

## **Ron Adner**

Tuck School of Business  
Dartmouth College  
Department of Strategy and Management  
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Hanover, NH 03755, USA  
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### **EDUCATION**

Ph.D., Management, 1998, The Wharton School, University of Pennsylvania.  
M.A., Managerial Science and Applied Economics, 1998, The Wharton School,  
University of Pennsylvania.  
M.E., Mechanical Engineering, 1993, The Cooper Union, New York.  
B.E., Mechanical Engineering, 1993, The Cooper Union, New York.

### **ACADEMIC POSITIONS HELD**

Professor of Strategy and Entrepreneurship, Tuck School of Business at Dartmouth College,  
2012 - present  
Associate Professor of Business Administration (tenured), Tuck School of Business at  
Dartmouth College, 2008-2012  
Akzo Nobel Fellow of Strategic Management, INSEAD, 2006-2008  
Associate Professor of Strategy and Management (tenured), INSEAD, 2005-2008  
Associate Professor of Strategy and Management, INSEAD, 2002 –2005.  
Assistant Professor of Strategy and Management, INSEAD, September 1998 –2002.

### **JOURNAL PUBLICATIONS**

Adner, Ron and Kapoor, Rahul. “Innovation ecosystems and the pace of substitution:  
Reexamining technology S-curves” *Strategic Management Journal*. Forthcoming.

Klingebiel, Ronald and Adner, Ron. 2015. “Real Options Logic Revisited: Disentangling  
Sequential Investment, Low-Commitment Strategies, and Resource Re-Allocation  
Reality.” *Academy of Management Journal*. 58(1): 221-241.

Adner, Ron, Felipe Csaszar and Peter Zemsky. 2014. “Positioning on a Multi-Attribute  
Landscape” *Management Science*. 60(11): 2794-2815.

Adner, Ron, Oxley, Joanne, and Silverman, Brian. 2013. "Collaboration and Competition in Business Ecosystems." *Advances in Strategic Management* 31: 9-18.

Kapoor, Rahul and Ron Adner. 2012. "What firms make vs. what they know: How firms' production and knowledge boundaries affect competitive advantage in the face of technological change." *Organization Science, Special issue on Organizational Economics and Organizational Capabilities*. 23(5): 1227–1248.

Selected for *Best Paper Proceedings of the Academy of Management*, 2008.

Runner-up, INFORMS-ISA Best Industry Studies Paper Award (best paper across all 843 papers published in 2012 across all 12 INFORMS journals)

Adner, Ron and Snow, Daniel. 2010. "Old Technology Responses to New Technology Threats: Demand heterogeneity and technology retreats." *Industrial and Corporate Change*. 19(5):1655-1675.

Adner, Ron and Kapoor, Rahul. 2010. "Value creation in innovation ecosystems: How the structure of technological interdependence affects firm performance in new technology generations." *Strategic Management Journal*. 31(3): 306-333.

Adner, Ron and Snow, Daniel. 2010. "Bold retreat: A new strategy for old technologies." *Harvard Business Review*. 88(3): 76-81.

Reprinted in *Harvard Business Review on Aligning Technology with Strategy*, Harvard Business Press, 2011.

Adner, Ron Adner, Laszlo Polos, Michael D. Ryall, and Olav Sorenson. 2009. "The case for formal theory " *Academy of Management Review*. 34(2):201-208.

Adner, Ron and Levinthal, Daniel. 2008. "Doing versus seeing: Acts of exploitation and perceptions of exploration." *Strategic Entrepreneurship Journal*. 1(2):43-52.

Adner, Ron. 2007. "Real options and resource re-allocation processes." *Advances in Strategic Management*. 24: 363-272.

Adner, Ron and Zemsky, Peter. 2006 "A demand-based perspective on sustainable competitive advantage." *Strategic Management Journal*. 27(3): 215-239.

Adner, Ron. 2006. "Match your innovation strategy to your innovation ecosystem", *Harvard Business Review*, 84(4): 98-107.

Adner, Ron and Zemsky, Peter. 2005. "Disruptive technologies and the emergence of competition." *Rand Journal of Economics*, 36(2): 229-254.

Adner, Ron. 2004. "A demand-based perspective on technology life cycles" *Advances in Strategic Management*.. 21: 25-43.

