

Charles Williams

Bocconi University
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EMPLOYMENT

Associate Professor of Strategy, Department of Management and Technology, Bocconi University, June 2017 – present.

Director, Bachelors of International Economics and Management, 2019 – present.

Assistant Professor of Strategy, Department of Management and Technology, Bocconi University, 2011 – June 2017.

Assistant Professor of Strategy, Fuqua School of Business, Duke University, 2005 – 2011.

Assistant Professor of Strategy, College of Business, University of Illinois, 2002 –2005.

EDUCATION

University of Michigan

Ph.D. in corporate strategy 2003. Dissertation title: “Knowledge transfer among international telecom firms: Combining adaptation and replication.” Masters in applied economics 2001.

Dartmouth College

Graduated *cum laude* January 1991. BA with High Honors in mathematics and the social sciences. Honors thesis on mathematical sociology. Studied Russian at Moscow State University and Leningrad State University.

RESEARCH INTERESTS

- How do new and established firms grow and thrive?
- How does prior experience shape firms’ adaptive capabilities?
- How do organizational structure, people, and systems influence adaptation and innovation?
- How do executives and founders shape strategic and structural change?

TEACHING INTERESTS

- Strategy Execution
- Corporate Strategy
- Strategy Research
- Entrepreneurship
- International Strategy

PUBLICATIONS

“How Does Firm Scope Depend on Customer Switching Costs? Evidence from Mobile Telecommunications Markets” (with Niloofar Abolfathi and Simone Santamaria) *Management Science* January 2022 volume 68, issue 1, pp: 316-332.

“Rookies and Seasoned Recruits: How Experience in Different Levels, Firms, and Industries Shapes Strategic Renewal in Top Management” (with Pao-Lien Chen and Rajshree Agarwal) in *Strategic Management Journal* July 2017 volume 38, issue 7, pp. 1391-1415.

“Structural Knowledge: How executive experience with structural composition affects intrafirm mobility and structural change” (with Samina Karim) forthcoming in *Strategic Management Journal* volume 33, issue 6, special issue on Strategy and the Design of Organizational Architecture 2012.

“Growing Pains: The effect of pre-entry experience on impediments to growth” (with Pao-Lien Chen and Rajshree Agarwal), *Strategic Management Journal*, March 2012, volume 33, issue 3, pp. 252-276.

“Transfer in context: Replication and adaptation in knowledge transfer,” *Strategic Management Journal*, September 2007, volume 28, issue 9, pp.867-889.

“Focusing firm evolution: The impact of information infrastructure on market entry by U.S. telecommunications firms, 1984-1998,” (with Will Mitchell) *Management Science*, volume 50, number 11, November 2004.

Working Papers

Invited Publications

“Book Review: *Sticky Knowledge: Barriers to Knowing in the Firm*,” (with Joseph T. Mahoney) *Academy of Management Review*, volume 28, number 4, October 2003.

Conference Proceedings

“Market frictions and competitive positions: Lessons from the mobile telecommunications market,” (with Niloofar Abolfathi and Simone Santamaria) *Best Papers: Proceedings of the 2020 Academy of Management* (STR division), Vancouver BC Canada August 2020.

“Rethinking Competitive Positioning: Customer Value, Flexibility, and Generalist Advantage,” (with Niloofar Abolfathi) *Best Papers: Proceedings of the 2020 Academy of Management* (STR division), Atlanta GA August 2017.

“A window on the world: How firm structure shapes the evolution of U.S. telecommunications firms, 1984-1998,” (with Will Mitchell) *Best Papers Proceedings of the 2001 Academy of Management* (BPS division), Washington DC, August 2001.

Book Chapters

“Comparing Evolutionary and Contingency Theory Approaches to Organizational Structure,” in *Designing Organizations: 21st Century Approaches*, Richard M. Burton, Bo H. Eriksen, Dorthe Dojbak Hakonsson, Thorbjorn Knudsen, Charles C. Snow (eds). New York: Springer. 2008.

