

CHENG GAO

University of Michigan | Ross School of Business
701 Tappan Avenue; Ann Arbor, MI 48109 | chenggao@umich.edu

APPOINTMENT

July 2018- present **UNIVERSITY OF MICHIGAN, ROSS SCHOOL OF BUSINESS** Ann Arbor, MI
Assistant Professor of Strategy (2018-present)
NBD Bancorp Assistant Professor of Business Administration (2021-2022)

EDUCATION

2012-2018 **HARVARD BUSINESS SCHOOL** Boston, MA
Doctor of Business Administration in Strategy, May 2018

- Committee: Rory McDonald (Chair), Jan Rivkin, Michael Tushman
- Recipient, Dean's Award for Service to the School and Society
(Three awarded out of 936 graduating MBA and doctoral students)
- Recipient, Wyss Award for Excellence in Doctoral Research
(Five awarded out of 21 graduating doctoral students across all areas)

Dissertation: Strategy and Entrepreneurship in Nascent Industries

- Recipient, Best Dissertation Award, Academy of Management, Technology and Innovation Management (TIM) Division, 2019
- Recipient, Heizer Doctoral Dissertation Award, Academy of Management, Entrepreneurship Division, 2019

2004-2008 **HARVARD COLLEGE** Cambridge, MA
A.B. in Economics with *high honors*

- Senior Honors Thesis: "Demographics and Economics: The Impact of Baby Boomers on Crime in the Post-1964 Civil Rights Era"; Adviser: Lawrence Katz
- Research Assistant to Rosabeth Kanter (2006)
- Recipient, Dunster Shield Award

RESEARCH AND TEACHING INTERESTS

Research Interests: Strategy in Nascent Industries, Nonmarket Strategy, Entrepreneurship, Technology & Innovation Management, Organization Theory

Teaching Interests: Core Strategy, Advanced Competitive Strategy, Technology & Innovation Strategy, Entrepreneurial Strategy, Nonmarket Strategy, Global Strategy

RESEARCH

Publications:

Gao, Cheng and Rory McDonald. 2022. "Shaping Nascent Industries: Innovation Strategy and Regulatory Uncertainty in Personal Genomics." **Administrative Science Quarterly** 67(4): 915 – 967, December 2022 (*Lead article*)

- Profiled in *Management Insights* magazine, March 2023, Issue 1

Shi, Wei, Cheng Gao, Ruth Aguilera. 2021. “The Liabilities of Foreign Institutional Ownership: Managing Political Dependence Through Corporate Political Spending.” **Strategic Management Journal** 42(1): 84-113, January 2021

- Profiled in “Do Better” Esade Insights & Knowledge hub

McDonald, Rory and Cheng Gao. 2019. “Pivoting isn’t enough: Managing Strategic Reorientation in New Ventures.” **Organization Science** 30(6): 1289-1318, November-December 2019

- Featured as a Harvard Business Review *Ideas Watch* article: “Entrepreneurship: Every Pivot Needs a Story” (July-August 2017 Issue)

Gao, Cheng, Tiona Zuzul, Geoffrey Jones, Tarun Khanna. 2017. “Overcoming Institutional Voids: A Reputation-Based View of Long Run Survival.” **Strategic Management Journal** 38(11): 2143-2329, November 2017 (*Lead article*)

- Featured on Forbes.com “Leadership”; Fifth Third Bank “Acting on Your Industry”

Select working papers and projects:

Gao, Cheng (with Alicia DeSantola and Nina Gheihman). “Clean” Meat? Regulatory Entrepreneurship and Jurisdictional Contestation in the Nascent Cultivated Meat Industry.

- Recipient, Frontiers of Entrepreneurship Research Grant (\$10,000), Kenan Institute of Private Enterprise, 2019

[Various ongoing projects at various stages on innovation, nonmarket strategy, and entrepreneurship in nascent industries]

Teaching cases:

McDonald, Rory, Feng Zhu, and Cheng Gao. 2014. “HomeAway: Organizing the Vacation Rental Industry,” Harvard Business School Case 615-036.