Adner, Ron and Levinthal, Daniel. 2004. "What is not a real option: Identifying boundaries for the application of real option to business strategy." *Academy of Management Review*. 29(1):74-85.

Reprinted in *Real Options and International Investment*, Alan M. Rugman and Jing Li (eds.), Edward Elgar Publishing. 2005.

Reprinted in *Technology Strategy and Innovation Management*, Michael Leiblein and Arvids Zeidonis (eds.) Edward Elgar Publishing. 2011.

Adner, Ron and Levinthal, Daniel. 2004. "Real options and real tradeoffs." *Academy of Management Review*, 29(1):120-126.

Adner, Ron and Helfat, Constance. 2003. "Corporate effects and dynamic managerial capabilities." *Strategic Management Journal*. 24(10): 1011-1027.

Adner, Ron. 2002. "When are technologies disruptive: A demand-based view of the emergence of competition" *Strategic Management Journal*. 23: 667-688.

Adner, Ron and Levinthal, Daniel. 2002. "The emergence of emerging technology." *California Management Review*. 45(1): 50-66.

Adner, Ron and Levinthal, Daniel. 2001. "Demand heterogeneity and technology evolution: Implications for product and process innovation." *Management Science*. 47(5): 611-628.

Rangan, Subramanian and Adner, Ron. 2001. "Profits and the internet: Seven misconceptions." *Sloan Management Review*. 42(4): 44-53.

Reprinted in *Strategies for E-Business Success*, Erik Brynjolfsson and Glen Urban (eds.) Wiley. 2001.

## **BOOKS**

Adner, Ron. 2012. *The Wide Lens: A new strategy for innovation*. Penguin/Portfolio: New York.

Paperback, 2013, *The Wide Lens: What successful innovators see that others miss*.

Awarded *Strategy and Business* Best Business Books of 2012

Awarded *Risk Management* Top 5 Business Books of 2012

Finalist Academy of Management Terry Book Award, 2013

Translated into Chinese (simple and complex), Japanese, Korean, Portuguese, Latvian

Adner, Ron, Oxley, Joanne, and Silverman, Brian (Co-editors). 2013. *Collaboration and Competition in Business Ecosystems*. Advances in Strategic Management Vol 31.

## **WORK IN PROGRESS**

“Competitive positioning and Generic Strategies” (with Francisco Ruiz-Aliseda and Peter Zemsky)

“Diversification and performance: Linking market structure, market relatedness and the decision to diversify.”

Selected for *Best Paper Proceedings of the Academy of Management*, 2006.

“Interdependence and Investment Choices” (with Daniel Feiler)

“Cross-Platform Competition and Compatibility” (with Jianqing Chen and Feng Zhu)

## **OTHER PUBLICATIONS (selected)**

Adner, Ron “Solving the Electric Car Puzzle.” May 29, 2012. *The Wall Street Journal*.

Adner, Ron, “Apple’s New Fraud Problem: Cracked walls and broken promises.” March 21, 2012, *Wired* (online)

Adner, Ron, “From Walkman to iPod: What Music Tech Teaches Us About Innovation.” March 5, 2012, *The Atlantic* (online)

Adner, Ron, “The Innovator’s Blindspot: Even your best ideas will fail if your partners don’t innovate too.” Feb 27, 2012. *Fast Company* (online)

Adner, Ron and Vincent, William, “Get Ready for Ads in Books”, August 19, 2010, *The Wall Street Journal*.

Adner, Ron and Vincent, William, “iPad: A dubious bet for publishers.” Nov 29, 2010, *Forbes*

Adner, Ron and Vincent, William, “Blackberry’s Next Killer App.” June 18, 2010, *Forbes*

Adner, Ron and Vincent, William, “Kindle is Dead – Long Live Kindle.” August 12, 2010. *Huffington Post*.

Adner, Ron and Kapoor, Rahul. 2007. “Managing transitions in the semiconductor lithography ecosystem.” *Solid State Technology, 50<sup>th</sup> Anniversary Issue*. 50(11):s20.

Kapoor, Rahul and Adner, Ron. 2007. “Technology interdependence and the evolution of semiconductor lithography.” *Solid State Technology, 50<sup>th</sup> Anniversary Issue*. 50(11): 51-54.

Adner, Ron and Levinthal, Daniel. 2000. "Technological speciation and the emergence of emerging technologies" in Day and Schoemaker, *Wharton on Emerging Technologies*, John Wiley Press.

