Fall); Special Seminar in Management: Japanese Technology Management 15.965 (Spring); Thesis Project: Strategy, Technology, and Japan-U.S. Competition (1986-1987)

#### **XIV. THESIS SUPERVISION:**

*1987 M.S., Chairperson*

1. Daniel Furman, "Product Planning in American and Japanese Automobile Firms"
2. David E. Finnell, "Application of the Factory Model to Large-Scale Software Engineering"
3. J. Allister McQuoid, "Technology Strategy Formulation within the U.S. Defense Industry"
4. George Sonoda, "Changes in the Japanese Model for Government Subsidized Collaborative R&D in the Semiconductor Industry"
5. Virginia Moszkowicz, "Technology Strategy of the Color Hard-Copy Industry"
6. Kiyoyuki Tsujimura, "A Comparative Analysis of NT&T, AT&T, and Bell South: Privatization and Divestiture"
7. Major Horton, "Competition in the American Luxury Car Market"
8. Makoto Aoki, "Strategic Change in Japanese Banks During Deregulation: A Comparative Study of U.S. and Japanese Banks"

9. Kishio Shindo, "Japanese Financial Liberalization and its Impact on the Securities Industry: Comparison with the U.S.,"
10. Yuichi Jimbo, "Interest Rate Deregulation and Pricing Strategies of Depository Institutions in the U.S. and Japan"
11. Kazuya Yodogawa, "Financial Liberalization in Japan and Access to Universal Banking," May 1987

*1988 M.S., Chairperson*

1. John Krafcik, "Comparative Analysis of Performance Indicators at World Auto Assembly Plants."
2. Patrick Moran, "An Analysis of the Korean Semiconductor Industry, with Comparisons to Japan" <sup>a</sup>
3. Kentaro Nobeoka, "Strategy of Japanese Automobile Manufacturers: A Comparison between Honda and Mazda"
4. Larry A. Seese, "A Comparative Analysis of the U.S. and Japan: Communications Competitiveness"
5. Masahiro Yamazaki, "Consideration About the Direction which a Japanese Chemical Company Should Take"
6. Kazumasa Ootoshi, "Software Development Management in the Banking Industry in Japan"
7. Dean Zaumseil, "The U.S. and Japanese Machine Tool Industries: Applications of Flexible Manufacturing Systems"
8. Bruce T. Beck, "Different Approaches to Assembler-Supplier Integration in the Auto Industry"
9. Janet M. Kendrick, "Managing Cooperative Research for Fifth-Generation Computer Development: A Comparison of Japan's MITI and the U.S.' Microelectronics and Computer Technology Corporation Projects"
10. Robert Arfman, "The Japanese Software Industry: A Comparative Analysis of Software Development Strategy and Technology of Selected Corporations"
11. Antony M. Sheriff, "Product Development in the Automobile Industry: Corporate Strategies and Project Performance"
12. R. Travis Atkins, "Software Production Technology Strategies of the Compact Disc-Read Only Memory (CD-ROM) Publishing Industry"
13. Matthew M. BenDaniel, "The Factory Approach to Personal Computer Software Development"
14. Masahisa Kishimoto, "Competitive Advantage in Personal Computer Architecture"
15. Kent Wallgreen, "Software Productivity and Quality: A Comparison of American and Japanese Companies"
16. Jeffrey Morrow, "An Investigation of the Penetration of Taguchi Quality Engineering in Five U.S. Corporations"
17. Takeshi Shimazu, "Corporate Strategy in a Mature Industry: A Comparison between the Japanese and American Beer Industries"

*1989 M.S., Chairperson*

1. Murniaty Santoso, "A Strategic Analysis of the Indonesian Automotive Industry"
2. Xiaofei Peng, "International Technology Transfer: A Case Study of China's Petro-Chemical Industry"
3. Tokihiko Mori, "Transformations of Global Corporations: Toshiba and General Electric"
4. Minoru Nomura, "Internationalization of the Japanese Chemical Industry"
5. Yoshiaki Takahashi, "An Analysis of Strategy and Technology in the Personal Copier Industry"
6. Gregory Toole, "ESPRIT and European Software Technology: An Analysis of Cooperation in Software Technology R&D"
7. Shinobu Umino, "A Comparison of the Computer and the Telecommunication Industries: Japan versus the U.S."
8. Kentaro Inohara, "Diversification Strategies of the Japanese Steel Industry -- Lessons from the U.S. Steel Industry"

*1989 B.S., Chairperson*

1. Wilson Wong, "The History of Software Management at I.B.M." (Department of Electrical Engineering and Computer Science)

*1990 M.S., Chairperson*

1. L. Felipe Fernandez, "Comparative Technology Venturing: An Analysis of the Computer Industry"
2. Julie Farrar, "U.S. Investments in Japan"

---

<sup>a</sup> Runner-up for the 1988 Brooks Prize as the best master's thesis in the M.I.T. Sloan School of Management.

3. Akira Takeishi, "A Study of Supplier Relationships in the American and Japanese Automotive Industries"<sup>b</sup>
4. Yoonsuh Kim, "The South Korean Automobile Industry: A Study of Korea's Export Strategy" (with Henry R. Asare)
5. Henry R. Asare, "The South Korean Automobile Industry: A Study of Korea's Export Strategy" (with Yoonsuh Kim)
6. Dennis J. Volpe, "Management Factors Impacting the Success of Large-Scale Embedded Software Military Systems"
7. David McManus, "The Effects of Engineer Participation in Scheduling and Budgeting on Project Performance"

*1991 M.S., Chairperson*

1. Jan Klatten, "Case Studies from the U.S. Auto Market: The Impact of Product Policy on Manufacturability"
2. Masaya Watanabe, "Managing Technological Changes: The Computer Industry in the 1980s and Beyond"

*1991 Ph.D., Chairperson*

1. J.T. Chiang, "Strategic Positioning of National Technology-Targeting Programs"

*1992 M.S., Chairperson*

1. Jane E. Boon, "Product Variations, Quality, and Productivity: A Cost-Benefit Analysis"
2. Justin Su, "Development of the Taiwan Auto Industry"
3. David L. Isenhour, "Design Influences on Manufacturing Flexibility in the Printed Circuit Board Industry"
4. Douglas A. Doi, "Major Automotive Firms' Engine Technology Development (1980-1990)"
5. Masaaki Iida, "The Development of an Integrated International Transportation Business in the Period of International Division of Work"

*1992 Ph.D., Chairperson*

1. Fernando F. Suarez, "Strategy and Manufacturing Flexibility: A Case Study on the Assembly of Printed Circuit Boards"

*1993 M.S., Chairperson*

1. Stanley A. Smith, "Software Development in Established and New Entrant Companies: Case Studies of Leading Software Producers"
2. Emmanuel C. Henry, "The Impact of Reuse on Productivity and Quality in Software Development"
3. Vladimir Otchere, "A Methodology for Implementing Software Reusability at Ford Motor Company: A Pragmatic Approach"
4. Paul Litva, "External Integration in Product Development: A Case Study in the Telecommunications Industry"
5. Seiji Hirata, "Analysis of the Japanese Aluminum Industry and the Business Strategy of Kobe Steel"
6. Hide Ashiakaga, "Market-Responsive Operations: Observations from the Japanese Auto Industry"
7. Dantar Oosterwal, "Product Development: A Case Study of General Motors"
8. Boong-Kyu Lee, "Joint Ventures in Korea: A Transaction Cost Analysis of a Multinational Advertising Joint Venture"

*1993 Ph.D., Chairperson*

1. Kentaro Nobeoka, "Multi-Project Management: Strategy and Organization in Automobile Product Development"

*1994 M.S., Chairperson*

1. Erik Frieberg, "Eliminating Data Choreography and Data Access Code in Client-Server Applications"
2. Eric Perraudin, "The Evolution of the Japanese Information Technology Market Toward the Client-Server Architecture"

---

<sup>b</sup> Winner of the 1990 Brooks Prize as the best master's thesis in the M.I.T. Sloan School of Management.

3. Alan Trefzger, "Lotus Notes: A Case Study"
4. William Crandall, "Metrics for Measuring the Value of Computer Integrated Manufacturing (CIM) Systems"
5. J. Matthew Gardiner, "An Assessment of an Emerging Software Development Architecture: The Case of Object Orientation"
6. Anders Fornander, "The Continuing Operating System Battle in the Personal Computer Industry"
7. David Daimond, "The Commercial Implications of Standards in the Software Industry"
8. Jennifer Toomey, "The Market and Technological Evolution of Software Suites"
9. Harada Koichi, "NTT's Telecommunications Software Development Study"
10. Yoshio Noda, "Order and Delivery of Automobile Components: Differences between Japanese and American Supply Methods"
11. Masayuki Saito, "Transforming the American Printing Industry: The Outlook Toward the 21st Century"
12. Yasuo Uchiyama, "The Strategies of the Japanese Automotive Industry"
13. Greg Tobin, "Technological Discontinuity in the On-Line Information Services Industry: The Impact of CD-ROM and Client-Server Technologies"
14. Veronica Lee, "The Microsoft At Work Standard"
15. Tim Wood, "An Analysis of Potential Competition for Services on the Information Highway"
16. Ian Curry, "The Management of Software Architecture"

*1996 M.S., Chairperson*

1. Edward Schadler, "The Operational Reality of the Net in April, 1996: How Software Companies are Using the Internet and Intranet"
2. Ludwig Zink, "Development and Innovation for Complex Systems in a Transnational IT-Company"
3. Shahril Shamsuddin, "Positioning of Wireless Broadband"
4. Gerard Magnin, "The Emerging Global Home Automation Industry"
5. Sabine Bendick, "Modeling the Deutsche Bank Repository in Thor -- A Study of the Benefits, Shortcomings, and Development Process Implications of Using the Distributed Object-Oriented Database System Thor in an Industrial Application"

*1996 Ph.D., Chairperson*

1. Yaichi Aoshima, "Knowledge Transfer Across Generations: The Impact on Product Development Performance in the Auto Industry"

*1997 Ph.D., Chairperson*

1. Nancy Staudenmayer, "Managing Interdependencies in Large-Scale Software Development"
2. Christopher Tucci, "Market, Technical, and Social Overlap in Technology Collaborations and Consortia"

*1997 M.S., Chairperson*

1. Abdul Kasim, "Evaluation of a Business Strategy for the Telecommunications Company of the Future"
2. Yoshikazu Sato, "Software Package and Vendor Selection for Corporate Systems Development"
3. Peter Rosamilia, "Strategic Deployment of Internet Technology in the Financial Services Industry"
4. Komson Seripapong, "An Analysis of Competitive Strategy of US Long Distance Telephone Service"

*1998 Ph.D., Chairperson*

1. Akira Takeishi, Managing Suppliers in Automobile Product Development

*1998 M.S., Chairperson*

1. Gary Koerper, "Balancing Flexibility and Formality in Product Development at a High Growth Technology Company"
2. Manuel Jaime, "Product Line Streamlining: A Methodology to Guide Product Costing and Decision Making"

2. Robert Billhorn, "Competitive Forces in the Emerging Digital Photography Industry"
3. Desmond Chan, "The Design of a Software Company in the Internet Age"
4. Yao Chen, "Strategies for a Component Supplier in the Projection Display Industry"
5. Hugh Lim, "Strategic IT Outsourcing and SCO"
6. Gerold Simberger, "Strategy and Processes in Software Development"
7. Naoki Shimada, "Strategic Lessons from the History of NEC's PC Business"
8. Kenneth Ceglowski, "Web-Based Commerce in the Business to Consumer Markets: a Framework for Defining Successful Strategies"

*1999 M.S., Chairperson*

1. John Arwe, "Reducing System Software Project Risk through Choice of Project Architecture"
2. Evan Davies, "Next Generation Communication Devices: The Impact of Technology on the Communications Industry"
3. Toshikazu Izumi, "Strategic Relation between US PC Software Industry and Japanese Software Ventures"
4. Su-Fun Chen, "Structured Analysis of Business-to-Business Internet Commerce"
5. Darren Bronson, "Best Practices for Evolutionary Software Development Management"
6. Laurie Cunningham, "The Development of Competitive Market Strategies: A Case Study"
7. Francisco Armanet, "A Study of Home Information and a Business Plan for Family Information Software"
8. Ching-Li Jimmy Wong, "A Study of Home Information and a Business Plan for Family Information Software"
9. Jay Dorenkamp, "A Competitive Analysis of the Traditional UNIX Server Market"
10. Brendan Patterson, "The Requirements Definition Phase in the Development of Software Applications"
11. Thomas Varghese, "An Intelligent, Information Framework through the Integration of Media, Communications, Computing, and Intelligence"
12. Homayoon Shahinfar, "Strategic Implications of Wireless Communication Services in the Consumer Market, for Manufacturers of Handheld Computing Devices"

*2000 M.S. Chairperson*

1. Timothy Root, "Audio Communications Product Strategy for the 21<sup>st</sup> Century"
2. Tharunidhar Narravula, "B2B Strategy for Network Operators"
3. Han Yong Teo, "A Strategic Analysis of the Wireless Telecommunications Industry"
4. Sungwook Kim, "Digital Convergence: The Case of Home Game Consoles"
5. Ken Lownie, "The Pac-Man Strategy: Roll-up Patterns and Processes in Three Industries"
6. Arman Garakani and Nicolas Haenni, "Strategic Use of Information Technology in Small Non-Profit Organizations"
7. Toshiya Kondo, "Competitive Strategy of NEC Networks through Co-development Partner Model"

*2000 Ph.D., Chairperson*

1. Annabelle Gawer, "The Organization of Platform Leadership: An Empirical Investigation of Intel's Management Processes Aimed at Fostering Complementary Innovation by Third Parties"

*2001 M.S. Chairperson*

1. Sharma Upadhyayula, "Rapid and Flexible Product Development: An Analysis of Software Projects at Hewlett Packard and Agilent"
2. Kursat Emre Gundogan, "Strategies in an Uncertain Competitive Market: A Study of the 3G Wireless Services"
3. Tsuyoshi Hoshino, "The Future Direction of Japanese Automotive Suppliers"
4. Jing Zhang, "A Study of Cisco's Mergers and Acquisition Strategy"
5. Eisuke Maekawa, "Wireless Handset OS Industry and Strategic Implications for Handset Manufacturers"
6. Silvina Grad-Frelich, "Strategic Alliances in Internet Infrastructure Markets"

*2002 M.S. Chairperson*

1. Pearlin Cheung, "Practices for Fast and Flexible Software Development," MIT Department of Electrical Engineering and Computer Science"

*2002 Ph.D., Chairperson*

1. Lin Xu, "Resources and Capabilities in High-Tech Entrepreneurship: A Study of Two Generations of Chinese Startups"

*2003 M.S. Chairperson*

1. William T. Shelton, "Web Services: A Strategic Analysis"
2. Michael Y. Lee, "Changing Dynamics of the Chinese Automotive Industry: The Impact of Foreign Investment, Technology Transfer, and WTO Membership"
3. Richard B. Levine, "Optimization and Visualization Strategies for Platforms, Complements and Services"
4. Junming Chen, "The Role of Venture Capital in China's Technology Entrepreneurship Development"
5. Imran Qayyum, "eBusiness Technologies and Trends in the Pharmaceutical Industry"
6. Eng Kiat Soh, "Web Services Architecture: Considerations for Government Agencies"
7. Tatsuya Tani, "IT Investment Allocation in Japanese Banking Industry"
8. Hisakazu Tsuboya, "Migration Strategies for Competitive Advantage of Mobile Network Operators"

*2003 Ph.D., Co-Chairperson*

1. Charles Weber, "Rapid Learning in High-Velocity Environments"

*2004 M.S. Chairperson*

1. Wei Hu, "Offshore Embedded Software Development in China"
2. Prashant Shirolkar, "Designing Supportability into Software"
3. Yujiro Mochizuki, "Management of Telecommunications Systems Design and Development: Learning from Disruptive Innovations in 3G Mobile Systems"
4. Akio Saita, "The Potential Business Impacts of Semantic Web for System Integration"
5. Katsuyuki Takagi, "Globalization at NTT Docomo: Implementing Global Business Management Strategies"
6. Yashushi Iguchi, "Strategies for Innovation in the Japanese Banking Industry"
7. Christopher Reichert, "Organizing for Innovation: An Examination of Collaborative Teams in Industrial Design"

*2005 M.S. Chairperson*

1. Vikram Mansharamani, "Towards a Theory of Service Innovation: An Inductive Case Study Approach to Evaluating the Uniqueness of Services" (Sloan M.S.)
2. Jeanclaude J. Saghbini, "Standards in the Data Storage Industry: Emergence, Sustainability, and the Battle for Platform Leadership" (SDM)
3. Akira Matsuki, "A Paradigm Shift in Wireless Platforms: From Traffic Business to Transaction Business"
4. Kei Watanabe, "How Kirin Can Maximize the Synergy of its Group Companies to Attain Sustainable Growth" (Sloan Fellow)
5. Katsuhiko Ishii, "Managing Technological Innovation and Sustaining Competitive Advantage in the Digital Imaging Industry" (Sloan Fellow)
6. Hiroyuki Oto, "Keys for Growth in Japan's Mature Mobile Market" (Sloan Fellow)
7. Yujiro Mochizuki, "Securing Against Frauds in Mobile Communications: Systems Design and Development in 3G Mobile Networks" (TPP)
8. Bo Kim, "Systematic Prioritization of Considerations in Making Offshore Software Development Outsourcing Decisions" (EECS, MEng.)