AWARDS

2022	Recipient, Neary WMBA Teaching Excellence Award, Ross School of Business - Awarded to one faculty member by the WMBA graduating class of 2022
2021	Recipient, Jr. Faculty Research Award: NBD Bancorp Assistant Professorship
2020	Recipient, Neary BBA Teaching Excellence Award, Ross School of Business - Awarded to one faculty member by the BBA graduating class of 2020
2020	Named “Top 50 Undergraduate Business Professor” by <i>Poets & Quants</i>
2020	Nominated for Golden Apple Teaching Award, University of Michigan
2019	Recipient, Frontiers of Entrepreneurship Research Grant, Kenan Institute (\$10,000)
2019	Recipient, Heizer Dissertation Award, AOM Entrepreneurship Division
2019	Recipient, Best Dissertation Award, AOM TIM Division
2019	Finalist, Industry Studies Association Dissertation Award
2019	Short-list, Grigor McClelland-JMS Doctoral Dissertation Award
2019	Nominated for Neary BBA Teaching Excellence Award, Ross School of Business
2019	Nominated for Golden Apple Teaching Award, University of Michigan
2018	Recipient, HBS Dean’s Award for Service to the School and Society
2017	Recipient, HBS Wyss Award for Excellence in Doctoral Research

2017	Recipient, Best Paper Award (Strategy and Organization track), Wharton Innovation Doctoral Symposium 2017
2016	Recipient, Strategy Research Foundation Dissertation Grant (\$10,000)
2016	Recipient, Harvard University Certificate of Distinction in Teaching
2008	Dunster Shield Award, Harvard College

REVIEWING

Editorial Board Member, <i>Administrative Science Quarterly</i>	January 2021 to present
Editorial Review Board Member, <i>Strategic Management Journal</i>	March 2021 to present
Editorial Review Board Member, <i>Organization Science</i>	February 2023 to present

Ad hoc reviewer for various journals and dissertation/best paper award competitions

TEACHING

At University of Michigan:

STR 669: Advanced Competitive Strategy (new MBA elective)

- Teaching rating: 4.8/5.0 (Winter A 2023, 72 students)
- Teaching rating: 4.8/5.0 (Winter A 2023, 72 students)
- Teaching rating: 4.8/5.0 (Winter A 2022, 45 students)

WMBA 602: Strategies for Growth

- Teaching rating: 4.9/5.0 (Spring/Summer 2021, 71 students)
 - Recipient, 2022 Neary WMBA Teaching Excellence Award
 - “Last Lecture” presenter, April 2022

STR 490: Advanced Competitive Strategy (new MM/BBA elective)

- Teaching rating: 4.9/5.0 (Winter 2022, 58 students)

STR390: Corporate Strategy (BBA core)

- Teaching rating: 4.9/5.0 (Fall 2019, 77 students)
- Teaching rating: 4.8/5.0 (Fall 2019, 78 students)
- Teaching rating: 4.8/5.0 (Fall 2019, 78 students)
- Teaching rating: 5.0/5.0 (Fall 2018, 75 students)
- Teaching rating: 4.8/5.0 (Fall 2018, 76 students)
 - Recipient, 2020 Neary BBA Teaching Excellence Award
 - Nominated, Golden Apple Teaching Award, U. Michigan (2019, 2020)

Faculty Advisor for Multidisciplinary Action Projects (MBA core)

- FT MBA: 2023: 8 projects; 2022: 3 Projects; 2021: 4 Projects
- OMBA: 2022: 3 projects

At Harvard University:

Economics 970: Strategy and Competitive Advantage

Instructor, Department of Economics, Harvard University

- Teaching rating: 5.0/5.0 (Spring 2016, 10 students)

- Mixture of discussion, lectures, cases, and occasional in-class guest speakers (including former CEO of Boeing and COO of the New England Patriots)
 - Recipient, Harvard University Certificate of Distinction in Teaching

HBS 1504: Building and Sustaining a Successful Enterprise (BSSE)

- Course assistant for MBA elective course on disruptive innovation, Harvard Business School

ADVISING

PhD advising:

2022-	Dissertation Committee Member for Hilary Hendricks (M&O)
2021-	Dissertation Committee Member for Diana Jue-Rajasingh (Strategy) <ul style="list-style-type: none"> - <i>Placement: Assistant Professor, Rice University, Jones</i>
2020-	Dissertation Committee Member for Eun Bit Hwang (M&O)
2020-	Dissertation Committee Member for Mana Heshmati (Strategy) <ul style="list-style-type: none"> - <i>Current position: Assistant Professor, U. Washington, Foster</i>
2019-	Dissertation Committee Member for Laura Sonday (M&O) <ul style="list-style-type: none"> - <i>Current position: Assistant Professor, U. North Carolina, Kenan-Flagler</i>
2018-	Dissertation Committee Member for Aseem Sinha (Strategy)