Adner, Ron. 1999. "Innovation beyond ideas: Setting expectations for innovation" *Mastering Strategy Series*. *The Financial Times* October 18.

Reprinted as "Innovation beyond ideas: expectations in managing technology," in *Mastering Strategy*. Prentice Hall. 2000.

Translated and reprinted in: Chinese, Dutch, German, Polish, and Russian.

## **TEACHING CASES**

Adner, Ron and Paul, Alexia, 2013. "Bernie Ecclestone's Formula for Formula One" Teaching case.

Adner, Ron and Paul, Alexia, 2013. "Medtronic and MRI Compatible Pace Makers." Teaching case.

Adner, Ron and Vincent, William, 2010. "Michelin's PAX Project: Reinventing the Wheel" (A and B). Teaching case.

Adner, Ron and Vincent, William, 2010. "Texas Instruments' Nspire: Confronting the PC Threat." Teaching case.

Adner, Ron, 2010. "Apple masters the game." Collection of background readings.

Adner, Ron and Aris, Annette, and Zemsky, Peter. 2006. "The music industry on the brink of the digital age." Teaching case.

Adner, Ron and Smith, George W. 2004. "The Bell – Western Union patent agreement of 1879." INSEAD case.

Sinha, Siddharth and Adner, Ron. 2004. "Reinvigorating commodity markets: Microchip Corporation and 8 bit Microcontrollers." INSEAD case.

Adner, Ron and Nunn, Charles. 2001. "iMotors: New competition in used cars" (A and B) INSEAD case. Teaching note available.

## **ACADEMIC AWARDS AND HONORS**

Sumantra Ghoshal Award for Rigour and Relevance in the Study of Management, 2015.

Finalist, Academy of Management George R. Terry Book Award, 2013. *The Wide Lens: What Successful Innovators See that Others Miss*.

Runner-up, INFORMS-Industry Studies Association Best Paper Prize (across 12 journals). 2013. “What firms make vs. what they know: How firms’ production and knowledge boundaries affect competitive advantage in the face of technological change.”

Management Science Meritorious Service Award. 2013.

Award for Teaching Excellence (elective), June 2011. Tuck School at Dartmouth College  
(Tuck’s graduating class confers one award for elective teaching and one award for core teaching. 2011 was the inaugural year for the award)

Best Paper Proceedings of the Academy of Management, 2008. “What firms make vs. what they know: How firms’ production and knowledge boundaries affect competitive advantage in the face of technological change.”

Best Paper Proceedings of the Academy of Management, 2006. “Diversification and performance: Linking market structure, market relatedness and the decision to diversify.”

The Outstanding Teacher of Elective Courses, January 2005 promotion. INSEAD  
(INSEAD admits two student cohorts every year, one in January and one in September. Each graduating promotion confers one award for elective teaching and one award for core teaching)

(Nominee), The Outstanding Teacher of Elective Courses, September 2005 promotion. INSEAD

The Outstanding Teacher of Elective Courses, January 2004 promotion. INSEAD

Best Paper Award, 2004 Atlanta Competitive Advantage Conference, for “A demand based view of sustainable competitive advantage.”

The Outstanding Teacher of Elective Courses, January 2003 promotion. INSEAD

The Outstanding Teacher of Elective Courses, September 2002 promotion. INSEAD

The Outstanding Teacher of Elective Courses, January 2000 promotion. INSEAD

(Nominee), The Outstanding Teacher of Elective Courses, January 2002 promotion. INSEAD

(Nominee), The Outstanding Teacher of Elective Courses, September 2001 promotion. INSEAD

Wharton School Doctoral Fellowship, 1993-1998.

Full scholarship and fellowship (graduate studies), The Cooper Union, 1992-1993.

Full scholarship (undergraduate studies), The Cooper Union, 1988-1992.

## **COURSES TAUGHT**

### **MBA Program**

#### **Tuck:**

Entrepreneurship and innovation strategy.  
Research to Practice Seminar: Strategy in Innovation Ecosystems.

#### **INSEAD:**

Innovation strategy and entrepreneurship.  
High technology entrepreneurship and strategy.  
Strategic management of technology and innovation.

