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 (until June 31, 2024)

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

Email:	cusumano@mit.edu
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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 (proficient to 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 Professors Jacquelyn Pless and Georg Rilinger

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

2020-22	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)

    2017-2018 Special Advisor and Founding Dean, Tokyo University of Science School of Management/New MOT Program

    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, <u>Communications of the ACM</u>
2002	Visiting Researcher, Institute of Innovation Research, Hitotsubashi University, Tokyo
1999-2000	Monthly columnist, <u>Computerworld</u> (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 <u>Encyclopedia of Japan</u> (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. FACULTY 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 (Dean of the Faculty), 2020-2024
- Co-Director, MIT System Design and Management (SDM) Program, MIT School of Engineering and MIT Sloan, 2022-
- 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. 2019-2023
- MIT Sloan Executive Education Committee, 2018-
- Global Initiatives Committee, 1996-1999, 2003-2015, 2018-
- *MIT Sloan Management Review,* Editorial Board, 1993-present

Previous
- 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.:

2024-25	Bank of England and HM Treasury, Academic Advisory Group, Central Bank Digital Currency
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, 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	Investhink, 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:

2022-2023	Nippon Sangyo Tsuishin Kiko (NSSK), Tokyo (private equity fund)
2019-2022	Research Center for Technological Innovation, Tsinghua University, Beijing
2019-2022	Tokyo University of Science Innovation Capital, Inc.

2008-	Fixstars, Tokyo, Japan
2016-	BitSight Technologies, Cambridge, USA (Ombudsman, Customer Advisory Board)
2011-	Cambridge Services Alliance, University of Cambridge, Institute for Manufacturing

Former

2011-14	GroupAppz (social networking application, Philadelphia)
2008-14	Buzzient (analytic social network measurement tools, Cambridge, MA)
2006-2007	e-Frontier (graphical software products, based in Tokyo, sold to SoftBank)
2001-2021	H5 Technologies (digital search technology, San Francisco, acquired by Lighthouse)
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:

2023	East-West TTT, Inc. (USA and China)
	Coca-Cola FEMSA (Latin America)
	Everactive (USA)
	Harvard Business School (USA)
2022	NSSK (Japan)
	Freewheel (USA)
	Everactive (USA)
	KTH Executive Education (Sweden)
	Harvard Business School (USA)
	BusinessDay Conferences (Nigeria)
	East-West TTT, Inc. (USA and China)
2021	Harvard Business School (USA)
	IBM
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; Merryll-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	Keihana 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 13th 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" [a]
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 Otoshi, "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

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

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"
3. Akira Takeishi, "A Study of Supplier Relationships in the American and Japanese Automotive Industries" [b]
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"

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[b] Winner of the 1990 Brooks Prize as the best master's thesis in the M.I.T. Sloan School of Management.

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"
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 Bilhorn, "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 21st 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, "Competititve 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. Juming 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 Servcies Architectdure: Considerations for Government Agencies"
7. Tatsuya Taniai, "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 Ramarthan, "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. Dhirendra 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)

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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)

2015 M.S. Chairperson
1. Ming Jiang, "Developing a Platform Strategy for Akamai Cloudlet Applications" (SDM, January 2015)
2. Ari Liberman Garcia, "The Evolution of the Cloud: The Work, Progress, and Outlook of Cloud Infrastructure" (SDM, February 2015)
3. Chen Lin, "Marketplace or Mall? Business Model and Strategy for a Startup in China's B2B E-commerce Market"(MSMS, June 2015)
4. Ken Chi Ho Wong, "Platform Leadership in Open Source Software" (SDM, February 2015)
5. Ryan Shaffer, "Why Software Firms Build Hardware – And What Microsoft is Doing About It" (SDM, February 2015)
6. Kan Yamamoto, "Kirin: Business Strategies for the Japanese Beer Market" (Sloan Fellow, June 2015)
7. Harsh Vardhan, "Platform Failures: Lessons for Strategic Management" (MSMS, June 2015)
8. Soojin Go, "Strategic Analysis of Samsung's Smartphone Product Portfolio: Countering the Challenge from Chinese Competitors" (MSMS, June 2015)
9. Judy (Phatty) Arbuckle, "Startup Founders in High Technology" (SDM, June 2015)

2016   M.S. Chairperson
1. Gaurav Khanna, "How Companies Can Transform from Product to Platform Ecosystem" (SDM, January 2016)

2018   M.S. Chairperson
1. Ana Paula Blanco, "Artificial Intelligence and the Consumer Packaged Goods Supply Chain" (Management of Technology, June 2018)
2. Chengan Liu, "Analysis of China's Education Market and the Entrepreneurial Strategy of a Chinese Education Venture" (MSMS, June 2018)
3. Chahat Jain, "Artificial Intelligence in Venture Capital Industry: Opportunities and Risk" (SDM, June 2018)
4. Justin Burke, "The Impact of Self-Serve Applications on Manufacturing Performance" (SDM, June 2018)
5. Laura Facusse, "Leveraging the Indie Movement in Wellness through a Waitlist Aggregator" (IDM, June 2018)
6. Masami Omuro, "Hitachi, the Largest Japanese Conglomerate, and Its Transformation in the Innovation Era" (Sloan Fellow MBA, June 2018)
7. Matias Adam, "Improving Complex Sale Cycles and Performance by using Machine Learning and Predictive Analytics to Understand the Customer Journey" (Management of Technology, June 2018)
8. Shaheen Thobani, "Improving E-Commerce Sales Using Machine Learning" (SDM, June 2018)