Working papers and projects in development

“Sharing Stories about Venture Creation: How Crowdfunding Audiences React to Experimentation and Planning in Entrepreneurial Narratives” (with Chiara Spina). Under Review

“Building capabilities for external knowledge sourcing in small firms: training and innovation performance” (with Nilanjana Dutt and Licia Cerini) Under Review

“Interdependence as Constraint and Capability: Managing Supplier Change in Formula One Teams” (with Jan Voss) Target: Strategic Management Journal

“Executive Redeployment and Strategic Change: Exploring the Relationship between Human Resource Reconfiguration and Market Entry and Exit” (with Samina Karim and Chris Long) Target: Academy of Management Discoveries

PRESENTATIONS

Invited Presentations

“Renewal through Rookies: The Growth Effect of Top Management Recruits from Different Levels, Organizations, and Industries”

- Copenhagen Business School, February 2015
- BPS Executive Committee research day, March 2015, Barcelona Spain

“Specific knowledge and diseconomies of scope in diversified firms” (with Elena Vidal)

- London Business School, October 2013
- IESE, Barcelona Spain, November 2013

“Promoting inertia: Is unit spanning by executives associated with strategic change?” (with Samina Karim)

- USI Lugano, Lugano Switzerland, September 2013
- Imperial College, London UK, December 2011
- University of South Carolina strategy seminar, September 2009
- UC Berkeley Seminar on Institutions. April 2009

“Growing pains: the effect of pre-entry experience on impediments to growth,” (with Pao-Lien Chen and Rajshree Agarwal)

- Bocconi University, Milan Italy, December 2010.
- ESMT, Berlin Germany, November 2010.
- University of Western Ontario, London Ontario, January 2010.
- Appalachian State University, Boone NC February 2010.

“Changing Organization and Organizational Change” panel presentation at Sumantra Ghoshal conference on managerially relevant research, London Business School, April 2010

“Transfer in context: Replication and adaptation in knowledge transfer among international telecommunications firms,”

- Duke University, Durham NC, February 2005.
- Washington University, St. Louis MO, November 2004.
- Various universities, Winter 2002.

Refereed Conferences

“Getting off the Starting Blocks: When and Who do Startups Hire First?” (with Nilanjana Dutt and Sheryl Winston-Smith)

- October 2015, Strategic Management Society, Denver USA

“Specific knowledge and diseconomies of scope” (with Elena Vidal)

- August 2015, Academy of Management, Vancouver Canada
- January 2014, Copenhagen Business School conference on boundaries of the firm
- August 2012, Symposium on Architecture of Adaptation, Academy of Management 2012, Boston MA
- October 2012, Strategic Management Society Conference 2012, Prague Czech Rep

“From Garage to Grand Prix: Adaptation and Knowledge Integration in Complex Systems” (with Jan Voss)

- August 2014, Academy of Management, Philadelphia USA
- October 2013, Strategic Management Society, Atlanta USA

“Renewal through Rookies: The Growth Effect of Industry and Firm Experience among Top Management Recruits” (with Pao-Lien Chen and Rajshree Agarwal)

- May 2012, Charleston SC, Strategy Research Forum
- September 2010, Rome Italy, Strategic Management Society Conference 2010
- October 2009, Washington DC, Strategic Management Society Conference 2009.
- June 2009, People and Organizations Conference, Philadelphia PA, Wharton School.

“Growing Pains: The Effect of Pre-Entry Experience on Impediments to Growth” (with Pao-Lien Chen and Rajshree Agarwal)

- August 2009, Chicago IL, Academy of Management 2009 Conference. symposium on individuals’ prior experiences and organizational outcomes.
- August 2008, Anaheim CA, Academy of Management 2008 Conference.
- October 2007, San Diego CA, Strategic Management Society 2007 Conference.
- May 2007, Brewster MA, Strategy Research Forum.
- August 2006, Atlanta GA, Academy of Management 2006 Conference.

“Promoting Inertia: Is unit spanning by executives associated with strategic change” (with Samina Karim),

- June 2012, Milan Italy, CRIOS Conference
- August 2008, Anaheim CA, Academy of Management 2008 Conference.
- May 2008, Asheville NC, Strategy Research Forum.
- December 2007, Charlottesville VA, Mid-Atlantic Strategy Colloquium.
- October 2007, San Diego CA, Strategic Management Society 2007 Conference.

- June 2007, Atlanta GA, Atlanta Conference on Competitive Advantage.