*2006 M.S. Chairperson*

1. Venkataramana R. Thummisi, "Design for Improved Supportability and Serviceability of Enterprise Data Storage Software," February 2006 (SDM)



2. Kannakumar Kittusamy, “Dependable System Architecture for Businesses: Analysis of an Enterprise Resource Planning System” (SDM)
3. Makoto Ishii, “A Strategic Method to Establish Sustainable Platform Businesses for Next-Generation Home-Network Environments”
4. Ray Fung, “Networking Vendor Strategy and Competition and Their Impact on Enterprise Network Design and Implementation” (LGO)
5. Deepak Seth, “A Platform-Based Approach for Embedded Systems Software Development” (SDM)
6. Masahiro Kashibe, “The Business Strategy of Japanese SIers”
7. Chang Tony Zhang, “Designing Security into Software Systems” (SDM)
8. Osamu Matsuda, “Global Investments for Sustainable Growth in Wireless Telecommunication Industry”
9. Robbie Allen, “The Dynamics of Internet Publishing” (SDM)
10. Dharmesh Shah, “On Startups: Patterns and Practices Of Contemporary Software Entrepreneurs” (supervised with Ed Roberts)
11. Satoru Adachi, “Strategic Choice in R&D between "Standardization" and "Differentiation"”
12. Shivashis Nayak, “Pricing and licensing of software products and services: A study on industry trends” (SDM)
13. Francois de Laigue, “Identifying performance levers in the IT services business models” (TPP)
14. John Hempe, “Software System Product Management: Crossing the DMZ Between Software Engineering and Marketing” (SDM)
15. Binoy Cherian, “Strategies for Operational Efficiency Improvements in Distributed, Global Delivery of Information Technology Projects/Organizations” (SDM)
16. Uday Hardikar, “Standardization of User Network Interface” (SDM)

*2007 Ph.D. Chairperson*

1. Vikram Mansharamani, “Scale and Differentiation in Services: Using IT to Manage Customer Experiences at Harrah’s Entertainment and Other Companies” (TIE)
2. Stephen Kahl, “Considering the Customer: Determinants and Impact of Using Technology on Industry Evolution” (TIE)

*2007 M.S. Chairperson*

1. Ilana Davidi, “Wed 2.0 Wiki Technology: Enabling Technologies, Community Behaviors, and Successful Business Techniques and Models” (SDM)
2. Kevin Baughey, “Multimedia Platform Framework for the Automobile: Architectural Analysis and Proposal Evaluations” (SDM)
3. Mudhafar Hassan-Ali, “Municipal Wireless Mesh Networks as a Competitive Broadband Delivery Platform” (SDM)
4. Ashok Mandala, “Platform Leadership through System Interfaces: A Study of APIs for Mobile Operating Systems” (SDM)
5. Yaming Wang, “Starting a New Software Business in an Established Firm” (SDM)
6. Krishna Boppana, “Enterprise Software: Analysis of Product Strategies” (SDM)
7. Binoy Cherian, “Strategies for Operational Efficiency Improvements in IT Services Using Global Delivery Model” (SDM)
8. Saurabh Trikha, “Tech Disruption and Convergence in US Telecom Industry” (SDM)
9. Biju Kalissery, “Building Agile IT Infrastructures for New Enterprises” (SDM)
10. Sergio Ibanez, “Strategies for Capturing the Maximum Value: How Tech Start-Ups can leverage on alliances and acquisitions ” (SDM)
11. Rajiv Ramarathan, “An Analysis of Service-Oriented Architectures” (SDM)
12. Andreas Goeldi, “The Emerging Market for Web-Based Enterprise Software” (SF/MOT)
13. Bettina Hein, “0+0=1: The Appliance Model of Selling Software Bundled with Hardware” (SF/MOT)
14. Sinead O’Flanagan, “Does Early Success Help or Hinder Innovative Capability?” (SF/MOT)
15. Yoshiko Hase, “Automotive Electronics Business” (SF)

*2008 M.S. Chairperson*

1. Shelly Lau, "The Architecture of Participation: The Realization of the Semantic Web and Internet OS" (SDM)
2. Gregory Russell, "A Systems Analysis of Complex Software Product Development Dynamics and Methods" (SDM)
3. Shantnu Sharma, "Systems Analysis of Emerging IPTV Entertainment Platform: Stakeholders, Threats, and Opportunities" (SDM) (October 2007)
4. Collin Murray, "Lean and Agile Software Development: A Case Study" (SDM, January 2008)
5. Paul Gomez, "Service Oriented Architecture as a Strategy for Business Improvement in the Enterprise" (SDM, January 2008)
6. Ifeanyi Katchy, "Framework for Developing and Deploying Location-based Services in Emerging Economies" (SDM, June 2008)
7. Ching Guo, "Blogonomics: Business and Social Changes from the Blog" (SDM, June 2008)
8. Masaaki Yajima, "NTT DoCoMo's Competition Strategy Before and After Introduction of the Flat Rate" (Sloan Fellow, June 2008)
9. Nobukatsu Takei, "Innovation Among Japanese Telecom's in the Internet Era: A Comparison Based on Analysis of Successful US Companies (Sloan Fellow, June 2008)
10. Aparna Chennapragada, "Building Technology Startups in India: Issues and Opportunities" (SDM, June 2008)
11. Bobby Lo, "Social Media Analytics in Business Intelligence Applications (MIT Dept. of Computer Science and Electrical Engineering, Masters in Engineering, June 2008)

*2009 M.S. Chairperson*

1. Nagarjuna Venna, "New Business Models in the Wireless Industry" (SDM, June 2009)
2. Ratnadeep Bhattacharjee, "An Analysis of the Cloud Computing Platforms" (SDM, June 2009)

*2010 M.S. Chairperson*

1. Jeremy Katz, "Comparing and Contrasting Web Services and Open Source" (SDM, January 2010).
2. Kenichiro Inada, "An Analysis of the Japanese Software Business" (SDM, June 2010)
3. Huiping Zhou, "China's Mergers and Acquisitions: A Comparison with the United States" (MSMS, June 2010)
4. Erik Chan Chi-Hein, "Management Innovations at Outstanding Information Technology Companies and Implications for China" (MSMS, June 2010)
5. Sang Jin Oh, "A Study of the Foundry Industry Dynamics" (MSMS, June 2010)
6. Joonkyu Kang, "A Study of the DRAM Industry" (MSMS, June 2010)
7. Ming Xiong, "Lessons for China from a Comparison of Logistics in the U.S. and China (MSMS, June 2010)

*2011 M.S. Chairperson*

1. Steve Francis, "Factors Shaping the Future of Cloud Computing" (Sloan Fellows, June 2011)
2. Jiwon Han, "Historical Review of Samsung's Innovations and Further Steps" (MSMS, June 2011)
3. Giacomo Summa, "Social TV: the Future of Television in the Internet Age" (MSMS, June 2011)
4. Iulian Pogor, "Historical Perspective of Innovation in Electronic Payment Instruments" (MSMS, June 2011)
5. Jorge Guzman, "Startups Mexicana: A Guide to Software Entrepreneurship in Mexico" (MBA, June 2011)
6. Dordaneh Davari, "Defining Business Strategy for Development of Travel and Tourism Industry" (MSMS, June 2011)
7. Irfan Mohammed, "Emerging Trends in Mobile OS Platforms" (SDM, June 2011)
8. C. Blade Kotelly, "When Startups Start Down: How Leadership, Strategy, Vision, and Design Can Breakdown the Barriers Killing the Company" (SDM, June 2011)
9. Jan Hoon Yoo, "Service Platform Strategy: Social Networking and Mobile Service Platform Perspectives" (SDM, June 2011)
10. Mark Moran, "A Study in Product-Service Systems Strategies" (Sloan Fellow, January 2011)
11. Ashok Dhiman, "An Analysis of On-premise to Cloud Computing Migration Strategies for Enterprises" (SDM, January 2011)

12. Sebastian Robles, “Business Intelligence in Chile: Recommendations to Develop Local Applications (SDM, January 2011)
13. Dharendra Sharma, “Enterprise Information Security Management Framework” (SDM, January 2011)

*2012 Ph.D. Chairperson*

1. Philip Anderson, “Complementary Capabilities in Dynamic Environments: The Evolution of Professional Services in Information Technology Product Firms” (June, 2012)

*2012 M.S. Chairperson*

1. Thomas Speller, “The Business and Dynamics of Free-to-Play Social-Casual Game Apps” (SDM, February 2012)
2. Matthew Lo, “A Strategic and Financial Analysis of the DRAM Industry” (MSMS, June 2012)
3. Prasanta Sinha, “Non-Linear Revenue Creating Business Platform for IT Service Companies Using Cloud Computing” (MSMS, June 2012)
4. Jian Chen, “Exploring Online Retailing Strategies: Case Studies of Leading Firms in the U.S. and China” (MSMS, June 2012)
5. Adrian Lu, “Seeds of Growth: The Challenges of Venture Capital in the Australian Landscape” (MSMS, June 2012)
6. Gokhan Iskender, “Turkish e-Government Transformation: A Country Analysis Based on Efforts, Problems and Solutions” (MSMS, June 2012)
7. Jin Tanaka, “Acquisition and Management of Technology-Based Firms in a Trading and Investment Company” (Sloan Fellow, June 2012)
8. Tomoko Oshi, “Innovation Performance, Infrastructure, and Policy: A Comparison of Japan and the US” (Sloan Fellow, June 2012)
9. Qi Zhang, “Staying without Power: A Case Study of the Drupal Content Management System” (SDM, June 2012)

*2013 M.S. Chairperson*

1. Victor L. Piper, “Akamai Technologies: An Analysis of Product and Platform Growth Strategies” (SDM, June 2013)
2. Tadeu Rezende de Azevedo, “Dynamic Cycles of Strategy, Marketing, and Sales: A Framework for Capital Goods Industries” (Sloan Fellows, June 2013)
3. Alejandro Zarate, “Big Data” (Sloan Fellows, June 2013)
4. Ruri Lee, “Business Models and Strategies in the Video Game Industry: An Analysis of Activision-Blizzard and Electronic Arts” (MSMS, June 2013)
5. Kyungho Lee, “A Strategic Analysis of the DRAM Industry After the Year 2000” (MSMS, June 2013)

*2014 M.S. Chairperson*

1. Tanmoy Sen, “Platform Ecosystem: ARM’s Answer to Intel’s Dominance”(SDM, January 2014)
2. Shingo Kawai, “Strategies to Enhance Long-Term Competitiveness in the Telecommunications Industry: Lessons for NTT (SDM, January 2014)
3. Michihiko Yoden, “Global Expansion Strategies for Software Firms” (MBA, June 2014)
4. Eileen Park, “Creating a Sustainable Business Model for the TV Industry – Smart TVs” (MSMS, June 2014)
5. Young Hee Kim, “A Global Analysis and Market Strategy in the Electric Vehicle Battery Industry (MSMS, June 2014)
6. Charlotte LeRoy, “Radical and Open Innovation: The Challenge for Established Firms (MSMS, June 2014)
7. Visrut Mulay, “The Bits and Bytes of Food: Study of Emerging Internet-Based Food Businesses (MSMS, June 2014)
8. Yue (Jane) Fu, “The Roles of Finance in Different Growth Stages of Startups (MSMS, June 2014),
9. Ikwan Kim, “A New Direction and Business Plan for the Golf Business in Korea” (MSMS, June 2014)
10. Sascha Boehme, “Analysis of Bitcoin as a Peer-to-Peer Network for International Payments” (SDM, June 2014)



2021 *M.S. Chairperson*

1. Joshi, Yashodhan, “IoT Strategies and Platform Companies” (SDM, June 2021)
2. Andrea Diaz Baquero, “Super Apps: Opportunities and Challenges” (IDM, June 2021)
3. Jingquiao Li, “Competitive Analysis of New Energy Vehicle Market in China” (MSMS, June 2020)
4. Keitumetse Molamu, “African Entrepreneurship Ecosystems: A Comparative Study of the Top Five” (MSMS, June 2021)
5. Jingyi Wu, “Study of a Video-Sharing Platform: Global Rise of TikTok” (MSMS, June 2021)
6. Shuaiyu Wu, “Analysis of the New Development Direction of Chinese Overseas Fintech Companies” (MSMS, June 2021)
7. Amar Singh Dhesi, “Sustaining Digital Transformation in the Post-COVID Era: Nike Case Study” (MSMS, June 2021)
8. Tomohisa Okamoto, “Comparative Analysis of Japanese and Western Corporate Venture Capital (SDM, August 2021)

## **XV. PUBLICATIONS:**

### *Books and Monographs*

The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power (with Annabelle Gawer and David B. Yoffie), Harper Business, 2019. Translations in Simplified Chinese, Complex Chinese, Japanese, Korean, Vietnamese, Bulgarian, Persian, French.

Strategy Rules: Five Timeless Lessons from Bill Gates, Andy Grove, and Steve Jobs (with David B. Yoffie), Harper-Collins, 2015. Translations in 18 languages: Ukrainian, Portuguese, Korean, Slovak, Czech, Russian, Dutch, Simplified Chinese, Complex Chinese, Vietnamese, Italian, Japanese, Arabic, Thai, Turkish, Polish, Persian, Hungarian.

Software Ecosystems: Analyzing and Managing Business Networks in the Software Industry (edited, with Slinger Jansen and Sjaak Brinkemper). Cheltenham, UK: Edward Elgar, 2013.

Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World. Oxford: Oxford University Press, Clarendon Lectures in Management Studies, 2010. Translations in Japanese (Nihon Keizai Shimbunsha), Chinese (Science Press), Korean (Book 21- Gyeonggi-do), and Italian (FrancoAngeli). Named one of the best business books of the year by *Strategy & Business* <http://www.strategy-business.com/article/11405b>

Meido in japan wa owaru no ka? [The end of ‘Made in Japan’?] (edited, with Yaichi Aoshima and Akira Takeishi). Tokyo: Toyo Keizai Shimposha, 2010, in Japanese.

Software Business (edited, with Pasi Tyrväinen and Slinger Jansen). First International Conference of Software Business Conference Proceedings, Springer, 2010.

The Business of Software: What Every Manager, Programmer, and Entrepreneur Must Know to Thrive and Survive in Good Times and Bad. New York: Free Press/Simon & Schuster, March 2004. Translated into Japanese as “Sofutouea kigyo no kyoso senryaku,” Diamond, 2004. Chinese edition from Publishing House of the Electronics Industry [www.phei.com.cn](http://www.phei.com.cn), Beijing, 2005. Named one of the best business books of 2004 by Steve Lohr of the New York Times in *Strategy and Business*, Winter 2004.

Platform Leadership: How Intel, Microsoft, and Cisco Drive Industry Innovation (with Annabelle Gawer). Harvard Business School Press, 2002. Translated into Japanese and Chinese.

Strategic Thinking for the Next Economy (edited, with Costas Markides). New York: Jossey-Bass, 2001. Translated into Portuguese and Japanese. Named one of the top 25 business books (number 6) of 2000-2001 by *Strategy and Business* magazine (October 1, 2001).

Competing on Internet Time: Lessons from Netscape and Its Battle with Microsoft (with David B. Yoffie). New York: Free Press/Simon & Schuster, 1998. Named one of the top 10 business books of 1998 by *Business Week* and Amazon.com. Translated into Japanese as “Ku ka kuwaeru ka: Netscape tai Microsoft” (Mainichi Shimbunsha, 1999) and Italian as “Competere al tempo di Internet” (Etas, 2000).

Thinking Beyond Lean: How Multi-Project Management is Transforming Product Development at Toyota and Other Companies (with Kentaro Nobeoka). New York: Free Press/Simon & Schuster, 1998. Translated into Chinese, French, and Korean.