### **PhD Program**

#### **INSEAD**

Special Topics in Innovation

### **Executive Education**

Numerous open-enrollment and company-specific programs

## **WORK WITH DOCTORAL STUDENTS**

Primary advisor for Rahul Kapoor (first placement - Wharton, 2008)  
Committee member for Olivier Chatain (first placement - Wharton, 2007)

## **PROFESSIONAL ACTIVITIES**

### **Editorial Boards and Reviewing**

Academy of Management Review  
Editorial Board 2005- 2010.  
Guest Editor, Special Topic Forum on Formal Approaches to Management  
Theory, 2009.  
Strategic Organization  
Editorial Board 2005-2011  
Strategic Management Journal  
Editorial Board 2007-  
Strategy Science  
Senior Editor 2014-  
Management Science  
Associate Editor for Business Strategy, 2002-2008, 2010-

Ad-hoc reviewer for:

Academy of Management Journal, Academy of Management Review, California Management Review, Journal of Marketing Research, Industrial and Corporate Change, Management Science, Organization Science, Rand Journal of Economics, Research Policy, Sloan Management Review.

### **Professional Association Leadership Roles**

Academy of Management  
Business Strategy and Policy Division  
Research Committee, 2003 - 2005  
Executive Committee, 2005 - 2007  
Technology and Innovation Management Division  
Executive Committee, 2003 – 2005

Strategic Management Society  
Conference Review Committee, 2002, 2010  
Best Paper Committee, 2003, 2004, 2005, 2006, 2007

### **Professional Development Workshops**

Presenter, Professional Development Workshop on “Teaching Innovation Management,” Academy of Management Meetings, Denver, 2002.

Organizer and Presenter, Professional Development Workshop on “Exploring Strategy through Simulations,” Academy of Management Meetings, Seattle, 2003.

Organizer and Presenter, Professional Development Workshop on “Conversations on Innovation,” Academy of Management Meetings, New Orleans, 2004.

Presenter, Professional Development Workshop, “Technology and Innovation Management Junior Faculty Consortium” Academy of Management Meetings, New Orleans, 2004.

Presenter, Professional Development Workshop, “Technology and Innovation Management Mid-Career Faculty Consortium” Academy of Management Meetings, Atlanta, 2006.

Presenter, Professional Development Workshop, “Managing Your Dissertation” Academy of Management Meetings, Chicago, 2009.

Presenter, Professional Development Workshop on “Firms, Ecosystems and Innovation,” Academy of Management Meetings, Montreal, 2010.



Presenter, Professional Development Workshop on “Understanding and Managing Ecosystems,” Academy of Management Meetings, San Antonio, 2011.

Presenter, Professional Development Workshop on “Technology and Innovation Management Doctoral Consortium,” Academy of Management Meetings, San Antonio, 2011.

Presenter, Professional Development Workshop on “BPS Junior Faculty Consortium” Academy of Management Meetings, Orlando, 2013.

## **ACADEMIC CONFERENCES AND RESEARCH SEMINARS**

Keynote Presenter, BYU/University of Utah Winter Strategy Conference, Feb 2014, ‘Strategy in a World of Ecosystems.’

Strategic Management Society Conference, Atlanta, September 2013, Strategies in the Digital Area: Competing through Platforms, Ecosystems, and Open Innovation.

Academy of Management, Orlando, 2013, Symposium on Creating and Capturing Value in Changing Ecosystems: From Research to Teaching and Practice

Research Seminar, Columbia University, March 2013, “Innovation ecosystems and the pace of substitution: Reexamining technology S-curves.”

Research Seminar, University of North Carolina (Keenan-Flagler), March 2013, “Innovation ecosystems and the pace of substitution: Reexamining technology S-curves.”

Research Seminar, Georgia Institute of Technology, April 2013, “Innovation ecosystems and the pace of substitution: Reexamining technology S-curves.”

Academy of Management, Boston, 2012, “Ecosystem Strategy and the Structure of Interdependence.”

Research Seminar, University of Chicago (Booth), October 2011, “Innovation ecosystems and the pace of substitution: Reexamining technology S-curves.”

Academy of Management, San Antonio, 2011, “Innovation ecosystems and the pace of substitution: Reexamining technology S-curves.”

Research Seminar, INSEAD, December 2010, “Innovation ecosystems and the pace of substitution: Reexamining technology S-curves.”

Research Seminar, USC (Marshall), November 2010, “Innovation ecosystems and the pace of substitution: Reexamining technology S-curves.”