“What is the difference between contingency theory and evolutionary approaches to structure?”
Odense, Denmark, 2nd Organizational Design Conference, May 2006.

“Ownership and evolution: how coordination structures shape the international expansion paths of global cellular firms,”

- February 2006, Steamboat Springs CO, Organization Science Winter Conference.
- November 2005, Orlando FL, Strategic Management Society 2005 Conference.
- August 2005, Honolulu HI, Academy of Management 2005 Conference, symposium on interdependence in organizations.
- November 2004, San Juan Puerto Rico, Strategic Management Society 2004 Conference.

"Structural Responses to Strategic Change: Flexibility and Inertia after Market Entry," (with Will Mitchell)

- August 2005. Honolulu, Hawaii, Academy of Management 2005 Conference.
- April 2005, Philadelphia PA, Wharton Technology mini-Conference.
- March 2005, Park City UT, Utah Strategy Conference.
- August 2004, New Orleans LA, Academy of Management 2004 Conference, symposium on firm renewal.
- November 2004. San Juan, Puerto Rico. Strategic Management Society 2004 Conference.

“Transfer in context: Replication and adaptation in international knowledge transfer among telecom firms,”

- July 2004, Stockholm, Sweden, Academy of International Business 2004 Conference.
- November 2003, Baltimore MD, Strategic Management Society 2003 Conference.
- August 2003, Seattle WA, Academy of Management 2003 Conference.
- August 2002, Denver CO, Academy of Management 2002 Conference, Symposium on competition in the telecommunications industry.
- April 2001, Durham NC, Annual Consortium on Competition and Cooperation (CCC).

“Managing interdependence: An agent-based model of adaptation in centralized and decentralized systems”

- August 2003, Seattle WA, Academy of Management 2003 Conference.
- June 2003, Pittsburgh PA, North American Association for Computational Social and Organizational Science 2003.
- October 2001, San Francisco CA, Strategic Management Society 2001 Conference.
- July 2000, Pittsburgh PA, Conference on Computational Analysis of Social and Organizational Systems.
- July 200, Santa Fe NM, Graduate Workshop in Computational Economics.

“A window on the world: How firm structure shapes the evolution of U.S. telecommunications firms, 1984-1998,” (with Will Mitchell)

- October 2003, Baltimore MD, Strategic Management Society 2003 Conference, symposium on organizational capabilities.

- October 2001, San Francisco CA, Strategic Management Society 2001 Conference.
- August 2001, Washington DC, Academy of Management 2001 Conference.
- October 1999, Berlin Germany, Strategic Management Society 1999 Conference.

Professional Development Workshops and Discussant Appearances

Professional Development Workshops, Symposia, and other roles:

- August 2016. Co-Organizer for PDW on “Current Research on Organization Design: Topics, Tools, and Triumphs” Anaheim California.
- August 2016. Panelist for PDW on “What is new in Research, Teaching, and Consulting about Managing Major Organizational Change, Organizational Development, and Design?” 2016 AOM Anaheim.
- August 2016. Mentor for paper development workshop, OM and TIM divisions. 2016 AOM Anaheim.
- October 2015, Panelist for Interest Group Panel “Stakeholder Strategy and Corporate Growth” Strategic Management Society, Denver USA
- August 2015 Co-organizer for PDW on “Current Research on Organization Design: Topics, Tools, and Triumphs” Vancouver Canada
- August 2015 Co-organizer for PDW on “Creating online courses and flipping the classroom” Academy of Management, Vancouver Canada
- August 2014, Presenter and co-organizer for PDW on Corporate Strategy, Academy of Management, Philadelphia PA USA
- August 2014, Presenter “Tools for Organization Design Research” at PDW on “Current Research on Organization Design: Topics, Tools, and Triumphs”, Academy of Management, Philadelphia USA
- October 2013, Chair, “New Formats for Research in Strategy” Strategic Management Society, Atlanta USA
- October 2013, Panelist, “Models of Organizations: Stakeholders, Strategy, and Sustainability,” Strategic Management Society, Atlanta USA
- August 2012, Participant, "Aspirations as a Driver of Organizational Change and Innovation" at AOM 2012
- October 2012, organizer for symposium on “The Problem of Performance in the Theory of the Firm,” Strategic Management Society, Prague Czech Republic
- August 2009, New Research and Insights, co-organizer at Academy of Management 2009 Conference.
- Discussant at Strategic Research Forum Conferences 2008, 2009, 2010.
- Discussant, paper session on simulation studies on Technology and Innovation Management, Honolulu, HI, Academy of Management August 2005.
- Discussant, paper session on modularity, New Orleans LA, Academy of Management August 2004.
- Discussant, panel on dynamic approaches to alliances and acquisitions, Stockholm, Sweden, Academy of International Business, July 2004.