BBA/MBA advising:

2023	MBA Independent Study Project Advisor for one student
2022	BBA Independent Study Project Advisor for one student
2021	BBA Independent Study Project Co-advisor for one student
2020	BBA Independent Study Project Advisor for two students
2018- 2019	BBA Senior Thesis Advisor for one student

PAPER PRESENTATIONS (*presentations by co-authors not listed*)

May 2023	INQUIRE Conference in Honor of Kathy Eisenhardt
Mar 2023	University of Hong Kong, Management & Strategy Seminar Series (virtual)
Mar 2022	University of Michigan, Hosmer-Hall Interdisciplinary Research Luncheon
Sep 2021	University of Michigan, Ross Management & Organizations Area Seminar
Feb 2020	Austin Technology and Entrepreneurship Conference (UT Austin)
Sept 2019	West Coast Research Symposium (Stanford University)
Aug 2019	Tuck Junior Faculty Strategy Research Summer Camp, Dartmouth College
Apr 2019	Smith Entrepreneurship Research Conference, University of Maryland
Jan 2019	Kenan Institute Frontiers of Entrepreneurship Conference (panelist)
Sept 2018	SRF Dissertation Scholar Poster Session at SMS Paris
Dec 2017	University of California, Santa Barbara, College of Engineering
Dec 2017	INSEAD, Strategy Area
Nov 2017	University of Michigan, Ross School of Business
Nov 2017	University of Pennsylvania, The Wharton School
Nov 2017	New York University, Stern School of Business
Nov 2017	Dartmouth College, Tuck School of Business
Nov 2017	Rice University, Jones School of Business
Oct 2017	Northeastern University, D'Amore-McKim School of Business
Oct 2017	University of Washington, Foster School of Business
Oct 2017	University of Massachusetts at Amherst, Isenberg School of Management
Oct 2017	SRF Dissertation Scholar Workshop at SMS Houston
Oct 2017	Wharton Innovation Doctoral Symposium (WINDS)
Aug 2015	Academy of Management Annual Meeting Paper Session

May 2014	Harvard Business School Strategy Unit Doctoral Seminar
Apr 2014	Harvard Business School Empirical TOM Doctoral Seminar
Dec 2013	Craft of Qualitative Inductive Research Workshop
Dec 2013	Harvard Business School Strategy Unit Doctoral Seminar

CONFERENCE PARTICIPATION AND SERVICE

2023	Co-organizer, 2023 NMSRC Doctoral Conference (virtual)
2021-2023	Elected Member, STR Teaching Committee (co-organized four teaching workshops)
Aug 2022	Co-organizer, Symposium on Entrepreneurial Pivoting, 2022 AOM Seattle - Designated as “Showcase Symposium”
May 2022	Discussant, 2022 IACMR Macro Research Frontier Forum (virtual)
Aug 2021	Co-organizer, Symposium on Entrepreneurial Pivoting, 2021 AOM Virtual
Aug 2021	Panelist, PDW on “Role of Corporations in Governing the Commons”
Aug 2021	Panelist, PDW on “Lean Startups and Innovation Strategy: Building a Research Agenda”
Aug 2021	Panelist, PDW on “Firm to Industry: Bridging Levels of Analysis in Qualitative Research in Entrepreneurship”
Mar 2021	Faculty Mentor, TIM Virtual Doctoral Research Workshop
Aug 2020	Co-organizer, TIM Doctoral Research Development Workshop, AOM
Aug 2020	Co-organizer, Symposium on Entrepreneurial Pivoting, 2020 AOM Virtual - Finalist for OMT Division Best Symposium Award; “Showcase Symposium”
Aug 2020	Panelist, PDW on “From Firm to Industry: Bridging Levels of Analysis in Qualitative Research in Entrepreneurship”, 2020 AOM
Aug 2020	Panelist, Symposium on “Categorical Visions, Aspirations, and New Market Formation”, 2020 AOM
Aug 2019	Session Chair, “Technological Change: Digital Transformation”, 2019 AOM
Aug 2019	Participant, TIM Junior Faculty Consortium, 2019 AOM
Oct 2017	Participant, Wharton Innovation Doctoral Symposium (WINDS)
Aug 2017	Participant, West Coast Research Symposium (WCRS) Doctoral Consortium (Track II)
Aug 2017	Participant, BPS Dissertation Consortium, Academy of Management
Apr 2017	Participant, Kauffman Doctoral Consortium, Smith Entrepreneurship Research Conference
Sep 2015	Participant, West Coast Research Symposium (WCRS) Doctoral Consortium (Track I)
Aug 2015	Participant, TIM Doctoral Consortium, Academy of Management
Aug 2015	Participant, OMT Dissertation Proposal Workshop, Academy of Management
May 2015	Participant, Atlanta Competitive Advantage Conference, Doctoral RDW