Microsoft Secrets: How the World’s Most Powerful Software Company Creates Technology, Shapes Markets, and Manages People (with Richard W. Selby). New York: Free Press/Simon & Schuster. Translations in 14 languages (Japanese, Chinese-Taiwan & mainland, Korean, German, Portuguese, Spanish, Polish, Thai, Indonesian, Serbian, Russian, Italian, Malaysian). Approximately 150,000 copies in print; local, national (*Business Week*), and international (Japan, Germany) bestseller lists.

Japan's Software Factories: A Challenge to U.S. Management. New York and Oxford: Oxford University Press, 1991. Translated into Japanese as: “Nihon no sofutouea senryaku: Amerika-shiki keiei no chosen” (Mita Press, 1993).

The Japanese Automobile Industry: Technology and Management at Nissan and Toyota. Cambridge, M.: Council on East Asian Studies/Harvard University Press, 1985. Portions reprinted in G. Jones, ed., Coalitions and Collaboration in International Business. United Kingdom, Edward Elgar Publishing.

#### *Refereed Journal Articles*

“Multisided Platform Research over the Past Three Decades: A Bibliometric Analysis” (with Xiao Jia and Jin Chen), International Journal of Technology Management, forthcoming.

“Can regulation save digital platforms?” (with Annabelle Gawer and David B. Yoffie), *Industrial and Corporate Change*, vol. 20, no. 5 (October 2021), pp. 1259-1285.

“Comments on the ‘Lenses of Lean’ and the Toyota Production System,” Journal of Operations Management, Forum, Published online May 2021 <http://doi.org/10.1002/joom.1138>

“Services, Industry Evolution, and the Competitive Strategies of Product Firms” (with Steven Kahl and Fernando Suarez), Strategic Management Journal, 36 (4), 559-575 (April 2015).

“Industry Platforms and Ecosystem Innovation” (with A. Gawer), Journal of Product Innovation Management, 31 (3), 417-433, May 2014. (Received the 2019 Abbie Griffin High Impact Award from the Journal as the most influential article published in the year 5-years past.)

“Services and the Business Models of Product Firms: An Empirical Analysis of the Software Industry” (with F. Suarez and S. Kahl), Management Science, 59 (2), 420-435, February 2013.

“Lean Software Development: A Tutorial” (with M. Poppendieck), IEEE Software, September-October 2012, pp. 30-36.

“Critical Decisions in Software Development: Updating the State of the Practice” (with A. MacCormack, C. Kemerer, and W. Crandall), IEEE Software, 25<sup>th</sup> Anniversary Issue, September-October 2009, pp. 66-69. Reprinted in Nikkei Electronics, Issue 1039, 2010, pp. 155-161.

“The Changing Software Business: Moving from Products to Services,” IEEE Computer, January 2008, Vol. 41, no. 1, pp. 20-27. Also translated into Japanese as “Gekihan-suru sofutouea bijinesu – seihin kara sabisu e no tenko ga susumu,” Nikkei Solution Business, April 15, 2008, pp. 44-51.

“How Companies Become Platform Leaders” (with Annabelle Gawer), MIT Sloan Management Review, Winter 2008, Vol. 49, No. 2, pp. 28-35.

“Software Development Worldwide: The State of the Practice” (with Alan MacCormack, Chris Kemerer, and Bill Crandall), IEEE Software, November-December 2003, vol. 20, no. 6, pp. 28-34. Selected by IEEE Software's editorial and advisory boards as one of its 25th-Anniversary Top Picks for full-length, peer-reviewed articles.

“Trade-offs between Productivity and Quality in Selecting Software Development Practices” (with Alan MacCormack, Chris Kemerer, and Bill Crandall), IEEE Software, September/October 2003, vol. 20, no. 5, pp. 78-85.

“The Elements of Platform Leadership” (with Annabelle Gawer), MIT Sloan Management Review, Spring 2002, vol. 43, no. 3, pp. 51-58. Reprinted in IEEE Engineering Management Review, Vol. 31, No. 1, 2003, pp. 8-15.

“Three Strategies for Managing Fast Growth” (with Georg von Krogh), MIT Sloan Management Review, Winter 2001, vol. 42, no. 2, pp. 53-62. Reprinted in IEEE Engineering Management Review, Special issue on “Organizing for Growth”, 29(4), 2001, pp. 16-24.

“Software Development on Internet Time” (with David B. Yoffie), IEEE Computer, Special Issue on Software Engineering & Management, October 1999, pp. 2-11.

“What Netscape Learned from Cross-Platform Software Development” (with David B. Yoffie), Communications of the ACM, October 1999, vol. 42, no. 10, pp. 72-78. A version of this article was also published in Japanese as “Intaanetto jidai no sofutouea kaihatsu senryaku: Netscape no kurosu puratto fomu kaihatsu ni manabu” [Software development strategy for the Internet age: Lessons from Netscape’s cross-platform development strategy], Joho shori (Journal of the Information Processing Society of Japan), vol. 40, no. 4, April 1999, pp. 418-423.

“Building a Company on Internet Time: Lessons from Netscape” (with David B. Yoffie), California Management Review, Spring 1999, vol. 41, no. 3, pp. 8-28.

“How Microsoft Makes Large Teams Work Like Small Teams.” MIT Sloan Management Review, Fall 1997, vol. 39, no. 1, pp. 9-20.

“How Microsoft Builds Software” (with Richard W. Selby). Communications of the ACM, June 1997, vol. 40, no. 6, pp. 53-62.

“Multi-Project Strategy and Sales Growth: The Benefits of Rapid Design Transfer in New Product Development” (with Kentaro Nobeoka). Strategic Management Journal 18, 3, March 1997.

“An Empirical Study of Manufacturing Flexibility in Printed-Circuit Board Assembly” (with Fernando F. Suarez and Charles H. Fine). Operations Research, 44, 1, January-February 1996.

"Multi-Project Strategy, Design Transfer, and Project Performance: A Survey of Automobile Development Projects in the U.S. and Japan" (with Kentaro Nobeoka). IEEE Transactions on Engineering Management 42, 4, November 1995.

"An Empirical Study of Flexibility in Manufacturing" (with Fernando F. Suarez and Charles H. Fine), MIT Sloan Management Review, Fall 1995.

"The Limits of Lean," MIT Sloan Management Review, vol. 35, no. 4, pp. 27-32, Summer 1994. (Reprinted in Italian translation as "I Limiti Della 'Lean'" in Sviluppo & Organizzazione, No. 150, August 1995; and Associazione Italiana di Ingegneria Gestionale, V Convegno Nazionale, Sessione Plenaria, November 1994.)

"Linking International Technology Transfer with Strategy and Management: A Literature Commentary" (with Detelin Elenkov), Research Policy, 23, March 1994.

"Strategic Maneuvering and Mass-Market Dynamics: The Triumph of VHS Over Beta" (with Yiorgos Mylonadis and Richard S. Rosenbloom), Business History Review, vol. 66, Spring 1992, pp. 51-94. (Reprinted in M. Tushman and P. Anderson, eds., Managing Strategic Innovation and Change, New York, Oxford University Press, 1997).

"Shifting Economies: From Craft Production to Flexible Systems and Software Factories," Research Policy, 21, December 1992, pp. 453-480.

"Strategy, Structure, and Performance in Product Development: Observations from the Auto Industry" (with Kentaro Nobeoka), Research Policy, 21, June 1992. (Reprinted in Toshihiro Nishiguchi, ed., Managing Product Development, Oxford, Oxford University Press, 1997).

"Supplier Relations and Management: A Survey of Japanese, Japanese-Transplant, and U.S. Auto Plants" (with Akira Takeishi), Strategic Management Journal, 12, 1991.

"Japanese Investment and Influence in Thai Development" (with Nobuko Ichikawa and Karen R. Polenske), Technology in Society, 13, 4, Winter 1991.

"Complementary Resources and Cooperative Research: A Model of Joint Ventures Among Competitors" (with Deepak K. Sinha), Management Science, 37, 9, September 1991.

"Factory Concepts and Practices in Software Development," IEEE Annals of the History of Computing, 13, 1, 1991, pp. 3-32.

"A Quantitative Analysis of U.S. and Japanese Practice and Performance in Software Development" (with Chris F. Kemerer), Management Science, 36, 11, November 1990.

"The Software Factory: A Historical Interpretation," IEEE Software, March 1989, pp. 23-30. Reprinted in Datapro Research, Datapro Management of Applications Software, McGraw-Hill Information Services, 1989. (Selected by the editorial board as one of the three best articles in IEEE Software in 1989.)

"Manufacturing Innovation: Lessons from the Japanese Auto Industry," MIT Sloan Management Review, 30, 1, 1988 (Fall), pp. 29-39. Reprinted in S. Durlabhji and N. Marks, eds., Japanese Business: Cultural Perspectives. Albany, State University of New York Press, 1993.

"Technological Pioneering and Competitive Advantage: The Birth of the VCR Industry" (with Richard S. Rosenbloom), California Management Review, 29, 4, 1987 (Summer), pp. 51-76. (Reprinted in Michael L. Tushman and William L. Moore, eds., Readings in the Management of Innovation, Cambridge, MA, Ballinger/Harper & Row,



1988; and in IEEE Engineering Management Review, 16, 2, June 1988. Selected by the Pacific Telesis Foundation as one of the two best articles on management and policy in California Management Review during 1986-1987.)

"An Enlightenment Dialogue with Fukuzawa Yukichi: Ogawa Tameji's *Kaika mondo*, 1874-75," Monumenta Nipponica, 37, 3, 1982 (Fall).

#### *Non-Refereed Journal Articles*

"Pushing Social Media Platforms to Self-Regulate," *The Regulatory Review*, January 3, 2022 (with David B. Yoffie and Annabelle Gawer). <https://www.theregreview.org/2022/01/03/cusumano-yoffie-gawer-pushing-social-media-self-regulate/>

"Social Media Companies Should Self-regulate. Now," *Harvard Business Review* (Online), January 15, 2021 (with Annabelle Gawer and David B. Yoffie) <https://hbr.org/2021/01/social-media-companies-should-self-regulate-now>. Reprinted in *Harvard Business Review*, The Year in Tech 2022 (Harvard Business Review Press, December 2021).

"The Evolution of Research on Industry Platforms," *Academy of Management Discovery Guidepost*, Published in advance online 28 August 2020 <https://doi.org/10.5465/amd.2020.0091>

"The Future of Platforms." *MIT Sloan Management Review* 61, 3, 46-54 (with David B. Yoffie and Annabelle Gawer). (Invited), Spring 2020.

"Japan Will Become a World Leader Again, But in a Different Way from the Past," *Daimond Harvard Business Review*, January 15, 2020 (in Japanese).

"A Study of More than 250 Platforms Reveals Why Most Fail" (with David B. Yoffie and Annabelle Gawer), *Harvard Business Review* (digital). May 29, 2019

"Managing Software Platforms and Ecosystems," *IEEE Software* Special Issue on "Managing Software Platforms and Ecosystems," Guest Editors Introduction (with Slinger Jansen and Karl Michael Popp), May-June 2019, pp. 2-6

"How to Think About the Future: Lessons from Bill Gates, Andy Grove, and Steve Jobs," *JR East Technical Review*, No. 58 (2017), Special Feature Article (in Japanese).

"Strategy Lessons from Bill Gates, Andy Grove, and Steve Jobs – With Comments on Entrepreneurship in Japan," Institute of Electronics, Information, and Communication Engineers, *IEICE Technical Report* SWIM2016-12, December 2016, pp. 1-9

"What Sinofsky's Departure Suggests about the Current State, and Likely Future, of Microsoft," MIT Technology Review, November 22, 2012 (online).

"Staying Power: Managing Innovation in an Uncertain World," The World Financial Review, September-October 2012, pp. 30-34.

"Staying Power: Lessons for Japan," IHJ (International House of Japan) Bulletin, vol. 32, no. 1, 2012, pp. 35-49. (In Japanese "Kunrin-suru kigyō no 'mutsu no hosoku' – Nihon no resson").

"Judo Strategy: The Competitive Dynamics of Internet Time" (with David B. Yoffie), Harvard Business Review, January-February 1999, 77, 1, pp. 70-82.

"Microsoft's Weaknesses in Software Development" (with Richard W. Selby), American Programmer (October 1997).

"Lessons from Microsoft: How to Build Mass-Market PC Software," Fujitsu Management Review, 5 (Summer), 1997.

"How Microsoft Competes" (with Richard W. Selby), The Journal of Product Innovation Management, vol. 13, no. 5, pp. 463-464 (January-February) 1996.

"Nihon no sofutouea faktorori o koete: seihin gijutsu-seisan gijutsu no kozo-ka, segmento, inobeshon" (Japan's Software Factories and Beyond: Structuring, Segmenting, and Innovating in Product and Process Technology), Business Review, Vol. 41, No. 1 (August 1993)

Communications of the ACM columns:

"Finding Your Balance in the Products and Services Debate," March 2003, vol. 46, no. 3, pp. 15-17

"Beware the Lure of the Horizontal," July 2003, vol. 46, no. 7, pp. 15-17

"Company Character and the Software Business," October 2003, vol. 46, no. 10

"Who is Liable for Bugs and Security Flaws in Software?" March 2004, vol. 47, no. 1, pp. 25-27

"More Lawyers than Programmers?" July 2004, vol. 47, no. 7, pp. 29-31

"Reflections on Free and Open Software," October 2004, vol. 47, no. 10, pp. 25-27

"Google: What It Is and What It Is Not," February 2005, vol. 48, no. 2, pp. 15-17

"The Puzzle of Japanese Software," July 2005, vol. 48, no. 7, pp. 25-27 (reprinted in Nikkei Computer, January 9, 2006)

"Software in Ireland: A Balance of Entrepreneurship and... Lifestyle Management?" October 2005, vol. 48, pp. 25-27

"Where Does Russia Fit Into the Global Software Industry?" February 2006, vol. 49, no. 2, pp. 31-34

"What Road Ahead for Microsoft and Windows," July 2006, vol. 49, no. 7, pp. 21-23

"Envisioning the Future of India's Software Services Business," October 2006, vol. 49, no. 10, pp. 15-17

"What Road Ahead for Microsoft the Company?" February 2007, vol. 50, no. 2, pp. 15-18

"The Changing Labyrinth of Software Pricing," July 2007, vol. 50, no. 7, pp. 19-22

"Extreme Programming Compared with Microsoft-Style Iterative Development," Oct. 2007, vol. 50, no. 10, pp. 15-18

"Managing Software Development in Globally Distributed Teams," February 2008, vol. 51, no. 2, pp. 15-17

"The Puzzle of Apple," September 2008, vol. 51, no. 9, pp. 22-24

"The Legacy of Bill Gates," January 2009, vol. 52, no. 1, pp. 25-26

"Strategies for Difficult (and Darwinian) Economic Times," April 2009, vol. 52, no. 4, pp. 27-28.

"Dealing with the Venture Capital Crisis," October 2009, vol. 52, no. 10, pp. 25-27.

"The Evolution of Platform Thinking," January 2010, vol. 53, no. 1, pp. 32-34.

"Cloud Computing and SaaS as New Computing Platforms," April 2010, vol. 53, no. 4, pp. 27-29.

"Platforms and Services: Understanding the Resurgence of Apple," October 2010, vol. 53, no. 10, pp. 22-24

"Reflections on the Toyota Debacle," January 2011, vol. 54, no. 1, pp. 33-35

"Platform Wars Come to Social Media," April 2011, vol. 54, no. 4, pp. 31-33

"The Platform Leader's Dilemma," October 2011, vol. 54, no. 10, pp. 21-24

"The Legacy of Steve Jobs," December 2011, vol. 54, no. 12, pp. 26-28

"Can Services and Platform Thinking Help the U.S. Postal Service?" April 2012, vol. 55, no. 4, pp. 21-23

"Reflections on the Facebook IPO: What Should a Company Be Worth?" October 2012, vol. 55, no. 10, pp. 20-23

"The Apple-Samsung Lawsuits: In Search of a Middle Ground in Intellectual Property Wars," January 2013, vol. 55, no. 1, pp. 28-31.