TEACHING EXPERIENCE

Business Strategy, BIEM undergraduate strategy core course Spring 2024 and Spring 2022.

Global Strategy (formerly *Corporate Strategy*), Bocconi University 2024, 2022, 2021, 2020, 2019, 2018, 2017, 2016, 2015, 2014, 2013, 2012. Course for Masters of International Management (FT Ranked Program).

Topics in Strategy, Keio University visiting professor in executive MBA, Fall 2022 & Summer 2019.

Corporate Strategy, SDA MBA Core Strategy Course Fall 2020, Fall 2021.

Strategy Execution, SDA MBA Elective Bocconi University. Spring 2021, Spring 2020, Spring 2019, Fall 2018, 2017, 2016, 2015, 2014, 2013, 2012.

Foundations of Management, undergraduate core management course Fall 2021.

PhD Seminar, Foundations of Strategy, Bocconi University, Fall 2011—2020. Course for PhD in Management.

Entrepreneurial Strategy, Bocconi University, Spring 2012. Undergraduate course in entrepreneurship. Most recent student instructor evaluation (2011): 8.2/10

Strategy Implementation, Duke University, 2007 - 2011. Day and executive MBA elective on implementing strategic goals.

PhD Seminar in Strategy, Duke University, 2008-2011. (co-taught with Will Mitchell)
Most recent website: <http://faculty.fuqua.duke.edu/~charlesw/LongStrat2010/index.html>

Managerial Effectiveness 2, Duke University, 2005-2007. Global Executive MBA (GEMBA) class on organization design and international business. Two-week Residency in Europe, 12 week distance portion with discussion boards, online lectures, and team projects.

Strategies for Change and Survival, University of Illinois, Spring 2005. MBA Elective covering analyzing change in the environment, barriers to change in organizations, and modes of strategic change.

Business Policy (Undergraduate capstone course), University of Illinois, 2002-2004.

Corporate Strategy (Undergraduate core course), University of Michigan Business School, Winter 2000.

Phd Chair or co-Chair (defended dissertations):

- Navya Pandit, Bocconi University 2023. Initial placement: University of Cologne
- Licia Cerini, Bocconi University 2022. Initial placement Bocconi SDA PostDoc
- Chiara Spina, Bocconi University, 2020. Initial placement: Insead Singapore

- Niloofar Abolfathi, Bocconi University, 2017. Initial placement: Vienna University
- Peter Snoeren, Bocconi University, 2017. Initial placement: University of Amsterdam
- Jan Voss, Bocconi University, 2014. Initial placement: Ferrari Motors
- Elena Vidal, Duke University, 2013 (co-chair). Initial placement: Baruch College of the City University of New York
- Pao-Lien Chen, University of Illinois, 2007 (co-chair). Initial placement: National Tsing Hua University (Taiwan)

PhD Committees

- Uzay Sezer, expected completion Fall 2024
- Lilach Trabelsi, January 2019
- Can Aktan expected completion June 2022

PhD Current Advising in dissertation development:

- Jiongni Mao, Bocconi University (expected completion Fall 2024)

