

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)
Tenure clock extensions: 2020-2021; 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
(3 awarded out of 936 graduating MBA and doctoral students)
- Recipient, Wyss Award for Excellence in Doctoral Research
(5 awarded out of 21 graduating doctoral students across all areas)

Dissertation: Strategy and Entrepreneurship in Nascent Industries

- Recipient, Best Dissertation Award, Technology & Innovation Management (TIM) Division, Academy of Management, 2019
- Recipient, Heizer Doctoral Dissertation Award, Entrepreneurship Division (ENT), Academy of Management, 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, Entrepreneurial Strategy, Nonmarket Strategy, Technology & Innovation Management, Organization Theory

Teaching Interests: Advanced Strategy, Technology Strategy, Innovation Management, Entrepreneurial Strategy, Nonmarket Strategy, Leading Strategic Change

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, Alicia DeSantola, Nina Gheihman. 2024. “Clean” Meat? Regulatory Entrepreneurship and Jurisdictional Contestation in the Nascent Cultivated Meat Industry.

Revise & Resubmit

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

[Additional working papers and 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

TEACHING

At University of Michigan:

STR 669: Advanced Competitive Strategy (new MBA elective)

New MBA elective featuring three modules: I. Corporate Innovation and Growth; II. Technology Strategy in Nascent Industries; III. Strategic Leadership and Society

- Teaching rating: 4.9/5.0 (Winter A 2024, 71 students)
- Teaching rating: 4.9/5.0 (Winter A 2024, 67 students)
- 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)

STR 390: 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)

Strategy 898: Topics in Strategy Research (PhD seminar course)

- Taught session on “Innovation and Entrepreneurial Strategy: Qualitative Research Approaches”

Faculty Advisor for Multidisciplinary Action Projects (MBA core)

- FTMBA: 2024: 8 projects; 2023: 8 projects; 2022: 3 Projects; 2021: 4 Projects
- OMBA: 2022: 3 projects
- Companies include: Amazon, Microsoft, EA Sports, Fidelity Investments, Equinox, Under Armour, City of Detroit, Gulfstream, Remote Area Medical, Headspace, Tata Group, MCity, UM Health

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)
- Guest speakers included former CEO, Boeing; COO, New England Patriots; MD, General Catalyst

- Recipient, Harvard University Certificate of Distinction in Teaching

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

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

SERVICE

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
Editorial Review Board Member, <i>Strategic Entrepreneurship Journal</i>	June 2023 to present

Ad hoc reviewer for various journals and dissertation/best paper award competitions, including TIM Best Dissertation Award, Heizer Dissertation Award, ASQ Dissertation Award

ADVISING

PhD advising:

2023-	Dissertation Committee Member for Alaina Segura (M&O)
2022-	Dissertation Committee Member for Hilary Hendricks (M&O)
2021-	Dissertation Committee Member for Diana Jue-Rajasingh (Strategy) - <i>Current position: Assistant Professor, Rice University, Jones</i>
2020-	Dissertation Committee Member for Eun Bit Hwang (M&O)
2020-	Dissertation Committee Member for Mana Heshmati (Strategy) - <i>Current position: Assistant Professor, U. Washington, Foster</i>
2019-	Dissertation Committee Member for Laura Sunday (M&O) - <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

CONFERENCE ORGANIZATION AND ACTIVITY

2024	Panelist, ASQ Virtual Research Discussion on Strategy (forthcoming)
2024	Faculty mentor and panelist, TIM Doctoral Consortium at 2024 AOM (forthcoming)
2024	Discussant, 2024 Strategy and the Business Environment (SBE) Conference
2024; 2023	Co-organizer, Nonmarket Strategy Research Community (NMSRC) Virtual Doctoral Conference (two-day conference for 20 doctoral presenters and approximately 50 faculty and student attendees)
2021-2023	Elected Member, STR Division Teaching Committee - Co-organized four virtual strategy teaching symposiums for AOM community
Aug 2023	Co-organizer, Symposium on Entrepreneurial Pivoting, 2023 AOM Boston
Aug 2023	Presenter, PDW on Qualitative Research Methods, 2023 AOM Boston
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	Presenter, PDW on “Role of Corporations in Governing the Commons”
Aug 2021	Presenter, PDW on “Lean Startups and Innovation Strategy: Building a Research Agenda”
Mar 2021	Faculty Mentor, TIM Division Virtual Doctoral Research Workshop
Aug 2020	Co-organizer, TIM Division 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	Presenter, 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 TO THE DEPARTMENT