"Are the Costs of 'Free' Too High in Online Education?" April 2013, vol. 55, no. 4, pp. 26-29

"Evaluating a Startup Venture," October 2013, vol. 56, no. 10, pp. 26-29

"The Legacy of Steve Ballmer," January 2014, vol. 57, no. 1, pp. 30-32

"MOOCs Revisited, with Some Policy Suggestions," March 2014, vol. 57, no. 3, pp. 24-26

"The Bitcoin Ecosystem," October 2014, vol. 57, no. 10, pp. 22-24

"How Traditional Firms Must Compete in the Sharing Economy," January 2015, vol. 58, no. 1, pp. 32-34

"In Defense of IBM," October 2015, vol. 58, no. 10, pp. 27-28

“Extrapolating from Moore’s Law: Behind and Beyond Microsoft, Intel, and Apple” (with David B. Yoffie), January 2016, vol. 59, no. 1, pp. 33-35.

“The Puzzle of Japanese Innovation and Entrepreneurship,” October 2016, vol. 59, no. 10, pp. 18-20

“Is Google’s Alphabet a Good Bet?” January 2017, vol. 60, no. 1, pp. 22-25

“Amazon and Whole Foods: Follow the Strategy (and the Money).” October 2017, vol.60, no. 10, pp. 24-26

“The Sharing Economy Meets Reality,” January 2018, vol. 61, no. 1, pp. 26-28

“The Business of Quantum Computing,” October 2018, vol. 61, no. 10, pp. 20-22

“CRISPR: An Emerging Platform for Gene Editing,” January 2019, vol. 62, no. 1, pp. 21-23

“The Cloud as an Innovation Platform for Software Development,” October 2019, vol. 61, no. 10, pp. 20-22

“Platformizing’ a Bad Business Does Not Make It a Good Business,” January 2020, vol. 62, no. 1, pp. 23-25

“Self-Driving Vehicle Technology: Progress and Promises,” October 2020, vol. 63, no. 10, pp. 20-22.

“Boeing’s 737 MAX: A Failure of Management, Not Just Technology,” January 2021, vol. 64, no. 1, pp. 21-24.

“Section 230 and a Tragedy of the Commons: Dilemma of Social Media,” October 2021, vol. 64, no. 10, pp. 16-18

“Epic vs. Apple and the Future of App Stores,” January 2022, vol. 65, no. 1, pp. 22-24

Computerworld columns:

“Learning from E-Commerce award winners” (6/7/99)

“Web startups: A wave of creativity or mediocrity?” (7/5/99)

“Making time and decisions on Internet time” (8/30/99)

“Why Iridium fell to earth: Lessons from a debacle” (9/20/99)

“Mozilla gambit reveals risks of open sourcing” (10/18/99)

“A brighter future: Mozilla and open sourcing redux” (11/1/99)

“The Microsoft trial: Findings of fact and hard feelings” (11/15/99)

“Can we measure performance in programming?” (1/3/00)

“Made in India’ a new sign of software quality,” 2/28/00

“The secrets of software success,” 4/3/00

*Chapters in Refereed Edited Volumes*

“The Platform Organization” (with Annabelle Gawer and David B. Yoffie) in Charles Snow and Øystein Fjeldstad, eds., Organizational Design (Cambridge University Press, forthcoming).

“The High Costs of ‘Free’ Online Education: Some Observations and Policy Suggestions,” in E. de Corte et al., eds. From Books to MOOCs: Emerging Models of Learning and Teaching in Higher Education (London: Portland Press, 2016, pp. 105-114).

“Business Platforms” (with Annabelle Gawer), International Encyclopedia of Social and Behavioral Sciences (Elsevier, 2015, pp. 337-342).

“Platforms and Innovation” (with Annabelle Gawer), in M. Dodgson, D. Gann, and N. Phillips, eds., The Oxford Handbook of Innovation Management (Oxford University Press, 2014)

“Software Development: Management and Business Concepts,” in Jorge Díaz-Herrera and Alan Tucker, eds., Computer Science Handbook (Third Edition, CRC Press, 2013, Vol. 1, chapter 83, pp. 83-1 to 83-16).

“Defining Software Ecosystems: A Survey of Software Platforms and Business Network Governance” (with Slinger Jansen) in S. Jansen, S. Brinkemper, and M. Cusumano, Software Ecosystems (Edward Elgar, 2013), pp. 13-28.

“New Businesses and New Business Models” (with Andreas Goeldi) in W. Dutton, ed., The Oxford Handbook of Internet Studies (Oxford University Press, 2013).

“Platforms versus Products: Observations from the Literature and History,” in B. Silverman, S. Kahl, and M. Cusumano, eds., Advances in Strategic Management, vol. 29 (2012), pp. 35-67.

“Will SaaS and Cloud Computing Become a New Industry Platform?” in Alexander Benlian, Thomas Hess, and Peter Buxman, eds., Software-as-a-Service (Springer-Gabler, 2010), pp. 3-13

“Foreword” in Brian Fitzgerald et al., Perspectives on Free and Open Source Software (Cambridge, MA, MIT Press, 2005).

“The Software Business: Lessons from Bill Gates and Microsoft,” in Seiichiro Yonekura, ed., Entrepreneurship and Organization, New York, Oxford University Press, 2002. Reprinted in M. Casson and C. Casson, History of Entrepreneurship (Cheltenham: Edward Elgar Publishing, 2013).

“Focusing Creativity: Microsoft’s ‘Sych-and-Stabilize’ Approach to Software Product Development,” in I. Nonaka and T. Nishiguchi, eds., Knowledge Emergence: Social, Technical, and Evolutionary Dimensions of Knowledge Creation (New York, Oxford University Press, 2001).

“Beyond the Waterfall: Software Development at Microsoft” (with Stanley A. Smith) in David B. Yoffie, ed., Competing in the Age of Digital Convergence, Boston, Harvard Business School Press, 1997.

"The Software Factory," in John J. Marciniak, ed., Encyclopedia of Software Engineering, New York, John Wiley & Sons, 1993.

"A Comparative Analysis of Suppliers to Japanese and U.S. Auto Plants" (with Akira Takeishi), in A.R. Neganthi and Manuel G. Serapio, eds., Research in International Business and International Relations, Greenwich, Conn., JAI Press, 1992.

"'Scientific Industry': Strategy, Technology, and Entrepreneurship in Prewar Japan," in William Wray, ed., Managing Industrial Enterprise: Cases from Japan's Prewar Experience, Cambridge, MA, Council on East Asian Studies/Harvard University Press, 1989.

#### *Chapters in Non-Refereed Edited Volumes*

“The Evolution of Cloud Computing into a New Type of Innovation Platform,” in Andreas Boes and Barbara Langes, eds. Cloud and the Digital Revolution of Work and Economy (Germany: Haufe, 2019).

“The Role of Services in Platform Markets” (with Fernando Suarez), in A. Gawer ed., Platforms, Markets and Innovation, Cheltenham, UK and Northampton, MA, US: Edward Elgar, 2009.

“Nihon no kyosoryoku ni taisuru obei roncho no henkan” [The change in Western commentary on Japan’s competitiveness, with D. Eleanor Westney] in Y. Aoshima, A. Takeishi, and M. Cusumano ed., Meido in japan wa owaru no ka? [The end of ‘Made in Japan’?], Tokyo: Toyo Keizai Shimunsha, 2010.

“Making Large Teams Work Like Small Teams: Product Development at Microsoft,” in U. Jurgens, ed., New Product Development and Production Networks (Berlin, Springer, 2000).

"Objectives and Context of Software Measurement, Analysis, and Control," in D. Rombach, V. R. Basili, and R. W. Selby, eds., Experimental Software Engineering Issues: Critical Assessment and Future Directions, Lecture Notes in Computer Science 706, London: Springer-Verlag, 1993, pp. 41-59.

"The Decline of U.S. Consumer Electronics Manufacturing: History, Hypotheses, and Remedies" (with David Staelin et al.), in The Working Papers of the MIT Commission on Industrial Productivity, Cambridge, MIT Press, 1989, Volume 1.

"Small-Lot Production: Key to High Productivity and Inventory Turnover in Japanese Auto Manufacturing," in Tuvia Blumenthal, ed., Japanese Management at Home and Abroad, Beer Sheva, Israel, Ben-Gurion University Press, 1987.

"Diversity and Innovation in Japanese Technology Management," in Richard S. Rosenbloom, ed., Research on Technological Innovation, Management, and Policy (Greenwich, Conn., JAI Press, Vol. 3, 1986)

*Refereed Conference Proceedings*

Proceedings of the First Annual Conference on the Software Business (edited, with Pasi Tyrvaenen and Slinger Jansen, held at the University of Jyväskylä, Finland, June 21-21. Berlin: Springer, 2010)

"A Model of Cooperative R&D Among Competitors," Academy of Management Best Papers Proceedings 1990, August 1990 (with Deepak Sinha). (Finalist Award in the Best Papers Competition, Technology and Innovation Management Division, Academy of Management.)

*Unpublished Working Papers*

"Can Self-Regulation Save Digital Platforms?" (with Annabelle Gawer and David B. Yoffie), submitted to special issue of *Industrial and Corporate Change*, December 2020.

"Platform vs. Non-Platform Company Performance: Some Exploratory Data Analysis" (with Annabelle Gawer and David Yoffie), July 2018

"Heterogeneity and Dynamics of Multi-Sided Platform Organization: The Early History of Pre-Smartphone Platforms (with Kevin Boudreau and Ramon Lecuna), November 2012 (latest draft)

"The Japan Problem as Paradox: Views from Abroad, in Good Times and Bad," Hitotsubashi University-MIT End of Japan? Program, Hitotsubashi University Innovation Research Center Working Paper, March 2005

"A Resource Trap? When 'More' May be 'Less' Among High-Tech Chinese Startups" (with Lin Xu, Babson College), January 2005.

"Business Models that Last: Balancing Products and Services in Software and Other Industries," December 20, 2003, MIT Center for eBusiness Working Paper.

"Alternative Designs for Product Component Integration" (with Nancy Staudenmayer). Sloan WP#4016 (April 1998).

"What We Have Learned and Have Yet to Learn from Manufacturer-Supplier Relations in the Auto Industry" (with Akira Takeishi). Sloan WP#3842-BPS-95, May 1995.

"Benefits and Pitfalls of International Strategic Technology Alliances" (with Chris Tucci), Sloan WP#110-94/BPS, October 1994.

"Beyond the Software Factory: A Comparison of 'Classic' and 'PC' Software Developers" (with Stanley A. Smith), Sloan WP#3607-93/BPS, September 1993.

"Flexibility and Performance: A Literature Critique and Strategic Framework" (with Fernando F. Suarez and Charles H. Fine), Sloan WP#3298-91/BPS, May 1991.

"Systematic versus 'Accidental' Reuse in Japanese Software Factories," Sloan WP# 3328-BPS-91.

#### *Other Publications*

"How Bill Gates' Singular Focus Both Helped and Hurt Microsoft" (with David B. Yoffie), Business Insider, April 13, 2015. <http://www.businessinsider.com/bill-gates-focus-helped-and-hurt-microsoft-2015-4>

"Richard S. Rosenbloom," Encyclopedia of Strategic Management (D. Teece and M. Augier, eds., Palgrave, 2013)

Critical Code: Software Producibility for Defense, National Research Council, Committee for Advancing Software-Intensive Systems Producibility, Washington, D.C., National Academies Press, 2010 (committee member)

"Strategies for Being a Platform Leader" (with Annabelle Gawer), Wall Street Journal, October 27, 2007, p. R6 (Business Insight – The Journal Report, in Collaboration with MIT Sloan Management Review)

"That's Some Fine Mess You've Made, Mr. Gates," Wall Street Journal, 5 April 2000, p. A26.

"An Angry Judge Won't Help Teach Microsoft the Law," Washington Post, 28 November 1999, p. B04.

"AT&T: A Savvy Dinosaur or the Wave of the Future?" Wall Street Journal, 10 May 1999 (with David Yoffie).

"Open Windows: Antitrust in the Information Age," The New Republic, March 29, 1999, pp. 13-15.

"A Deal That's Good for the Internet," Wall Street Journal, 25 November 1998, p. A18 (with David Yoffie).

"There's a Simple Explanation for the U.S.-Japan Trade Deficit," Business Week (Readers Report), 28 March 1994, pp. 13-14.

Statement and Prepared Testimony in United States Senate, "Competitiveness of the U.S. Software Industry: Hearing Before the Committee on Commerce, Science, and Transportation," Washington, D.C., U.S. Government Printing Office, 13 November 1991 (pp. 5-14).

"Kyosha Nihon meka ni kakeru 'kigyo shimin' kankaku" (The lack of 'corporate citizenship among the top Japanese automakers), Ekonomisuto (The Economist), 11 February 1991.

"Small-Lot Production: Key to Japanese Innovations in Manufacturing," der Wirtschafts Ingenieur, January 1989.

"Japan's Secret: Innovation, Not Imitation," The Detroit News, Sunday, 18 January 1987.

"Mastering Small-Lot Production: Key to Japanese Productivity in Auto Manufacturing," The JAMA Forum (Japan Automobile Manufacturers Association), Volume 5, No. 1, November 1986.

"Nissan's British Factory is a Slow Starter" (May 1982), "The Silicon Valley Sting" (August 1982), and "Robots Step Out of the Factory" (January 1983), in New Scientist (London, circ. 500,000)

"Masatoshi Okochi (1878-1952)" and "Shigeki Nishimura (1828-1902)" in The Encyclopedia of Japan, New York and Tokyo, Kodansha, 1983

## **XVI. ORAL PRESENTATIONS:**

- 2021 December Presentation and Panel Discussion, “Digital Platforms: Regulation vs. Self-Regulation,” The Global Innovative Growth Forum, Seoul (Zoom), Sponsored by the Korea Ministry of Economy and Finance, The World Bank, and KAIST.
- Keynote Address, “The Business of Platforms,” Frontiers of Innovation and Entrepreneurship 2022 Program, Rafael del Pino Foundation Conference, Madrid, Spain
- Keynote Address, “Future Platforms: Opportunities for Entrepreneurship and Corporate Innovation,” 3<sup>rd</sup> Annual Conference, Tokyo Entrepreneurship and Innovation Center, Tokyo University of Science (Zoom)
- Panel Discussion, “Are External Directors Improving Japanese Corporate Governance?,” Inaugural Virtual Japan ESG Conference, Morgan-Stanley, Tokyo (Zoom)
- October Presentation and Panel Discussion, “Self-regulation and Digital Platforms,” Annual Digital Markets Competition Forum, Copenhagen Business School, Denmark
- Lecture, “Digital Platforms: Looking at the Past and Their Future,” 2021 MIT Digital Technology and Strategy Conference, MIT Industrial Liaison Program, Cambridge, MA
- Lecture, “Digital Platforms: Looking at the Past and Their Future,” 2021 MIT Digital Technology and Strategy Conference, MIT Industrial Liaison Program, Coppel Group, Mexico (Zoom)
- September Lecture and Discussion, “Innovation and Entrepreneurship: Challenges and Lessons for India and Japan,” Mizuho India Japan Centre, Tatsujin Webinar Series, Indian Institute of Management, Bangalore
- July Keynote Address, “The Business of Platforms: Applications for Tourism and Hospitality Industries,” Fudan University, Hospitality and Tourism Conference, Hainan Island/Zoom
- Paper Presentation, “Can Self-Regulation Save Digital Platforms,” Platform Strategy Research Symposium, Boston University
- June Keynote Address, “The Business of Platforms: Past, Present, and Future,” Data East Forum on Data Analytics, Data Policy, and Industry Applications, University of California, San Diego, Supercomputer Center/Zoom
- May Keynote Address, “The Business of Platforms,” MIT Sloan Management Review Poland Conference/Zoom
- March Presentation, “The Business of Platforms,” NGP Capital CxO Network Seminar Series: Digital Platform Leadership, Palo Alto/Zoom
- January Lecture, “Platform Strategy,” MIT Club of France, with Europe & USA/Zoom
- Lecture, “Platform Thinking for the Present and Future,” MIT Industrial Liaison Program, Annual Japan Conference, Tokyo/via Zoom