SERVICE

- Academic Director, Bocconi Bachelor of International Economics and Management (term Fall 2019-present)
- Fourth Edition, Bocconi Assembly on Innovation and Cooperation (BAIC Conference 2025), conference organizing committee
- ARCS Conference Organizing Committee, 14th Annual Edition at Bocconi University 2022
- First Edition 2019, Bocconi Assembly on Innovation and Cooperation (BAIC 2019), conference organizing committee
- Chair, Bocconi TedX Organizing Committee 2018-2019.
- SMS Co-Editor for Media Innovations (term 2016-2019). Manage media innovations and social media platforms to raise recognition for, engagement with, and interaction around research in *Strategic Management Journal*, *Strategic Entrepreneurship Journal*, and *Global Strategy Journal*.
- SMS “Research Chatter” Podcast co-founder, co-host, and producer, 2015-2016.
- CCC PhD Research Conference co-organizer
 - June 2016 Bocconi University, Milan Italy
 - April 2015 New York University, New York USA
- SMS Knowledge and Innovation Interest Group Leadership
 - Program Chair for Conference Program SMS 2016, Berlin Germany
 - Assistant Program Chair for Conference Program SMS 2015, Denver USA
- SMS Knowledge and Innovation Rep at Large 2014 – 2016
 - Created LinkedIn home page for interest group
- BPS Executive Committee 2013 – 2015
 - Liaison to BPS teaching committee
- 2012- present, Junior hiring committee, Department of Management and Technology Bocconi University
 - Coordinator, junior hiring process
- Editorial Board, *Strategic Management Journal*, 2010 - 2017.
- Editorial Board, *Organization Science*, appointed 2009 - present.

- Editorial Board, *Journal of Management*, appointed 2012 – present.
- BPS Research Committee, appointed 2008.
- Referee for *Strategic Management Journal*, *Organization Science*, *Management Science*, *INFORMS Organization Science Dissertation Competition*, *Academy of Management Journal*, *Journal of International Business Studies*, *Economic Inquiry*, *Journal of Economic Behavior and Organization*, *Academy of Management Annual Conference*, *Strategic Management Society Annual Conference*, *TIM Dissertation Award*, *SMS Best PhD Paper Prize*.
- Research seminar coordinator, Strategy Group, University of Illinois College of Business, Spring 2004 – Spring 2005.
- U of Illinois strategy/organizational behavior search, technology and entrepreneurship Fall 2004
- Course coordinator for seven instructors and 13 sections, BA 389/449 (Business Policy and Strategy) Fall 2003 & 2004 University of Illinois College of Business.
- University of Michigan Business School Dean Search Committee, September 2000 to March 2001.
- U of Michigan, Doctoral Research Grants Committee, January 2000 to Winter 2002.
- Founding group for Michigan Business School outdoor trips (MTREK) for incoming MBA and PhD students, 1998-1999. Selected trips from proposals, developed leader training program, led 4-day trip.
- Professional Memberships: Academy of Management, Strategic Management Society, Academy of International Business

HONORS, FELLOWSHIPS & GRANTS

- 2020 Glueck Best Paper Award, STR Division of the Academy of Management
- 2005 Kauffman Grant (co-PI with Rajshree Agarwal) for project combining industry and firm perspectives on the emergence of the U.S. cellular industry.
- 2005 SDBC grant (with Rajshree Agarwal) for project comparing industry evolution in telecom and biotechnology industries.
- 2003 Illinois CIBER Faculty Grant for project on coordination and evolution in the global cellular industry
- 2002 University of Illinois Incomplete List of Excellent Teachers
- 2001 Finalist, INFORMS College of Organization Science Dissertation Proposal Competition
- 2000 Dykstra Award, for outstanding research and teaching in the UMBS doctoral program
- 2000 Santa Fe Institute Graduate Workshop in Computational Economics
- 2000 Research Grants: University of Michigan's Center for International Business Education, Interdepartmental Consortium on Organization Studies, and Business School Doctoral Research Grants
- 1999 Leabo Award, for academic performance in the UMBS doctoral program
- 1998-1999 Ameritech Foundation doctoral fellowship for research on the telecommunications industry
- 1997 National Science Foundation Graduate Research Fellowship (1 of 16 awarded nationally in economics)

PROFESSIONAL EXPERIENCE

Economist Intelligence Unit / Pyramid Research, Inc., Cambridge MA

- Senior Analyst, 1995 to 1997
- Research Associate, 1993 to 1995

Cronkite, Ward, & Co., Washington DC

- Associate Producer, 1993

CNN, Special Assignment Unit, Washington DC

- Associate Producer / Researcher, 1992

Super Channel, Italy/UK

- Assistant to News Director, 1991