2023-2024	Chair, Strategy Area Lecturer Search Committee
2022-2023	Organizer, Strategy Area Internal Seminar Series
2021-2022	Organizer, Strategy Area External Seminar Series
2022	Developed and launched new advanced strategy elective (STR490 and STR669)
2020	Co-Coordinator (interim), Strategy PhD program, Michigan Ross (Feb-Aug 2020)
2019-2020	Organizer, Strategy Area Internal Seminar Series
2019-2021	Strategy Doctoral Admissions Committee Member, Michigan Ross

SERVICE TO THE SCHOOL

2024	Search Committee Member, Executive Director of Zell-Lurie Institute for Entrepreneurship
2024, 2023	Opening Ceremony Remarks, Ross Asia Business Conference
2024	Moderator of panel featuring Emerson (NYSE: EMR) CEO and CFO for Ross GMC club
2023, 2022	Guest Lecture on “Qualitative Research Methods”, BA480 BBA Senior Thesis Seminar
2023, 2022	Showcase Lecture on “Business Strategy”, Ross BBA Showcase Admissions Events
2021	Showcase Lecture on “Business Strategy”, Ross BBA Showcase Admissions Events
2020, 2018	Guest Lecture on “History of Strategy”, Ross Doctoral Proseminar on Business Research
2020-2022	Faculty Advisor, UM Asian/Pacific Islander American Students in Business (ASIB)
2019- pres.	Faculty Advisor, Asia Business Conference (ABC), Michigan Ross
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

OTHER SERVICE

Aug 2019	Co-organizer, HBS Strategy Alumni Research Conference (1-day conference at HBS)
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
2013	Policy White Paper on Microeconomics of Competitiveness for Chengdu’s Office of the Mayor– Harvard Kennedy School, Institute of Politics project

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

Mar 2024	University of Minnesota, Strategic Management & Entrepreneurship Seminar
Oct 2023	NMSRC New Directions in Non-Market Strategy Workshop Seminar
Oct 2023	University of Michigan, Ross Strategy Area Internal Seminar
Aug 2023	Tuck Junior Faculty Strategy Research Summer Camp, Poster Session
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)
Feb 2020	University of Michigan, Ross Strategy Area Internal Seminar
Sept 2019	West Coast Research Symposium (Stanford University)
Aug 2019	Tuck Junior Faculty Strategy Research Summer Camp, Presentation
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

OTHER AFFILIATIONS

2020- pres.	Member, Non-Market Strategy Research Community (NMSRC)
2023- pres.	Elected Member, Strategy Research Forum (SRF)
2022- pres.	Faculty Champion, Sanger Leadership Center, Michigan Ross
2021- pres.	Faculty Associate, Center for Positive Organizations (CPO), Michigan Ross
2009- pres.	Harvard College Alumni Admissions Interviewer

INDUSTRY EXPERIENCE

- 2010- 2012 **Oliver Wyman** New York, NY
Management Consultant (Consultant, 2010-11; Senior Consultant, 2012)
Conducted engagements in business strategy, operations, and risk management for Fortune 500 clients. Co-captain of the Harvard campus recruiting team.
- 2009- 2010 **Center for Strategic & International Studies (CSIS)** Washington, D.C.
Principal Research Assistant to a former U.S. Deputy Assistant Secretary of State
Conducted field research with senior policymakers and stakeholders on political strategies for free trade agreements; Managed a team of five interns and researchers.
- Summer
2005 **APCO Worldwide** Beijing, China
Summer Intern
Helped formulate political and strategic communication strategies for MNCs;
Conducted due diligence on potential Chinese market-entry by foreign MNC.