2020	December	Keynote, “The Business of Platforms: Strategy in the Digital Age,” Tokyo Entrepreneurship and Innovation Center, Tokyo University of Science, 3 <sup>rd</sup> Annual Conference on New Business Development and Entrepreneurship in the Digital Age, Tokyo/Zoom
	November	Keynote, “The Business of Platforms: Strategy in the Digital Age,” MIT Technology Review, Emerging Tech China, China/Zoom
	June	Keynote, “Quantum Computing as the Next Software Applications Platform,” International Workshop on Software Intensive Business, AgileAlliance/XP 2020 Conference, Copenhagen, Denmark (online)
	May	Lecture, “The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power,” Disruptive Tech Virtual Summit, Corporate Board Member/Chief Executive Magazine
		Lecture, “The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power,” Ajuja Webinar (Nairobi)
	January	Seminar, “The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power,” School of International Corporate Strategy, Research Seminar, Hitotsubashi University, Tokyo
		Seminar, “The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power,” Waseda Business School, Global Insights Symposium, Tokyo
2019	December	Seminar, “The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power,” Innovation Forum, Institute of Innovation Research, Hitotsubashi University, Tokyo
		Keynote Lecture, “MIT’s The Engine: A VC Fund, Incubator, and Ecosystem for Tough Tech,” Tokyo Entrepreneurship & Innovation Center Third Annual Conference on University Venture and Ecosystem Development, Tokyo University of Science, Tokyo
	October	Lecture, “The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power,” MIC Business School (China), Cambridge Innovation Center, Cambridge, MA
		Keynote Address, “The Business of Platforms,” Mahidol University and MIT Sloan School of Management Executive Education, Thailand Stock Exchange, Bangkok
		Lecture, Lecture, “The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power,” Wolfe Research TechBrains Webinar
		Keynote Address, “Lessons Learned from the MIT REAP Tokyo Team, 2015-2017,” MIT REAP (Regional Entrepreneurship Acceleration Program) Cohort 6 Celebration Dinner, Cambridge, MA
	September	Lecture, “The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power,” ETH Zurich, Department of Management, Technology, and Economics Seminar, Zurich, Switzerland



August	<p>Lecture, “The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power,” Martin Trust Center for MIT Entrepreneurship, Delta V Startup Accelerator Program, Cambridge, MA. USA</p> <p>Presentation, “The Business of Platforms,” for panel symposium on Power and Equality in a World of Platforms and Ecosystems, Academy of Management, Boston, MA, USA</p>
July	<p>Presentation, “An Analysis of Multi-Sided Platform Research Over the Past Three Decades: Framework and Discussion,” Platform Research Symposium, Boston University</p>
June	<p>Lecture, “The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power,” Tsinghua University School of Economics and Management, Beijing, China</p>
May	<p>Lecture, “The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power,” Commercial Aircraft Company of China, Shanghai, China</p>
March	<p>Presentation, “The Business of Platforms,” Platform Strategy Conference: What is Next? Harvard Business School, Boston</p>
February	<p>Keynote Address, “The Business of Platforms,” Software Product Management Summit, Indian Institute of Management, Bangalore, India</p>
January	<p>Keynote Address, “Corporate Innovation and Entrepreneurship: Thoughts for Japan,” Tokyo Innovation and Entrepreneurship Center Conference, Tokyo University of Science, Tokyo</p>
2018 July	<p>Presentation, “Platform vs. Non-Platform Company Performance: Some Exploratory Data Analysis,” Platform Research Symposium, Boston University</p> <p>Lecture, “The Tokyo Entrepreneurial Ecosystem,” Entrepreneurial University Executive Training Conference, University of the Thailand Chamber of Commerce, Bangkok</p> <p>Lecture, “What the Tokyo REAP Team Did,” Entrepreneurial University Executive Training Conference, University of the Thailand Chamber of Commerce, Bangkok</p> <p>Lecture, “How Great Entrepreneurs Think: Look Forward, Reason Back,” Entrepreneurial University Executive Training Conference, University of the Thailand Chamber of Commerce, Bangkok</p>
April	<p>Lecture, “How Entrepreneurs Think About the Future: Strategy Rules and Lessons for Japan,” Musashi University, Tokyo</p> <p>Lecture, “How Entrepreneurs Think About the Future: Strategy Rules and Lessons for Japan,” MOT Program Orientation, Tokyo University of Science, Tokyo</p> <p>Lecture, “How to Think About the Future: The Influence of Moore’s Law on Innovation in IT and Platforms,” China University of Science and Technology, School of Management, Hefei, China</p>

- 2017 December Keynote lecture, “Outside-In Learning: Insights from the Evolution of Industry Platforms in Other Vertical Markets,” Next Wave Forum 2017, MIT NewDigs (New Drug Development Paradigms Initiative), MIT Center for Biomedical Innovation, Cambridge, MA
- November Presentation, “How to Think About the Future: Products, Platforms, and Other Lessons from *Strategy Rules*.” MIT Industrial Liaison Program, Agoria Briefing, Cambridge, MA
- Lecture, “Platforms, Not Just Products.” MIT System Design and Management Program, Cambridge, MA
- October Special Lecture, “How to Think About the Future: Look Forward, Reason Back,” MIT Alumni Organization of Japan and Tokyo University of Science, Tokyo
- Keynote Address, “The Puzzle of Japanese Innovation and Entrepreneurship,” Tokyo University of Science MOT Program Open House, Tokyo
- Presentation (in Japanese), “Strategy Rules: Lessons from Bill Gates, Andy Grove, and Steve Jobs.” Tokyo University of Science MOT Program Special Lecture, Tokyo, Japan
- Presentation (in Japanese), “Platform Thinking: Myths and Realities.” Tokyo University of Science MOT Program Special Lecture, Tokyo, Japan
- Presentation, “The Sharing Economy and Implications for Mobile Carriers,” NTT Docomo, Board, Tokyo, Japan
- September Panel presentation, Globis G1 Global Conference, “Risks and Opportunities: AI, Autonomous Vehicles, and Cybersecurity,” Globis School of Management, Tokyo
- Presentation, “Strategy Rules: Lessons from Bill Gates, Andy Grove, and Steve Jobs.” MIT Industrial Liaison Program, Denso Executive Briefing, Cambridge, MA
- Presentation and Workshop, “Strategy,” MIT Faculty Leadership Development Program, Office of the Provost, Cambridge, MA
- April Keynote Address, “Challenges for the Japanese Ecosystem: Innovation versus Entrepreneurship,” Societal Issues Seminar – Open Innovation and Societal Issues, Innovation Network for Co-Creating the Future, Mitsubishi Research Institute, Tokyo
- Keynote Address, “The Puzzle of Japanese Innovation and Entrepreneurship,” xSig 2017 (Cross-Disciplinary Workshop on Computing Systems, Infrastructures, and Programming), University of Tokyo, Tokyo
- Special Lecture, “Strategy Rules: Lessons from Bill Gates, Andy Grove, and Steve Jobs,” Tokyo University of Science, Alumni Association Annual Meeting, Tokyo
- Special Lecture, “Corporate Entrepreneurship: Challenge and Opportunity for Japan,” Innovation, Strategy, and Leadership Program Alumni Seminar, CicomBrains and MIT Sloan Executive Education, Tokyo
- March Keynote Address, “Platform Strategy: Myths and Realities,” Things and Systems Annual Symposium, Tokyo University of Science, Tokyo

- February Panel discussion and presentation, “Transformation of Education in the Age of Big Data,” University of Tokyo, School of Engineering, Global Teams Network Workshop, Tokyo
- Presentation, “Strategy Rules: Lessons from Bill Gates, Andy Grove, and Steve Jobs,” Faculty Development Seminar, School of Management, Toyo University, Tokyo
- Presentation, “Platform Company Research: Some Data and Questions,” Hitotsubashi University, Workshop on Innovation in Digital Industries, Tokyo
- January Presentation, “The Tokyo Entrepreneurial Ecosystem,” MIT REAP (Regional Entrepreneurship Acceleration Program), Workshop 3, Tokyo
- 2016 December Special Lecture, “Strategy Lessons from Bill Gates, Andy Grove, and Steve Jobs – With Comments on Entrepreneurship in Japan.” Institute of Electronics, Information, and Communication Engineers, Software Interprise Modeling (SWIM) Conference, Tokyo Polytechnic University, Japan
- Keynote Address, “Strategy Rules: Lessons from Bill Gates, Andy Grove, and Steve Jobs,” 3<sup>rd</sup> Annual Social Systems Innovation Center Conference, Kobe University, Japan
- November Keynote Address, ““Strategy Rules: Lessons from Bill Gates, Andy Grove, and Steve Jobs,” 3<sup>rd</sup> Annual Asia-Pacific Conference on Requirements Engineering, Nanzan University, Nagoya, Japan
- Keynote Address, ““Strategy Rules: Lessons from Bill Gates, Andy Grove, and Steve Jobs,” Innovation 2016 Symposium, JR East Railways, Tokyo, Japan
- October Presentation, “Platform Research: Some Data and Questions,” Institute for Developing Economies, Platform Research Workshop, Japan
- Presentation, “The Next Challenge for Tokyo University of Science and Japan,” TUS Forum 2016, Tokyo University of Science, Tokyo, Japan
- Keynote Address, “Strategy Rules: Lessons from Bill Gates, Andy Grove, and Steve Jobs,” Japanese Business Models Association Annual Conference, Waseda University, Tokyo
- Lecture, “How to Evaluate a Startup Venture, Tokyo University of Science, Electrical Engineering Special Lectures 3, Tokyo (in Japanese)
- September Lecture, “How Great Entrepreneurs Think: Lessons from Bill Gates, Andy Grove, and Steve Jobs,” Tokyo University of Science, Electrical Engineering Special Lectures 3, Tokyo (in Japanese)
- May Special Lecture, “Strategy Rules: Lessons from Bill Gates, Andy Grove, and Steve Jobs,” Management of Technology Program, Tokyo University of Science
- April Presentation, “Evaluating a Startup Venture” (in Japanese), Japan Entrepreneur Award Ceremony 2016 (Kenja no sentaku), Tokyo

		Lecture, "Strategy Rules: Lessons from Bill Gates, Andy Grove, and Steve Jobs," Dept. of Industrial Engineering and Management, Tokyo Institute of Technology, Tokyo
	March	Keynote Address, "Corporate Innovation and Strategy: Lessons from Gates, Grove, and Jobs ... with Comments on Japan," MIT Industrial Liaison Program, Mitsui Group Annual Symposium, Tokyo
2015	November	Lecture, "Strategy Rules: Lessons from Bill Gates, Andy Grove, and Steve Jobs," Institute for Manufacturing, University of Cambridge, UK
	September	Executive Session Keynote, Hubspot Inbound 2015, "Strategy Rules: Lessons from Bill Gates, Andy Grove, and Steve Jobs," Boston
		Keynote Address, Omers Ventures CEO Forum, "Strategy Rules: Lessons from Bill Gates, Andy Grove, and Steve Jobs," Toronto
	August	Commentary for Symposium on "Ecosystem, Platforms, and Industry Architecture Research: Refocusing the Agenda," Academy of Management, Vancouver
		Presentation "Services, Platforms, Business Model Innovations – and Governance Implications," Academy of Management, Vancouver
	May	Presentation, "The High Cost of 'Free' Online Education: MOOCs Revisited, with Some Policy Implications," Conference on Emerging Models of Learning and Teaching in Higher Education: From Books to MOOCs?, Academia Europa and Wenner-Gren Foundation, Stockholm
	March	Presentation and Panel Moderator, "What Really Drives Innovation," MIT Asia Business Conference, Cambridge, MA
2014	October	Presentation, "Services, Industry Evolution, and the Competitive Strategies of Product Firms," Cambridge Services Alliance, University of Cambridge, UK
	September	Keynote Address, "Japanese Firms and Staying Power," International Academic Forum North American Conference on the Social Sciences, Providence, RI
		Presentation, "Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World," Austria Connect Conference, MIT Industrial Liaison Program, Cambridge MA
	June	Panel Presentation, "Shortening the Time-to-Market," The 5 <sup>th</sup> International Conference on Software Business, Pathos, Cyprus
	February	Keynote Address, "The Future of the Software Business," Product Software Jaar Congress 2014, University of Utrecht, Netherlands
		Guest lecture, Software Ecosystems Seminar, Department of Information and Computer Science, University of Utrecht, Netherlands

2013	December	Seminar, "Masters of Strategy: Lessons from Bill Gates, Andy Grove, and Steve Jobs for the Next Generation of CEOs and Entrepreneurs," Oxford University, Said School of Business, Oxford, UK
		Seminar, "Masters of Strategy: Lessons from Bill Gates, Andy Grove, and Steve Jobs for the Next Generation of CEOs and Entrepreneurs," Imperial College Business School, London
		Panel Presentation, "Masters of Strategy: Build Platforms and Ecosystems, Not Just Products," Harvard Business School Annual Strategy Conference, Boston
	September	Presentation, "Strengths and Flaws in CEO Giants," Institute of Coaching Leadership Forum, Harvard Medical School, Boston
	August	Presentation on "Staying Power: Enduring Principles," book discussion forum, SAP Canada, Technology and Innovation Platform Group (WebEx)
	July	Keynote Address, "Platform Strategy and Staying Power," 2013 Haier Global Forum on Business Model Innovation, Co-Sponsored by the Chinese Academy of Management, Qingdao, China
	June	Keynote Address, "Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World," HSM Strategy Forum, Sao Paulo, Brazil
	May	Presentation, "Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World," 2013 MIT Europe Conference: Remaking Manufacturing, Industrial Liaison Program, Vienna, Austria
	March	CEO Series Webinar, "Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World," Inner City Capital Connections, Boston
2012	December	Keynote Lecture, "Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World," Marketing Technology Center (Royal Swedish Academy of Engineering and Swedish Institute of Management), Stockholm
	November	Panel Presentation, "The Innovative Enterprise," MIT-China Innovation and Entrepreneurship Forum, MIT, Cambridge, MA
	October	Lecture, "Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World," at Sany Heavy Industries, Changsha, China, arranged by the MIT Industrial Liaison Program
		Lectures, "Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World," at Ricoh, Sumitomo Electric, NEC, and DaiNippon Printing, Tokyo and Yokohama, Japan, arranged by the MIT Industrial Liaison Program
		Lectures, "New Strategic Principles: Platforms and Services," at Tsinghua, Fudan, and Lingnan iMBA Programs, arranged by the MIT Sloan China Management Program
	September	Seminar, "Services and the Competitive Strategies of Product Firms," Federal Swiss Institute of Technology (ETH), Department of Management, Technology, and Economics, Zurich, Switzerland

- August      Presentation, “Services, Industry Evolution, and the Competitive Strategies of Product Firms,”  
Academy of Management Symposium on Services, Platforms, and Innovation, Boston
- Lecture, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an  
Uncertain World,” MIT Industrial Liaison Program for the Austrian Chamber of Commerce,  
Cambridge, MA
- July            Lectures on “The Business of Software and Digital Platforms,” Vienna University of  
Technology, Institute of Software Technology and Interactive Systems, Vienna, Austria
- Lecture, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an  
Uncertain World,” Public Lecture hosted by the Vienna University of Technology
- April            Lecture, “Innovation in Platforms and Services: Challenges for the U.S. Postal Service,” U.S.  
Postal Service, CIO Chat, Washington, D.C.
- January        Lecture, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an  
Uncertain World – Focus on Platforms,” MIT Industrial Liaison Program Company Member  
Presentations: LG Electronics, SK Telecom, Posco Steel – Seoul Korea  
Dai-Nippon Printing, Fujitsu, NTT Docomo, JX Holdings, Hitachi – Toko, Japan
- Lecture, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an  
Uncertain World,” Keidanren Hall, MIT in Japan – 14<sup>th</sup> Annual Symposium, Tokyo
- “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain  
World,” Canon Global Research Institute, Tokyo
- “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain  
World,” International House of Japan, Co-Sponsored by MIT Sloan Club of Japan and  
Nihon Keizai Shinunsha.
- 2011      September    Lecture, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an  
Uncertain World,” Sabanci University School of Management, Istanbul, Turkey
- Seminar, “Services and Business Models of Product Firms: An Empirical Analysis of the  
Software Industry,” Strategy Research Seminar, Sabanci University School of Management,  
Istanbul, Turkey
- Lecture, “The Evolution of Strategy: From Basic Concepts to the Practice of Consulting,” E-  
MBA Program, Sabanci University School of Management, Istanbul, Turkey
- Lecture, “The Evolution of Strategy: From Basic Concepts to the Practice of Consulting,” MBA  
Program, Sabanci University School of Management, Istanbul, Turkey
- Lecture, “Key Success Factors for High-Tech Entrepreneurship,” Undergraduate Program,  
Sabanci University School of Management, Istanbul, Turkey
- May            Lecture, “Platforms and Services: Business Models for R&D and Innovation,” TiasNimbas  
Business School and Eindhoven University of Technology, Eindhoven, Netherlands