2019   M.S. Chairperson
1. Zachary David Talus, "Aerospace Automated Drilling and Fastening Technology Product Selection Framework" (Leaders in Global Operations, June 2018).
2. Apoorva Parik, "Cloud Security and Platform Thinking: An analysis of Cisco Umbrella, cloud-delivered enterprise security" (SDM, February 2019)

3. Ayano Kagami, "Analysis and Comparison of the Biotech Startup Ecosystem in the United States and Japan" (SDM, May 2019)
4. Veda Ganesan, "Digital Transformation and Its Influence on Platform Business" (SDM, September 2019)

2020   M.S. Chairperson
1. Jun, Jingjing, "Competitive Analysis of Digital Content and Knowledge Sharing Market for Continuing Education in China" (MSMS, June 2020)
2. Chai, Lucia, "A New Direction and Business Plan for Developing and Commercializing Adult Continence Products in China" (MSMS, June 2020)
3. Singh, Sarabjeet, "Platform Thinking and Business of Selling Groceries Online: Assessing US and China-based Platforms" (SDM, June 2020)
4. Cunningham, Andrew, "The Chicken or the Egg Problem: Strategies for Populating Multi-sided Business Platforms" (SDM, June 2020)

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 2021)
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)

2022   M.S. Chairperson
1. Boyan Liu, "Artificial Intelligence and Machine Learning Capabilities and APIs at Amazon, Google, and Microsoft" (MSMS, May 2022)
2. Sharan Mahesh, "Agritech Innovations in India" (MSMS, May 2022)
3. Sipei Li, "Cloud Service Strategies and Competition in the Chinese Market Among Major Technology Companies" (MSMS, May 2022)
4. Yuya Sugio, "Investigating the Design of the Retail Payment System in Japan" (SDM, May 2022)

2023   M.S. Chairperson
1. Garza, Eduardo, "Difficulties Scaling Digital Platforms: Case Study on a Data Platform Company" (MSMS, June 2023)
2. Ito, Masumi, "Analysis and Comparison of the Creation of University Spin-off Startups in Deep Tech between the United States and Japan" (IDM, June 2023)
3. Listyo, Sabrina, "Product to Platform Strategy: Transitioning COVID-19 Citizen Tracing Product to Centralized Personal Health Record Platform in Indonesia" (SDM, June 2023)
4. Pramniya, Krittamate, "Overview of Non-Fungible Tokens: Key Features, Opportunities, Challenges, and Business Use Cases" (MSMS, June 2023)
5. Yousif Fayez AlSadah, "Industry Platforms: Case Studies to Measure Platform Capabilities for US Unicorns" (SDM, September 2023)

XV. PUBLICATIONS:

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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.

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"Technological Pioneering and Competitive Advantage: The Birth of the VCR Industry" (with Richard S. Rosenbloom), <u>California Management Review</u>, 29, 4, 1987 (Summer), pp. 51-76. (Reprinted in Michael L. Tushman and William L. Moore, eds., <u>Readings in the Management of Innovation</u>, Cambridge, MA, Ballinger/Harper & Row, 1988; and in <u>IEEE Engineering Management Review</u>, 16, 2, June 1988. Selected by the Pacific Telesis Foundation as one of the two best articles on management and policy in <u>California Management Review</u> during 1986-1987.)

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"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

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"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

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"Learning from E-Commerce award winners" (6/7/99)
"Web startups: A wave of creativity or mediocrity?" (7/5/99)
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"The Evolution of Cloud Computing into a New Type of Innovation Platform," in Andreas Boes and Barbara Langes, eds. <u>Cloud and the Digital Revolution of Work and Economy</u> (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.., <u>Meido in japan wa owaru no ka?</u> [The end of 'Made in Japan'?], Tokyo: Toyo Keizai Shimbunsha, 2010.

"Making Large Teams Work Like Small Teams: Product Development at Microsoft," in U. Jurgens, ed., <u>New Product Development and Production Networks</u> (Berlin, Springer, 2000).

"Objectives and Context of Software Measurement, Analysis, and Control," in D. Rombach, V. R. Basili, and R. W. Selby, eds., <u>Experimental Software Engineering Issues: Critical Assessment and Future Directions</u>, 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 <u>The Working Papers of the MIT Commission on Industrial Productivity</u>, Cambridge, MIT Press, 1989, Volume 1.

"Small-Lot Production: Key to High Productivity and Inventory Turnover in Japanese Audto Manufacturing," in Tuvia Blumenthal, ed., <u>Japanese Management at Home and Abroad</u>, 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 Tyrvainen and Slinger Jansen, held at the University of Jyvaskyla, 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.)