Research Seminar, MIT (Sloan), November 2010, “Innovation ecosystems and the pace of substitution: Reexamining technology S-curves.”

Research Seminar, Harvard Business School, October 2010, “Innovation ecosystems and the pace of substitution: Reexamining technology S-curves.”

Academy of Management, Montreal, 2010, “When Heterogeneity of Demand Meets Heterogeneity of Resources: RBV and Positioning.”

Research Seminar, University of Wisconsin, November 2009. “Value creation in innovation ecosystems: How the structure of technological interdependence affects firm performance in new technology generations.”

Academy of Management, Chicago, 2009, “ ‘Old’ Technology Responses to ‘New’ Technology Threats: Demand heterogeneity and graceful technology retreats.”

Wharton Technology Conference, April 2009. “Demand Heterogeneity and Graceful Technology Retreats: A new perspective on responding to dominant technological threats.”

Research Seminar, University of Michigan (Ross), March 2009. “Value creation in innovation ecosystems: How the structure of technological interdependence affects firm performance in new technology generations.”

DIME/CESPRI Conference on Demand, Innovation, and Industrial Dynamics, Bocconi University, October 2008. “Demand Heterogeneity and Graceful Technology Retreats: A new perspective on responding to dominant technological threats.”

Research Seminar, Harvard Business School, May 2008. “Value creation in innovation ecosystems: How the structure of technological interdependence affects firm performance in new technology generations.”

Research Seminar, Duke University (Fuqua), October 2006. “Innovation ecosystems and innovators’ outcomes.”

Research Seminar, New York University (Stern), October 2006. “Innovation ecosystems and innovators’ outcomes.”

Research Seminar, Dartmouth College (Tuck), September 2006. “Innovation ecosystems and innovators’ outcomes.”

Research Seminar, Harvard Business School, September 2006. “Innovation ecosystems and innovators’ outcomes.”

DRUID Summer Conference, June 2006, “Innovation ecosystems, technology transitions and the success of early movers: Evidence from the semiconductor lithography equipment industry, 1962-2004.”

Atlanta Competitive Advantage Conference, June 2006, “Innovation ecosystems, technology transitions and the success of early movers: Evidence from the semiconductor lithography equipment industry, 1962-2004.”

Invited Discussant, Atlanta Competitive Advantage Conference, June 2006, “What is a disruptive technology anyway?”

Invited Discussant, Harvard Business School Entrepreneurship Conference, 2005.

Research Seminar, London Business School, April 2005, “A demand based view of sustainable competitive advantage”

Research Seminar, University of Pennsylvania (Wharton), November 2004, “Disruptive technologies and the emergence of competition.”

Academy of Management, New Orleans, 2004, “When is there a diversification discount: Market structure, relatedness & the decision to diversify.”

Research Seminar, Washington University, March 2004, “A demand based view of sustainable competitive advantage”

Brigham Young – University of Utah Winter Strategy Conference, March 2004, “A demand based view of sustainable competitive advantage”

Research Seminar, Tel Aviv University/Israel Strategy Research Forum, December 2003, “A demand based view of sustainable competitive advantage”

Research Seminar, Duke University, October 2003, “A demand based view of sustainable competitive advantage”

Research Seminar, University of Michigan, September 2003, “A demand based view of sustainable competitive advantage”

Research Seminar, Ohio State University, September 2003, “A demand based view of sustainable competitive advantage”

Academy of Management, 2003, Seattle, “A demand based view of sustainable competitive advantage”.

*Strategy Research Forum*, Washington University, June 2003, “Strategy dynamics through demand-based lens.”

Research Seminar, New York University, October 2002, “Strategy dynamics through demand-based lens.”

*Academy of Management*, Denver, August 2002, Discussant: “Dynamic perspectives on the supply chain”

*Strategy Research Forum*, Northwestern University, May 2001. “What is not a real option: identifying boundaries for the application of real options to business strategy.”

*Academy of Management*, Toronto, August 2000. “A demand-based view of technology competition: Demand structure and technology displacement.”

*Informa College on Organization Science*, Philadelphia, November 1999. “A demand-based view of technology competition: Demand structure and technology displacement.”

Harvard Strategy Conference, Cambridge, October 1999. “Technology displacement through a market-based lens: The influence of demand structure on technology competition.”