- Seminar, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” Tilburg University and TiasNimbas Business School, Netherlands
- Seminar, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” Bocconi University Research Conference, Milan
- April      Lecture, “Staying Power: Services, Not Just Products,” London Business School, Strategy and International Management Research Seminar, London
- Lecture, “Staying Power: Platforms, Not Just Products, Wharton School of Business, Management Department Research Seminar, Philadelphia
- Lecture, “The Platform Strategy Toolkit,” Hubspot BizTalk Seminar, Cambridge, MA
- Lecture, “Platform Dynamics and Cloud Computing,” Microsoft Research, Cambridge, MA
- Seminar, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” Wharton Management Seminar, Philadelphia
- Seminar, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” London Business School Strategy Seminar, London
- March     Lecture, “Strategies for Becoming a Platform Leader” and “In Search of Best Practice: Enduring Ideas in Technology Strategy and Management,” University of Auckland Business School, Auckland, New Zealand
- Lecture, “Strategies for Becoming a Platform Leader” and “The Business of Software,” Ministry of Science and Innovation, Auckland, New Zealand
- Lecture, “Strategies for Becoming a Platform Leader” and “In Search of Best Practice: Enduring Ideas in Technology Strategy and Management,” Ministry of Science and Innovation, Auckland, New Zealand
- February   Lecture, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” Harvard Project for Asian and International Relations, Harvard University, Cambridge, MA
- Panel, “The State and Entrepreneurship,” Harvard Project for Asian and International Relations, Harvard University, Cambridge, MA
- 2010      December   Lecture, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” Treasury Executive Institute, Washington DC
- Lecture, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” Noblis Corp. Tech Tuesday Speaker Series, Falls Church, VA
- November   Lecture, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” Program on US-Japan Relations, Harvard University

- Lecture, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” MIT 2010 Research and Development Conference, Industrial Liaison Program, Cambridge, MA
- October Faculty Seminar, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” Tsinghua University School of Management and Economics, Beijing
- Faculty Seminar, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” Fudan University School of Management, Shanghai
- Keynote Address, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” China Management of Technology Association, Shanghai
- September Presentation, “Toyota: Yesterday, Today, and Tomorrow,” Toyota Workshop, MIT, Cambridge, MA
- Lecture, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” Imperial College Business School, London UK
- Lecture, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” London School of Economics and Political Science, London UK
- Lecture, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” British Parliament, Hosted by Mary MacLeod MP and the Henry Jackson Society, London UK
- Lecture, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” Manchester Innospace, Manchester Metropolitan University, UK
- Keynote Address, “The Future of Informatics: Products, Platforms, and Services,” University of Zurich, Dept. of Informatics, 40<sup>th</sup> Anniversary Symposium, Zurich, Switzerland
- August Lecture, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” Academy of Management Technology & Innovation Management Distinguished Speaker Session, Montreal
- July Lecture, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” Defense Science Board, Summer Study Conference, Arlington, VA
- June Keynote Address, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” First International Conference on the Software Business, University of Jyväskylä, Finland
- May Presentation, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” Harvard Business School Strategy Group, Boston, MA
- Lecture, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” MIT Center for Digital Business Annual Conference, Cambridge, MA



	April	Presentation, “Staying Power: Six Enduring Principles for Managing Strategy and Innovation in an Uncertain World,” The Moses Seminar, MIT
	March	Concluding Remarks, “Putting Advanced Technology Elements in Context – Could They Be Part of a Manufacturing Industry Transformation?,” MIT Roundtable, The Future of Manufacturing Innovation: Advanced Technologies, Cambridge, MA
2009	November	Keynote Address, “In Search of Best Practice: Enduring Ideas in Strategy and Innovation,” 24th International Forum on COCOMO and Systems/Software Cost Modeling, USC and MIT, Cambridge, MA
	October	Presentation, “In Search of Best Practice: Enduring Ideas in Strategy and Innovation,” MIT Sloan School of Management, Center for Digital Business Seminar, Cambridge, MA
	September	Presentation, “In Search of Best Practice: Enduring Ideas in Strategy and Innovation,” MIT Sloan School of Management, Technological Innovation, Entrepreneurship, and Strategy Seminar, Cambridge, MA
	May	Lecture, “In Search of Best Practice: Enduring Ideas in Strategy, Innovation, and Technology Management,” University of Edinburgh School of Business and Advanced Institute of Management Research (AIM), Edinburgh, UK
		2009 13 <sup>th</sup> Annual Clarendon Lectures in Management Studies, University of Oxford Said School of Business and Oxford University Press, titled, “In Search of Best Practice: Enduring Ideas in Strategy, Innovation, and Technology Management” (3-day set of lectures: Overview, Firm Agility, and Broader Views of the Product Firm), Oxford, UK
	March	Keynote Address, “Products vs. Services: Lifecycles and Business Models,” Advanced Institute of Management Research (AIM) Symposium on The Dynamics of Products, Services, and Business Models, London. UK
		Lecture, “The Changing Software Business: From Products to Services,” Oxford Internet Institute, Oxford, UK
	February	Lectures, “In Search of Best Practice: Enduring Ideas in Strategy and Innovation Management,” and “Platform Leadership,” University of Auckland Business School, Auckland, New Zealand, sponsored by the Foundation for Research, Science, and Technology, Government of New Zealand
2008	October	Keynote Address, “The Changing Software Business,” OECD-METI (Japanese Ministry of Trade and Industry) Conference on Software Innovation, Tokyo
		Keynote Address, “The Changing Software Business,” University of the Yucatan International Symposium on Technology and Innovation, Merida, Mexico
	August	Keynote Address, “Services Innovation in a Flat World,” Executive Conference on Strategic Innovation in a Global World,” Organized by Global Business Intelligence, Inc., Co-Sponsored by MIT Sloan School Executive Education, Tokyo
	July	Lecture, “The Changing Software Business,” NEC Corporation Executive Seminar, Arranged by MIT Industrial Liaison Program, Tokyo

- Lecture, "The Changing Software Business," Fujitsu Corporation Executive Seminar, Arranged by MIT Industrial Liaison Program, Tokyo (in Japanese)
- Lecture, "In Search of Best Practice: Strategies for Product, Process, and Service Innovation," MIT Association of Tokyo, Hosted by NTT Docomo
- June Presentation with Fernando Suarez (Boston University), "The Role of Services in Platform Markets," International Conference on Platforms, Markets, and Innovation, Imperial College, London
- April Lectures, "Strategy for Software Companies" and "Success Factors for Software Startups," University of Auckland, School of Business, Sponsored by the Foundation for Research, Science, and Technology, Government of New Zealand, Auckland, NZ
- Lectures, "Strategy for Software Companies" and "Platform Leadership," Sponsored by Creative HQ and the Foundation for Research, Science, and Technology, Government of New Zealand, Wellington, NZ
- Lecture, "The Business of Software," Victoria University, School of Information Management, Wellington, NZ
- February Lecture, "The Changing Software Business," SDM Institute of Management Development, Mysore, India, MBA Program Special Lecture
- Lecture, "Managing Technological Innovation and Entrepreneurship: Lessons from MIT," SDM Institute of Management Development, Mysore, India, Leadership Series
- 2007 October Lecture, "The Changing Business of Software," Boston University School of Management
- August Keynote Addresses, "The Changing Business of Software" and "Key Elements for Successful Software Entrepreneurship," 15<sup>th</sup> National Conference for Systems Engineering – Development and Globalization of the Software Industry as an Alternative to Stimulate the Peruvian Economy, Universidad Privada del Norte, Trujillo, Peru
- April Presentation, "The Changing Business of Software," Conference on the New Software Industry, Carnegie Mellon-West and University of California, Berkeley, at Microsoft Silicon Valley Campus, California
- Lecture, "The Changing Business of Software," Master's Class, The Business of Software, Carnegie Mellon-West, Mountain View, CA
- Presentation, "Product, Process, and Service: A New Industry Lifecycle Model," Sloan Industry Studies Annual Conference, Cambridge, MA
- March Keynote Address, "The Importance of Services Innovation in Software and Other Industries," 10<sup>th</sup> Anniversary Symposium, Hitotsubashi University Institute of Innovation Research, Tokyo
- Lecture, "The Changing Software Business," Sungkyunkwan University, Graduate School of Business, Seoul, Korea

		Seminar, "Products vs. Services: Which is the Better Business Model, in Software and Other Industries?" Harvard Business School, Entrepreneurial Management Unit
February		Presentation on "The Changing Software Business," India Institute of Management, Bangalore  Presentation on "The Changing Software Business," Infosys Technologies, Bangalore
2006	December	Seminar on "Software Engineering as Product Development or Production?," MIT Sloan PhD Seminar Subject 15.342
	November	CIO Strategy Exchange, Kleiner, Perkins, Caufield and Byers, Presentation on "Software at Your Service," Palo Alto, CA  Keynote Address, "Products versus Services: Which is the Better Business Model, in Software and Other Industries," Technology Professional Services Organization, Washington, D.C.
	October	Laboratory in Software Engineering (Subject 6.170), Lectures on "Software Development Processes and Practices," Part I and II, MIT Dept. of Electrical Engineering and Computer Science, Cambridge, MA  Paper presentation, "Product, Process, and Service: A New Industry Lifecycle Model," Harvard Business School Strategy Conference, Boston
	September	Keynote Address, "Business Models in Software," International Congress on Software Engineering and Applications and Monterrey Institute of Technology, Guadalajara, Mexico
	April	Keynote Address, "Products versus Services: Which is the Better Business Model, in Software and Other Industries" (in Japanese), Japan Society for Information Management and Waseda University IT Strategy Research Center, Special Seminar on the Research of MIT Professor Michael Cusumano (400 attendees), Tokyo, Japan  Workshop Presentation, "Products versus Services: Which is the Better Business Model, in Software and Other Industries," Production and Operations Management Society (POMS) Annual Conference, Boston  Public Lecture, "Products versus Services: Which is the Better Business Model, in Software and Other Industries," Samsung Economic Research Institute, Seoul, Korea  Lecture, "Products versus Services: Which is the Better Business Model, in Software and Other Industries," MIT System Design and Management Program, Thesis Seminar, Cambridge, MA
	March	Guest Lecture, "Fast and Flexible Software Development: Comments on Best Practices," ESD.40 Product Design and Development for SDM, MIT System Design and Management Program, Cambridge, MA
	February	Keynote Address, "The Business of Software: Challenges for Products versus Services Companies, and for India," NASSOM (National Association of Software and Services Companies) Leadership Forum 2006, Mumbai, India

- Keynote Address, "Products vs. Services: Which is the Better Business Model in Software," IT Services and Software Conference, Sponsored by Merrill Lynch, Las Vegas
- 2005 December "Global Perspectives on Effective Software Development," Presentation at Effective Software Development Conference, Sponsored by Enterprise Ireland, Galway, Ireland
- November Presentation for MIT Industrial Liaison Program for Mitsui Companies on "Products vs. Services," Cambridge, MA
- October Keynote address, "Software Development: The State of the Practice and the Business," First Software Engineering Conference – Russia, Moscow
- Lecture for Scottish Institute for Enterprise, "The Business of Software," Robert Gordon University, Aberdeen, Scotland
- Lectures for Software Commercialization Seminar, Scottish Institute for Enterprise, "Software Entrepreneurship" and "Software Trends," Robert Gordon University, Aberdeen, Scotland
- September Keynote address, "The New Software Ecosystem: Towards Agility and Services," Gartner Software Application Development Summit, Dallas, Texas
- Keynote address, "The Software Industry: Changing Business Models, From Products to Services," MIT Lincoln Laboratory, High-Performance Embedded Computing 2005 Conference, Burlington, MA
- June "Global Perspectives on Effective Software Development," Presentation at Effective Software Development Conference, Sponsored by Enterprise Ireland, Dublin and Cork, Ireland
- "Products versus Services: Which is the Better Business Model, in Software and Other Industries?" Presentation for General Electric, IT Insight Event, MIT Industrial Liaison Program, Cambridge
- Presentation on "Innovation and Product Development Trends," Quebec CEOs Network, Canadian Consulate, Boston
- May "Foundations of Empirical Software Engineering: The Legacy of Prof. Victor Basili and the Software Engineering Laboratory," Symposium Lecture, International Conference on Software Engineering, St. Louis
- "Products versus Services: Which is the Better Business Model, in Software and Other Industries?" Presentation at Hitotsubashi University, Institute of Innovation Research, Tokyo
- April "Products versus Services: Which is the Better Business Model, in Software and Other Industries?" Presentation at Massachusetts Innovation and Technology Exchange, CEO Roundtable Series
- March "Products versus Services: Which is the Better Business Model, in Software and Other Industries?" Presentation at Harvard Business School, Technology and Operations Management Seminar

		“Products versus Services: Which is the Better Business Model, in Software and Other Industries?” Lecture, System Design and Management Proseminar, MIT
	February	“Strategy and Entrepreneurship: Lessons from Software and Other Industries,” Lecture for the Scottish Institute for Enterprise, University of Glasgow, Scotland
		“Products versus Services: Which is the Better Business Model, in Software and Other Industries?” Seminar presentation at Oxford University, Said School of Business, Oxford
	January	“Explanations from Outside Observers on the ‘End of Japan?’” Presentation for joint conference project with Hitotsubashi University Institute of Innovation Research, Honolulu
2004	October	“Best Practices in Software Development,” Lecture for Philips Medical Corporation, sponsored by MT Industrial Liaison Program, Cambridge, MA
		“Products vs. Services: Which is the Better Business Model, in Software and Other Industries?” Presentation for International Motor Vehicle Program Annual Conference, University of Cambridge, England
	August	“Which is Better: Products or Services?” Lecture to Tsinghua University Executive Education Students, MIT, Cambridge, MA
	July	“The Business of Software,” Presentation for National Association of Software and Service Companies (NASSCOM), Mumbai, India
	June	“The Business of Software,” Keynote Address, Software Process Engineering Symposium 2004, Japan Informational Technology Services Association, Tokyo
		“The Business of Software,” Presentations for Samsung, Seoul Korea; Tsinghua University International MBA Program; Fudan University International MBA Program; CICOM-MIT Sloan School Executive MOT Program, Tokyo; and MIT and other university clubs in Shanghai, Beijing, and Tokyo
		“Software Development Worldwide: The State of the Practice,” Presentation for Advisory Board, National Institute of Informatics, Tokyo
		“Strategy for High-Tech Companies: What to Think About,” Presentation for MIT Sloan School of Management Reunion Events, Cambridge, MA
	May	“Software Development: Problems and Best Practices,” Presentation for the Computer Science and Telecommunications Board Certifiable Software Meeting, MIT, Cambridge, MA
		“Products versus Services” Which Is Better?” Presentation for the Center for eBusiness Annual Meeting, Software and Services Special Interest Group, MIT, Cambridge, MA
		“The Business of Software,” Keynote Address for Center for eBusiness Board of Directors Meeting, MIT, Cambridge, MA

- “Strategy for Software Companies: What to Think About,” Presentation, London Business School, London
- “Building a Software Business,” Workshop for Cambridge-MIT Program, University of Cambridge, England
- “Strategy for Software Companies” What to Think About,” Keynote Address, Economics-Driven Software Engineering (EDSER) Workshop, International Conference on Software Engineering, Edinburgh, Scotland
- “Strategy for Software Companies” What to Think About,” Presentation for the Scottish Institute of Engineers, University of Edinburgh, Scotland
- January Presentation on “Explanations from Outside Observers on the ‘End of Japan?’” Joint conference project with Hitotsubashi University Institute of Innovation Research, Honolulu
- 2003 November “Lessons Learned from Microsoft and Netscape,” Computer Science and Telecommunications Board Planning Meeting, National Academies of Science, Washington D.C.
- August Keynote address, “Fast and Flexible Software Development,” XML-Web Services One Conference, Boston
- June Presentation on “Strategy for Software Companies: What to Think About,” MIT Club of Tokyo and Industrial Liaison Program, Tokyo
- Presentations on “Fast and Flexible Software Development,” Tokyo, Osaka, and Nagoya, sponsored by CSK Corporation and the MIT Center for eBusiness, Japan
- May Keynote address, “Strategy for Software Companies: What to Think About,” 5<sup>th</sup> Annual Conference on Extreme Programming and Agile Software Development Methods, Genoa, Italy
- Presentation, “Strategy for Software Companies: What to Think About,” University of Bologna, Department of Management
- May Presentation on “The Importance of Services in the Software Business,” MIT Center for eBusiness Annual Meeting, Software and Services Special Interest Group Track, Cambridge, MA
- Presentation on “Patterns of Platform Leadership,” MIT Series on Technology and the Corporation Conference, Industrial Liaison Program, Cambridge, MA
- February Presentation on “Software Development and Strategy,” Finland Global Software Executive Program, arranged by MIT Industrial Liaison Program, Cambridge, MA
- Presentation on “Strategy for Software Companies: What to Think About,” MIT Business and Technology Lecture Series, School of Engineering and Sloan School of Management, Cambridge, MA