SERVICE - SCHOOL LEVEL

2023	Faculty Lecture on “Business Strategy”, Ross Admissions BBA Showcase
2022-2023	Organizer, Strategy Area Internal Seminar Series
2022	Guest lecture on “Qualitative Methods”, BA480 BBA Senior Thesis Seminar
2021-2022	Organizer, Strategy Area External Seminar Series
2022	Developed and launched two new advanced strategy electives (STR490 and STR669)
2022	Faculty Lecture, Ross Admissions BBA Showcase
2021	Faculty Lecture, Ross Admissions BBA Showcase
2020	Interim Co-Coordinator, Strategy PhD program, Michigan Ross (Feb-Aug 2020)
2019-2020	Organizer, Strategy Area Brown Bag Seminar Series
2019-2021	Strategy Doctoral Admissions Committee Member, Michigan Ross
2020-2022	Faculty Advisor, UM Asian/Pacific Islander American Students in Business (ASIB)
2019- pres.	Faculty Advisor, Asia Business Conference (ABC), Michigan Ross
Aug 2019	Co-organizer, HBS Strategy Alumni Research Conference (1-day conference at HBS)
2019	Informal Faculty Advisor, Michigan Impact Investing Symposium
2019	Guest Columnist for “Daily Fuel: LBLE Team” BBA Newsletter, Michigan Ross

2018 Judge for TAMID Management Consulting Case Competition, Michigan Ross
 2013- 2017 Non-Resident Tutor in Business (Undergraduate Career Adviser), Harvard College
 2015 Management Consulting Mock Interviewer, Harvard Office of Career Services
 2012- 2014 Case-Team Mentor, Harvard College Consulting Group
 2015, 2017 Invited Speaker on Competitive Strategy, HBS PRIMO Summer Program
 2015 Invited Speaker on Career Strategies, The Franklin Fellowship, Harvard College
 2014 Co-Organizer, “Off the Charts: Leapfrog Ideas in Healthcare”, HAAAA Summit Author,
 2013 Policy White Paper on Innovation Strategy and Regional Competitiveness for the
 Chengdu (China) Mayor’s Office (Harvard Kennedy School, IOP)
 2009- pres. Harvard College Alumni Admissions Interviewer

OTHER AFFILIATIONS

2020- Member, Non-Market Strategy Research Community (NMSRC)
 2021- Faculty Associate, Center for Positive Organizations (CPO), Michigan Ross
 2022- Faculty Champion, Sanger Leadership Center, Michigan Ross

PROFESSIONAL EXPERIENCE

Jan 2010- March 2012	<p>Oliver Wyman New York, NY <i>Management Consultant</i> Conducted engagements in business strategy, operations, and risk management for Fortune 500 clients. Co-captain of the Harvard campus recruiting team.</p>
Jan 2009- Jan 2010	<p>Center for Strategic & International Studies (CSIS) Washington, D.C. <i>Principal Research Assistant to a former U.S. Deputy Assistant Secretary of State</i> Conducted field research with senior policymakers and stakeholders on political strategies for free trade agreements; Managed a team of five interns and researchers.</p>
Summer 2005	<p>APCO Worldwide Beijing, China <i>Summer Intern</i> Helped formulate political and strategic communication strategies for MNCs; Conducted due diligence on potential Chinese market-entry by foreign MNC.</p>