*Strategic Management Society*, Berlin, October 1999. “Technology displacement through a market-based lens: The influence of demand structure on technology competition.”

Dartmouth Conference on Technology and Strategy, Hanover, July 1999. “The influence of demand heterogeneity on technology evolution”.

Emerging Technologies Research Workshop, Wharton, 1997. “Market heterogeneity and the dynamics of technological development: A demand based perspective on product and process innovation.”

*Academy of Management*, Boston, August 1997. Business Policy and Management Doctoral Consortium.

Consortium of Centers for Organizational Research, University of Michigan, April 1997. Workshop on evolutionary theories of the firm.

Consortium of Centers for Organizational Research, Carnegie Mellon University, July 1996. Workshop on Modeling Organizations.

Consortium on Competitiveness and Cooperation, PhD colloquium, MIT, April 1996. “Solutions looking for problems: Emerging technologies and the search for unsatisfied needs.”

*Academy of Management*, Vancouver, August 1995. “Variated selection and technological change.” (with Daniel Levinthal).

ORSA/TIMS Conference, College on Organization Science, October 1994, Detroit. “Organizational selection: A varied feedback approach”

## **INSTITUTIONAL CONTRIBUTIONS**

### **Dartmouth College**

Presidential Search Committee 2012

Speaker, Research Libraries Leadership Fellows program, July 3, 2012

Speaker, Dartmouth Biomedical Libraries Conference, October 19, 2012

Dartmouth College Faculty Strategic Planning Advisory Committee, 2011-2012

Dartmouth College Working Group on Pedagogy, Teaching, and Mentorship, 2011-2012

Z-Conference, Presenter, Avoiding the Innovator's Blind Spot, 2012

Presidential Search Committee, 2012

(Presidency of Philip Hanlon)

### **Tuck School**

Tuck Strategy Taskforce, 2012-13

Master in Health Care Delivery Science, After dinner keynote, January 2013

Strategy Committee, 2012

Dartmouth technology conference, Fireside chat, October 2012

Alumni Association Speaker, New York City, "Beyond Innovation," March 1, 2012

Alumni Association Speaker, Boston, "Beyond Innovation," March 8, 2012

Alumni Association Speaker, Washington DC, "Beyond Innovation," April 14, 2012

Beyond Hanover Series, Speaker, "Beyond Innovation", March 28, 2012

Academic Freedom, Tenure, and Responsibility Committee (elected) 2011/12

Tuck Entrepreneurship Initiative, Faculty Advisory Board, 2011-

Panel Moderator, 3rd annual Executive Environmental Sustainability Forum

Tuck Executive Committee, 2010-

Tuck Strategy Monitoring Committee, 2009 –2010

Tuck Executive Education Committee, 2008 – 2010

Strategy recruitment committee, 2008 – 2009. 2010-2011 (chair).

Panel Moderator, Tuck Business and Society Conference, "Scarce Resources: Can agribusiness solve the international food crisis?" January, 2009.

After dinner keynote, Tuck Overseer Meeting, October, 2009.

Panel Moderator, Britt Speakers Series, April 2010.

Panel Moderator, Tuck Sustainability Forum, October, 2010.

### **INSEAD**

Strategy Department recruitment committee, 1999, 2000, 2004

Strategy Department elective course committee, 2006

INSEAD R&D Committee 2000, 2003, 2004

INSEAD MBA Committee 2003, 2004, 2005, 2006, 2007

INSEAD Executive Development Programs Committee 2005

Ph.D. Advisor, Govert Vroom 1999-2001

Yu Zhang 2002-2004

Amit Jain 2005-2006

Rahul Kapoor 2006-2008

Rapporteur, Pierre Chandon, 2006  
Rapporteur, David Soberman, 2000  
INSEAD International Council, 2004, presentation on Innovation Strategy.  
INSEAD Advisory Committee on Management Education, 2005, presentation on linking research and teaching.  
Moderator, INSEAD E-Forum, “Realizing your entrepreneurial potential”, May 12, 2001.  
Moderator, The future of E (INSEAD, First Tuesday) Nov 6, 2001.  
Faculty leader, Tech-Trek 2000.  
Discussant, New wireless economy workshop (INSEAD) October 26, 2000  
Moderator, M-commerce or M-myth (INSEAD, First Tuesday) Dec 4, 2000