- January Presentation on “Strategy for Software Companies: What to Think About,” London Business School, Technology and Operations Management Special Seminar, London
- Presentation on “Strategy for Software Companies: What to Think About,” Department of Computer Science, Helsinki University of Technology, Finland
- Presentation on “Explanations from Outside Observers on the ‘End of Japan?’” Joint conference project with Hitotsubashi University Institute of Innovation Research, Honolulu
- 2002 December Lecture on “Fast and Flexible Software Development,” University of Cambridge course on Management of Technology and Innovation, through Cambridge-MIT Institute, Cambridge, MA
- Panel presentation on “The Software Business,” MIT Sloan Venture Capital Conference Cambridge, MA
- November Lecture on “Fast and Flexible Software Development,” for the Experienced Information Management Program, MIT Sloan School and General Electric, Cambridge, MA
- June Presentation on “Strategy for Software Companies: What to Think About,” Hitotsubashi University, Innovation Research Center, Tokyo
- Japanese Software Process Study Group, “Software Process Survey: Interim Report,” Tokyo
- May Presentation on “Platform Leadership: Implications for NTT DoCoMo,” Tokyo Mobile Roundtable
- Presentation on “The Four Levers of Platform Leadership,” Tokyo Economic Research Institute, Tokyo
- 2001 November Keynote address, “E-business and the Internet Paradigm,” Korea MIS Society, Seoul
- Presentation on “E-business and the Internet Paradigm,” Seoul National University, Department of Business Administration
- June Presentation on “E-business and the Internet Paradigm,” Institute for Media and Communications Management, University of St. Gallen, Switzerland
- April Inaugural address titled “E-business and the Internet Paradigm” for the opening of a new Masters in E-Business Program, University of Catania, Italy
- March Presentation for MIT International Liaison Program Agility Day on “Platform Leadership in High Technology,” Cambridge, MA
- Keynote Address titled “Fast and Flexible Software Development” for 6<sup>th</sup> Annual Software Quality Management Conference, Bonn, Germany
- January Presentation for Center for eBusiness @MIT on “Platform Leadership in High Technology,” annual conference, Cambridge, MA

2000	November	Presentation for MIT Industrial Liaison Program for Mitsui Companies on “Competing in the Internet Age,” Cambridge, MA
	October	Keynote Address for Natural Microsystems Partnership Conference on “Fast and Flexible Product Development: Lessons from Software and Other Industries,” Boston
	September	Presentation for Technology and Operations Management Seminar, Harvard Business School, on “Platform Leadership: A Case Study of Intel” (with Annabelle Gawer)
	April	Keynote Address for Lucent Technologies Software Symposium on “Fast and Flexible Product Development: Lessons from Software and Other Industries,” Naperville, Ill.  Presentation for University of Minnesota, Carlson School of Management, on “Competing on Internet Time: Lessons from Netscape and Microsoft,” Minneapolis
	March	Presentation for Society of Information Management, on “Competing at Internet Speed,” New York Chapter  Presentation for the MIT Club of Washington, D.C., on “Competing on Internet Time: Lessons from Netscape and Microsoft,” Washington, D.C.
	February	Presentation for British Computer Society, on “Design and Development: Lessons from Netscape and Microsoft,” London  Presentation for Oxford University, Said School of Management, on “Competing on Internet Time: Lessons from Netscape and Microsoft,” Oxford  Presentation for Pan-Arab MIT Alumni/ae Conference, Creating Knowledge-Based Industries, on “Competing on Internet Time: Lessons from Netscape and Microsoft,” Cairo
	January	Presentation for the MIT in Japan, 2 <sup>nd</sup> Annual Symposium for Japanese Industry, on “Competing on Internet Time: Lessons from Netscape and Microsoft,” Tokyo  Presentation for the Institute of Innovation Research, Hitotsubashi University, on “Competing on Internet Time: Lessons from Netscape and Microsoft,” Tokyo  Presentations at Acer, Inc., Taiwan Semiconductor, and Epoch Foundation on “Competing on Internet Time: Lessons from Netscape and Microsoft,” Taipei  Presentations at Siam Commercial Bank and Telephone Organization of Thailand on “Competing on Internet Time: Lessons from Netscape and Microsoft,” Bangkok  Presentations at Piramal and Tata Consulting on “Competing on Internet Time: Lessons from Netscape and Microsoft,” Bombay  Presentation for the S.P. Jain Institute of Management and the MIT Club of India on “Competing on Internet Time: Lessons from Netscape and Microsoft,” Bombay  Presentations at Lucent Technologies India and Motorola India on “Design and Development: Lessons from Netscape and Microsoft,” Bangalore



- 1999    October    Presentation for the Institute for Technology and Enterprise, Polytechnic University, on “Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft,” New York City
- Keynote address for Informatica User Conference titled, “Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft,” San Diego, CA
- June            Presentation for the New York Info Tech Forum on “Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft,” New York City
- Presentation on “Realizing the Benefits of Knowledge Management” for the 29<sup>th</sup> International Management Symposium, University of St. Gallen, Switzerland
- May            Presentation for the Systems Research Center, Boston University School of Management, on “Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft,” Boston
- April          Presentation for the 1999 MIT Engineering/Manufacturing Conference on Innovations in Product Development, titled “Product Design and Development on Internet Time: Lessons from Netscape and its Battle with Microsoft,” Cambridge, MA
- Presentation for the High-Tech Entrepreneurship Seminar, University of Texas at Austin Graduate School of Business, on “Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft,” Austin, Texas
- Presentation for the MIT Senior Congressional Staff Seminar on “Antitrust Issues in the Age of the Internet,” Cambridge, MA
- March        Presentation for the MIT Electronic Commerce and Marketing Seminar, MIT Sloan School, on “Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft,” Cambridge, MA
- Presentation at the Strategy Research Seminar, INSEAD, on “Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft,” Fontainebleau, France
- Presentation for the TAI Research Center, Helsinki University of Technology, on “Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft,” Helsinki, Finland
- Presentations for the Federation of Finnish Metal, Engineering, and Electrochemical Industries on “Lessons from Software About Fast and Flexible Product Development” and “Thinking Beyond Lean: How Multiproject Management is Transforming Product Development,” Helsinki, Finland
- February    Repeat Presentation for the Information Technology Association of America Best Practices Teleconference on “Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft,” Live Webcast
- Presentation for Cyberposium 1999 – Digital Junctions on “Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft,” Harvard Business School, Boston

	January	Presentation for the Innopoli Innovation Centre in Helsinki, Finland, on “Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft,” by teleconference connection from MIT
1998	December	Presentation for the Information Technology Association of America Best Practices Teleconference “Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft,” Live Webcast
	October	Presentation for the Epoch Foundation, MIT, “Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft,” Cambridge, MA
	June	Presentation at the second Conference on Knowledge Creation on “Netscape’s Technology Strategy: “Open” Modular Architectures, Shared Components, and Cross-Platform Designs,” University of St. Gallen, Switzerland
	May	Presentation for the Strategy and International Management Seminar, MIT Sloan School, “Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft” (with David Yoffie), Cambridge, MA
		Presentation at Polytechnic of Milan on “Microsoft: Rethinking the Process of Software Development,” Milan, Italy
		Paper presented at the International Product Development Management Conference on “Alternative Designs for Product Component Integration” (with Nancy Staudenmayer), Como, Italy.
	April	Presentation for a joint seminar for the Organizations Group and Operations Management Group, Duke University, Fuqua School of Business, “Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft,” Durham, N.C.
	March	Presentation at the Information Technology Group Research Seminar, University of California at Los Angeles, “Competing on Internet Time: Lessons from Netscape in its Battle with Microsoft – Software Product Development,” Los Angeles, CA
		Presentation at the Strategy and Organizations Group Research Seminar, University of California at Los Angeles, “Competing on Internet Time: Lessons from Netscape in its Battle with Microsoft – Creating the Company and Judo Strategy,” Los Angeles, CA
		Presentation for the Software Association of Oregon, Tech Forum ’98, “Microsoft: Rethinking the Process of Software Development,” Portland, Oregon
	February	Presentation at the General Management Group Strategy and Process Seminar, Harvard Business School, on “Competing on Internet Time: Lessons from Netscape in its Battle with Microsoft” (with David Yoffie), Boston, MA
	January	Fuji Conference on Business History, Paper presented titled “Software Business Entrepreneurship: Lessons from Bill Gates and Microsoft,” Mt. Fuji, Japan
		Nara Institute of Science and Technology, Graduate School of Information Science, Presentation on “Competing on Internet Time: The Netscape Story,” Nara, Japan

		Fujitsu Laboratories, Presentation on “Competing on Internet Time: The Netscape Story,” Kawasaki, Japan
1997	July	Software Development Expo and Conference (CASE Japan), Presentation on “Microsoft: Rethinking the Process of Software Development,” Tokyo, Japan
	June	Graduate School of Economics Seminar, University of Tokyo, Presentation on “Rapid Product Development for Internet Software Markets,” Tokyo, Japan
		Central Research Laboratories, Hitachi Ltd., Presentation on “Microsoft: Rethinking the Process of Software Development,” Tokyo, Japan
	May	MBA Program Seminar, Hitotsubashi University, Presentation on “Microsoft Secrets,” Tokyo Japan
	April	Sloan Foundation Industry Studies Meeting, Presentation on “Reflections on Product Variety: Observations from the Auto Industry,” Harvard Business School, Boston
	March	Science Center Berlin (WZB), International Conference on New Product Development and Production Networks, Paper Presented titled, “Making Large Teams Work Like Small Teams: Software Product Development at Microsoft,” Berlin, Germany
	February	Graduate School Sociology Seminar, Presentation on “Research on the Japanese Automobile and Computer Industries,” Harvard University, Cambridge, MA
1996	December	Mitsui MIT Committee, 11 <sup>th</sup> Joint Symposium, Lecture on “Microsoft Secrets and the Future of the Information Industry,” Tokyo
		Mitsui Interbusiness Research Institute, Lecture on “The Competitiveness of Japanese Companies in the Auto Industry,” Tokyo
		Japan-America Institute for Management Science and Sasakawa Peace Foundation, International Comparative Study on Knowledge Creation, paper presented titled, “Focusing Creativity: Microsoft’s Synchronize-and-Stabilize Approach to Software Product Development,” Honolulu
	November	MIT Leaders for Manufacturing Proseminar, Lecture on “Microsoft: Rethinking the Process of Software Development,” Cambridge, MA
	July	University of Chile, 19th Workshop on Engineering Systems and Softel ‘96, Plenary Lecture on “Microsoft: Rethinking the Process of Software Development,” Santiago, Chile
		MIT Industrial Liaison Program and Fiat Corporation, Lecture on “Multiproject Management in the Automobile Industry,” Turin, Italy
	March	Linkoping University, Department of Computer Science and Department of Industrial Engineering and Management, Seminar on “Microsoft: Strategy, Organization, and Software Development,” Sweden

- France Telecom, Sponsored by MIT International Center for Research on the Management of Technology, Seminar on “Microsoft Secrets: How the World’s Most Powerful Software Company Creates Technology, Shapes Markets, and Manages People,” Paris
- Ford Motor Company, Presentation on “IMVP Product Development Research,” Detroit
- January Sloan Club of Boston, Presentation on “Microsoft: How Do They Do It?” MIT, Cambridge, MA
- 1995 December University of Chicago, Graduate School of Business, Production Workshop, Seminar on “Microsoft: Rethinking the Process of Software Development,” Chicago
- MIT, Sloan School of Management and School of Engineering, System Design Management Proseminar, Presentation on “Microsoft: Rethinking the Process of Software Development,” Cambridge
- Volpe Transportation Systems Center, Sponsored Talk by Unisys Corporation, Presentation on “Microsoft: Rethinking the Process of Software Development,” Boston
- October Technology and Operations Management Group, Harvard Business School, Presentation on “Microsoft: Rethinking the Process of Software Development,” Boston
- Japan Electronic Machinery Industries Promotion Association, Presentation on “Microsoft: Rethinking the Process of Software Development,” Tokyo
- International book tour for Microsoft Secrets (radio and television appearances in major U.S. cities and in Japan)
- May Computer Industry Research Association, Presentation on “Microsoft Secrets,” University of Tokyo, Tokyo, Japan
- Nara Institute of Science and Technology, Graduate School of Information Science, Presentation on “Microsoft: Rethinking the Process of Software Development,” Nara, Japan
- Kobe University, Research Institute for Economics and Business Administration, Presentation on “Microsoft Secrets,” Kobe, Japan
- Japan Social Sciences Academy and Economic Research Institute, Presentation on “Microsoft Secrets,” Tokyo, Japan
- NEC Corporation, C&C Software Development Group, Presentation on “Microsoft: Rethinking the Process of Software Development,” Tokyo, Japan
- Toshiba Corporation, Systems and Software Engineering Laboratory, Presentation on “Microsoft: Rethinking the Process of Software Development,” Kawasaki, Japan
- Hitachi, Ltd., Software Development Center, Presentation on “Microsoft: Rethinking the Process of Software Development,” Yokohama, Japan
- April Hitotsubashi University, Institute of Business Research, Presentation on “Microsoft Secrets,” Tokyo, Japan

- 17th International Conference on Software Engineering, Keynote Address on “Microsoft: Rethinking the Process of Software Development,” Seattle, Washington
- Instituto de Estudios Superiores de la Empresa (IESE), Conference on Procurement, Paper Presented Titled “What We Have Learned and Have Yet to Learn from Manufacturer-Supplier Relations in the Auto Industry” (with Akira Takeishi), Barcelona, Spain
- March Objectworld, Executive Forum on Software as a Corporate Asset, Presentation on “Microsoft: Rethinking the Process of Software Development,” Boston, MA
- January Carnegie-Mellon University, Department of Computer Science, Presentation on “Microsoft: Rethinking the Process of Software Development,” Pittsburgh, PA
- 1994 December Woodrow Wilson Center, Talk on “Japan’s High-Tech Challenge,” Washington, D.C.
- Institute for Advanced Computer Studies, Department of Computer Science, University of Maryland, Presentation on “Microsoft: Rethinking the Process of Software Development,” College Park, Maryland
- November MIT Sloan School, International Center for Research on the Management of Technology, Presentation on “Microsoft Secrets: Strategy, Organization, and Product Development,” Cambridge, MA
- Georgetown University, School of Business Administration, Presentation on “Microsoft Secrets: Strategy, Organization, and Product Development,” Washington, D.C.
- Italian Association of Management Engineering, 5th National Convention, Invited Plenary Lecture on “The Limits of Lean: Problems in Japanese Product Development and Production Management,” Naples, Italy.
- Italian National Research Council, Institute of Systems Analysis and Computer Science, Presentation on “The Limits of Lean: Problems in Japanese Product Development and Production Management,” Rome, Italy.
- October Harvard Business School, Colloquium on “Colliding Worlds: The Convergence of Computers, Telecommunications and Consumer Electronics,” Presentation on “Beyond the Waterfall: A Comparison of ‘Classic’ and PC Software Development,” Boston.
- June Adolfo Ibanez University, Valparaiso School of Business, Executive Seminar on the Management of Technology and Innovation in Competitive Companies, Presentations on Product Development Management in the Automobile and Software Industries, Santiago, Chile
- May MIT Sloan School and EPOCH Foundation, Executive Seminar on Managing Technology and New Product Development, Presentations on Product Development Management in the Automobile and Software Industries, Taipei, Taiwan
- MIT International Motor Vehicle Program, Information Meeting for the Japan Automobile Manufacturers Association, Presentation on "Product Development Research," Tokyo, Japan

- April Columbia University, Modern Japan Seminar, Presentation on "Japanese Technology Management: The Limits of 'Lean' Production and Product Development," New York City
- The Institute of Management Science/Operations Research Society (TIMS/ORSA) Joint National Meeting, Process Concepts in Product Development (Invited Session), "Multi-Project Management: Strategy and Organization in Automobile Product Development," Boston, MA
- The Institute of Management Science/Operations Research Society (TIMS/ORSA) Joint National Meeting, Product Variety and Flexibility: Design Issues (Invited Session), "Product Strategies and Design Transfer," Boston, MA
- February M.I.T. Strategy and International Management Research Seminar, "Microsoft Secrets: The Art and Business of Shipping Software," Cambridge, MA
- 1993 October M.I.T. Japan Program, Video Lecture to United Technologies Corporation on "Product Design in Japan: Observations from the Auto Industry," Cambridge, MA
- M.I.T., Operations Management Group Research Seminar, Presentation on "Beyond the Software Factory: A Comparison of 'Classic' and 'PC' Software Developers," Cambridge, MA
- June M.I.T. International Motor Vehicle Program, Presentations on "Multi-Project Strategy and Organizational Coordination in Automobile Product Development," and "Japanese Technology Management: Innovations, Transferability, and the Limitations of Lean Production," Chatam, Cape Cod, Massachusetts
- May M.I.T. International Motor Vehicle Program, Presentations on "Multi-Project Strategy and Organizational Coordination in Automobile Product Development," Detroit, Michigan (Chrysler, General Motors, Ford)
- M.I.T. Industrial Liaison Program, Symposium on "Access to Japanese Science and Technology," Panel Presentation on "Insights from the Japan Experience," Cambridge, MA
- M.I.T. Industrial Liaison Program, Presentation to Austrian Software Industry Delegation on "Factory Approaches to Software Development," Cambridge, MA
- March University of Pennsylvania, Wharton School, Presentation on "Japan's Software Factories and Beyond," Philadelphia, PA
- Princeton University, Department of Electrical Engineering, Weekly Research Seminar, Presentation on "Japan's Software Factories: A Challenge to U.S. Management," Princeton, N.J.
- IBM Corporation, Rochester Programming Laboratory, Technical Vitality Seminar, Presentation on "Japan's Software Factories and Beyond," Rochester, Minnesota
- February M.I.T. International Motor Vehicle Program, Presentations on "Multi-Project Strategy and Organizational Coordination in Automobile Product Development," Turin, Italy (Fiat); Paris, France (Renault); Stuttgart, Germany (Mercedes-Benz); and Wolfsburg, Germany (Volkswagen).