Recent Unpublished Working Papers
"Crypto versus Digital Currencies: Making Nothing Out of Something or Something Out of Nothing?" January 2024, MIT Sloan School of Management.

"How Private Investors Value 'Platformness': An Exploratory Study of Unicorns" (with Annabelle Gawer, David B. Yoffie, Sarah Von Bargen, and Kwesi Acquay), MIT Sloan School of Management, January 2024

"Rethinking Corporate Venture Capital: How to Avoid the Strategic Muddle" (with Tomohisa Okamoto, MIT Sloan School of Management, December 2023.

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

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) *https://nap.nationalacademies.org/catalog/12979/critical-code-software-producibility-for-defense*

"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:

2024	January	Keynote Address, "GenAI and Nvidia: A New Innovation Platform," Annual Gala Dinner, System Design and Management Program, MIT, Cambridge, MA
		Lecture, "The Business of Digital Platforms," StartMIT, Trust Center for MIT Entrepreneurship, Cambridge, MA
2023	December	Keynote Lecture, "Unicorns and the Global Business Landscape," Where Digital Meets Global Conference, University of Cambridge, Judge Business School, UK
	July	Lecture, "The Business of Digital Platforms," Delta v Accelerator Program, Trust Center for MIT Entrepreneurship, Cambridge, MA
	June	Presentation, "The Evolution of Research on Industry Platforms," Medici PhD Summer School, MIT Sloan School, Cambridge, MA
	March	Presentation, "The Evolution of Research on Industry Platforms," BYU-Utah Winter Strategy Conference, Salt Lake City, Utah
	January	Lecture, "The Business of Digital Platforms," StartMIT, Trust Center for MIT Entrepreneurship, Cambridge, MA
2022	December	Webinar, "The Future of Platforms," Global Expert Talk Series, MIT Sloan and University of Naples-Parthenope (zoom)
		Keynote Address, "How to Evaluate a Platform Venture," When Digital Meets Global Conference, University of Cambridge, Judge School of Business, Cambridge, UK.

	September	Keynote Address, "The Business of Platforms," BusinessDay CEO Forum, Lagos, Nigeria (zoom)
	August	Presentation, "MIT Sloan Report on Pedagogy During COVID," in Academy of Management Panel on "Lessons from the Pandemic: A Delphi Study on Technology-Enabled Business Education," Seattle, WA (Zoom).
	July	Lecture, "Platform Strategy and Implementation," Trust Center for MIT Entrepreneurship, Delta v Accelerator Program, Cambridge, MA
	March	Keynote Address, "Quantum Computing as a New Technology Platform," Things and Systems Association, Tokyo (Zoom)
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," 3rd 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, 3rd 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   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

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

July   Presentation, "An Analysis of Multi-Sided Platform Research Over the Past Three Decades: Framework and Discussion," Platform Research Symposium, Boston University

June   Lecture, "The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power," Tsinghua University School of Economics and Management, Beijing, China

May   Lecture, "The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power," Commercial Aircraft Company of China, Shanghai, China

March   Presentation, "The Business of Platforms," Platform Strategy Conference: What is Next? Harvard Business School, Boston

February   Keynote Address, "The Business of Platforms," Software Product Management Summit, Indian Institute of Management, Bangalore, India

January   Keynote Address, "Corporate Innovation and Entrepreneurship: Thoughts for Japan," Tokyo Innovation and Entrepreneurship Center Conference, Tokyo University of Science, Tokyo

2018   July   Presentation, "Platform vs. Non-Platform Company Performance: Some Exploratory Data Analysis," Platform Research Symposium, Boston University

Lecture, "The Tokyo Entrepreneurial Ecosystem," Entrepreneurial University Executive Training Conference, University of the Thailand Chamber of Commerce, Bangkok

Lecture, "What the Tokyo REAP Team Did," Entrepreneurial University Executive Training Conference, University of the Thailand Chamber of Commerce, Bangkok

Lecture, "How Great Entrepreneurs Think: Look Forward, Reason Back," Entrepreneurial University Executive Training Conference, University of the Thailand Chamber of Commerce, Bangkok

	April	Lecture, "How Entrepreneurs Think About the Future: Strategy Rules and Lessons for Japan," Musashi University, Tokyo

Lecture, "How Entrepreneurs Think About the Future: Strategy Rules and Lessons for Japan," MOT Program Orientation, Tokyo University of Science, Tokyo

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

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," 3rd Annual Social Systems Innovation Center Conference, Kobe University, Japan

November Keynote Address, ""Strategy Rules: Lessons from Bill Gates, Andy Grove, and Steve Jobs," 3rd 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 5th International Conference on Software Business, Pathos, Cyprus

June   Panel Presentation, "Shortening the Time-to-Market," The 5th 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 – 14th 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, 40th 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 13th 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," 15th 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 Mellow-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," 10th 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, Mumbia, 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

"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 Softwarwe 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," 5th 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 6th 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 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, 2nd 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 Consultanting 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 29th 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," Fontainbleau, 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, 11th 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 <u>Microsoft Secrets</u> (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, Fontainbleau, 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