- 1992 November M.I.T., Seminar on Managing Technology (Subject 15.353), Guest Lecture on "Japan's Software Factories," Cambridge, MA
- Chalmers Institute of Technology, Advanced Management Program, Presentation on "Software Factories," Cambridge, MA
- M.I.T. International Center for Research on the Management of Technology, Presentation on "Strategy, Manufacturing Flexibility, and Performance: A Case Study on the Assembly of Printed Circuit Boards," Cambridge, MA
- October M.I.T., Japan-Korea Seminar (Subject 15.229), Guest Lecture on "Japanese Technology Management," Cambridge, MA
- September Dagstuhl Research Center for Computer Science, International Conference on Experimental Software Engineering Issues, Keynote Address and Paper Presented on "Objectives and Context of Software Measurement, Analysis, and Control," Dagstuhl, Germany
- Mitsubishi Bank Foundation and IBM Japan, International Conference on New Imperatives for Managing in Revolutionary Change, Commentator on Paper by Hideshi Ito, "Coordination, Specialization, and Incentives in Product Development Organization," Ito City, Japan
- 1992 July M.I.T. Symposium on Managing Technology: The Role of Technology in Asia in the 21st Century, Lecture on "Japanese Technology Management: Innovations, Transferability, Limitations," M.I.T. Club of Hong Kong and MIT Sloan School of Management, Hong Kong.
- June Motorola Software Engineering Conference, Keynote Address, "Japan's Software Factories: A Challenge to U.S. Management," Chicago, Illinois
- Design Automation Conference, International Institute of Electrical and Electronic Engineers (IEEE), Keynote Address, "Japan's Software Factories: A Challenge to U.S. Management," Anaheim, California
- Technology Day, Massachusetts Institute of Technology, "Reusability in Software Development," Cambridge, MA
- May IBM International Software Engineering Conference, Keynote Address, "Japan's Software Factories: A Challenge to U.S. Management," Toronto
- International Motor Vehicle Program 1992 Forum, "Multi-Project Management and Design Reuse in Auto Product Development," Massachusetts Institute of Technology, Cambridge
- Information Science and Technology Center, "Japan's Software Factories: A Challenge to U.S. Management," Taipei, Taiwan
- Hitotsubashi University, Institute of Business Research, "Japan's Software Factories: A Challenge to U.S. Management," Tokyo
- April Automobile Industry Study Group (Jidosha Mondai Kenkyu-kai), "U.S.-Japan Auto Industry Comparisons and Future Prospects" (in Japanese), Tokyo

- February University of California/Berkeley, Conference on Emerging Issues in the Political Economy of U.S.-Japanese Relations, Presentation on "Japan's Software Factories: A Challenge to U.S. Management," Berkeley, California
- Stanford University, Computer Industry Project, Presentation on "Japan's Software Factories: A Challenge to U.S. Management," Palo Alto, California
- 1991 December Sloan Foundation, Conference on Industry Studies and Economic Growth, Presentation on the Status of the M.I.T. International Motor Vehicle Program Research, New York City
- Fourth International Conference on Software Engineering and Its Applications, Invited Lecture on "'Systematic' Versus 'Accidental' Reuse in Japanese Software Factories," Toulouse, France
- Taiwan Epoch Foundation Executive Education Program, Lecture on "Japan's Software Factories," MIT, Cambridge, MA
- November U.S. Senate, Committee on Commerce, Science, and Transportation, Testimony Presented for Full-Committee Hearing on "The Competitiveness of the U.S. Software Industry," Washington, D.C.
- Nordic Management of Technology Program, Presentation on "Japanese Management of Product Development and Engineering," Cambridge, MA
- MIT, Seminar on Managing Technology (Subject 15.353), Guest Lecture on "Japan's Software Factories"
- October Schlumberger Software Conference, Keynote Address on "Japan's Software Factories," Versailles, France
- Software Development 1991, Conference Sponsored by CXP (French Software Products Users Association) and Capric-Bleinheim Group (U.K.), Keynote Address and Special Seminar on "Japan's Software Factories," Paris, France
- Information Technology Promotion Association of Japan, 10th Anniversary Technology Conference, Keynote Address on "Factory Concepts and Practices in Software Development" (in Japanese), Tokyo
- Japan Electronics Industry Association, Comparative Software Study Committee, Presentation on "Japan's Software Factories," Tokyo, Japan
- August Academy of Management Annual Meeting, Division of Technology and Innovation Management, Refereed Paper Accepted Titled, "Strategy, Structure, and Performance in Product Development: Observations from the Automobile Industry," Miami (presented by co-author)
- Hao Ran Foundation (Taiwan), Workshop Lectures on "Japanese Technology Development and Management," Ube, Japan
- July M.I.T. Industrial Liaison Program, Presentation on "Japanese Software Factories" at IC Soft, Sp.A.-FINSIEL Group Research Briefing, Cambridge, MA.



- June Euro-Asia Centre and Management of Technology Group, INSEAD, Paper Presented on "Strategy, Structure, and Performance in Product Development: Observations from the Auto Industry," Conference on Competitive Product Development, Fontainebleau, France
- May U.S.-Japan Business Forum, Lecture on "Japan's Software Factories: A Challenge to U.S. Management," Sponsored by the Japan Young Professionals Association, Goldstein & Manello, and Palmer & Dodge, Cambridge, MA
- M.I.T. Center for Advanced Engineering Studies, Satellite Broadcast and Video Recording of Lecture on "Strategy, Structure, and Performance in Product Development: Observations from the Japanese Automobile and Software Industries," Cambridge, MA
- April Harvard-Boston University Japan Economy Workshop, Seminar on "Japan's Software Industry," Harvard University, Cambridge, MA
- University of California at Los Angeles, Graduate School of Management, Organizational and Strategic Studies Seminar, Presentation on "Japan's Software Factories"
- Monterrey Institute of Technology, Executive Seminar on "Japanese Technology Management" (with Prof. Richard Samuels), Monterrey, Mexico
- M.I.T., Undergraduate Context Subject on Comparative Industrial Development, Presentation on "Japan's Software Factories"
- Index Group, Weekly Seminar Series, Presentation on "Japan's Software Factories: A Challenge to U.S. Management," Cambridge, MA
- March Boston University School of Management, Operations Management Group, Total Quality Management Seminar, Lecture on "Factory Concepts and Practices in Software Development"
- 37th Annual Business History Conference, Refereed Paper Presented on "Strategic Maneuvering and Mass-Market Dynamics: The Triumph of VHS Over Beta," Toronto, Canada
- February National Research Council, Presentation on "Automobile Manufacturing" and Panelist for Workshop on "Japanese Investment and Technology Transfer," Washington, D.C.
- M.I.T. Center for Technology, Policy and Industrial Development and the International Center for Research on the Management of Technology, Presentation on "Strategy, Structure, and Performance in Product Development: Observations from the Auto Industry," Cambridge, MA
- American Electronics Association, Tokyo Chapter, Presentation on "Japan's Software Factories: A Challenge to U.S. Management," Tokyo
- Japan National Broadcasting Corporation (NHK), Guest on TV Show "Japan Business Today" to discuss "Japan's Software Factories"

- January Third International Workshop on Software Quality Improvement, Japanese Ministry of Trade and Industry, Paper Presented on "A Quantitative Analysis of U.S. and Japanese Practice and Performance in Software Development," Tokyo, Japan
- Fujitsu, Ltd., Communication Systems Group, Presentation on "A Quantitative Analysis of U.S. and Japanese Practice and Performance in Software Development," Kawasaki, Japan
- University of Tokyo, Division of Economics, Presentation on "Japan's Software Factories: A Challenge to U.S. Management," Tokyo
- Osaka University, Faculty of Science and Engineering, Presentation on "Japan's Software Factories: A Challenge to U.S. Management," Osaka
- Association of Japanese Business Studies, Fourth Annual Conference, Refereed Paper Presented on "Supplier Management and Performance at Japanese, Japanese-Transplant, and U.S. Auto Plants," Honolulu, Hawaii
- 1990 December Association of Computing Machinery, Special Interest Group (SIGSOFT'90), Fourth Symposium on Software Development Environments. Invited Talk on "Software Engineering Environments in Japan" and Panel Discussion on Comparisons of Japan, the United States, and Europe with Dr. Barry Boehm, DARPA, U.S.A., and Humbert Tardieu, SEMA Group, France. University of California at Irvine, CA
- Chalmers Institute of Technology, Industrial Management Program, Presentation on "Perspectives on Japan: Understanding Japanese Industry Behavior," Cambridge, MA
- M.I.T. Industrial Liaison Program, Presentation to Goodyear Corporation Executives on "Product Development Competition from the Japanese Automobile Industry," Cambridge, MA
- September M.I.T. International Motor Vehicle Program, Presentation to Industrial Sponsors Paper on "Supplier Management and Performance at Japanese, Japanese-Transplant, and U.S. Auto Plants," Dedham, MA
- August Academy of Management Annual Meeting, Division of Technology and Innovation Management, Refereed Paper Presented on "A Model of Cooperative R&D Among Competitors," San Francisco, CA
- July M.I.T. Japan Program Workshop on Technical Japanese for Computer Scientists and Engineers, Lecture on "Japan's Software Factories," Cambridge, MA
- June M.I.T. Leaders for Manufacturing Program and Management of Technology, Summer Session, Lecture on "Japanese Innovations in Production Management: Case of the Auto Industry," Cambridge, MA
- Tufts University, Fletcher School of Law and Diplomacy, The Global Senior Managers Program, Lectures on "Japan's Evolving Technology Strategy," Medford, MA
- May University of Rochester, Operations Management Group, Presentation on "The Factory Approach to Software Development," Rochester, N.Y.

- Rochester Institute of Technology, Software Engineering Program, Presentation on "U.S.-Japan Competition in Software," Rochester, N.Y.
- January National Science Foundation, Computer Science and Software Engineering Workshop on "Software Artifacts Research," Position Paper Presented on Research Issues, Atlanta, GA
- 1989 October M.I.T./STOA Business School Conference on New Issues on Production Management, Presentation on "The Factory Approach to Software Development," Ercolano, Italy
- M.I.T. Leaders for Manufacturing Pro-Seminar, Lecture on "From Auto Factories to Software Factories," Cambridge, MA
- September M.I.T. Industrial Liaison Program, Presentation to Bull Corp. Managers on "Japan's Factory Approach to Software Development," Cambridge, MA
- August University of Oulu, Conference on Subcontracting in Software Production, Lecture on "Japanese Software Factories and Subcontracting Practices," Oulu, Finland (Televideo Presentation from Peabody, MA)
- July The Institute of Management Science (TIMS) Conference on Managing Productivity and Quality in the 1990s, Paper Presented on "The Factory Approach to Software Development," Osaka, Japan
- May M.I.T. Sloan School of Management, Workshop in Management Information Systems, Guest Lecture on "Software Development: The Factory Approach," Cambridge, MA
- April Microelectronics and Computer Corporation (MCC), Technology Forecasting Workshop, Presentation on "The Software Factory: Japan's New Challenge in Technology and Management," Austin, Texas
- M.I.T. Industrial Liaison Program, Symposium on The Technology Development Process: An International Comparative Perspective, Presentation on "Software Development in the U.S. and Japan," Cambridge, MA
- March M.I.T.-Japan Program, Seminar on "The Factory Approach to Software Development," Cambridge, MA
- 1988 December Boston College, Graduate School of Business, Management of Technological Innovation Course Guest Lecture on "Innovation in Production Management: The Case of the Japanese Automobile Industry," Chestnut Hill, MA
- November M.I.T. Undergraduate Context Subject, Industrial Competition in the U.S. and East Asia, Lecture on "The Japanese Automobile Industry," Cambridge, MA
- October Austrian Chamber of Commerce and the M.I.T. Industrial Liaison Program, Lecture on "Japanese Technology Management: Implications for Small and Medium-Sized Firms," Vienna, Austria
- M.I.T. Industrial Liaison Program, Lectures on "The Software Factory: From Craft Production to Product and Process Rationalization," Milan, Italy, and Paris, France

	September	Tufts University, Fletcher School of Law and Diplomacy, China Executive Development Program, Seminar on "Japanese Technology Management: From Autos to Software," Medford, MA
	August	University of Michigan, East Asia Business Program and Mitsubishi Bank Foundation, Discussant on Japanese Overseas Manufacturing at Conference on Internationalization of Japanese Firms, Ann Arbor, MI  Camini Business Center, Seminar on "Japanese Technology Management," Singapore  NEC Corporation, Executive Presentation on "The Software Factory: From Craft Production to Product and Process Rationalization," Tokyo, Japan
	May	M.I.T. Industrial Liaison Program, Lecture on "Software Development Management," Boston, MA
	April	M.I.T. Campaign, Presentation on "Japanese Technology Management," Cambridge, MA
	March	Brookings Institution, World Management Program, Lecture on "Diversity and Innovation in Japanese Technology Management," New York, NY
	January	Association of Japanese Business Studies Annual Conference, Refereed Paper Presented on "The 'Factory' Approach to Large-Scale Software Development: Implications for Strategy, Technology, and Structure," Wharton School, University of Pennsylvania, Philadelphia, PA
1987	October	World Bank, China Seminar on the Electronics Industry, Lecture on "Comparative Analyses: The Software Industry in Japan and the U.S.," Washington, D.C.  M.I.T. Industrial Liaison Program, Symposium on The Emergence of the Pacific Rim: Technological and Managerial Implications, Lecture on "Diversity and Innovation in Japanese Technology Management," Berkeley, CA
	August	Mitsubishi Bank Foundation, Conference on Business Strategy and Technological Innovation, Paper Presented on "Toward the Strategic Management of Engineering: The 'Software Factory' Reconsidered," Karuizawa, Japan
	June	Center for Information Systems Research, M.I.T. Sloan School of Management, Summer Session, Lecture on "Toward the Strategic Management of Engineering: The 'Software Factory' Reconsidered," Cambridge, MA
	April	M.I.T. Sloan School of Management, Industrial Relations Research Seminar, Paper Presented on "Toward the Strategic Management of Engineering: The 'Software Factory' Reconsidered," Cambridge, MA
	February	M.I.T.-Japan Program, Lecture on "Small-Lot Production: Key to High Productivity and Inventory Turnover in Japanese Auto Manufacturing," Cambridge, MA
1986	December	University of Wisconsin Asian Studies Dept. and Madison Japan Society, Lecture on "Japanese Automobile Industry," Madison, Wisc.

- October Ben-Gurion University, Conference on Japanese Management Practices and Their Transfer to Other Countries, Paper Presented on "Small-Lot Production: Key to High Productivity and Inventory Turnover in Japanese Auto Manufacturing," Beersheba, Israel
- September M.I.T. Sloan School of Management, Advanced Topics in Strategy and International Management Research Seminar, Presentation on "Toward the Strategic Management of Engineering: The 'Software Factory' Reconsidered," Cambridge, MA