

EMILIE R. FELDMAN

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ACADEMIC APPOINTMENTS

The Wharton School, University of Pennsylvania

Associate Professor of Management (with tenure), 2016-present

- 40 Best Business School Professors Under the Age of 40, Poets & Quants, 2019
- Recognition for Outstanding Teaching in Degree Programs, The Wharton School, 2018, 2019
- Excellence in Teaching Award, Undergraduate Division, The Wharton School, 2017
- Emerging Scholar Award, Strategic Management Society, 2017

Assistant Professor of Management, 2010-2016

EDUCATIONAL BACKGROUND

Doctor of Business Administration (Strategy), Harvard Business School, Boston, MA, 2010

Committee: Cynthia A. Montgomery (Chair), Stuart Gilson, Felix Oberholzer, Belén Villalonga

Dissertation: Essays on Corporate Strategy

- Finalist, Wiley Blackwell Outstanding Dissertation Award, Academy of Management, 2011
- Wyss Award for Excellence in Doctoral Research, Harvard Business School, 2010
- Certificate of Distinction in Teaching, Derek Bok Center, 2008

Master of Business Administration (Strategy and Finance), Harvard Business School, Boston, MA, 2007

Bachelor of Arts (Economics and French), *magna cum laude*, Harvard College, Cambridge, MA, 2004

RESEARCH INTERESTS

Corporate Strategy, Firm Scope, Divestitures, Spinoffs, Mergers and Acquisitions, Diversification, Corporate Governance, Boards of Directors, Ownership

RESEARCH

A. Articles Published and Forthcoming in Refereed Journals

- [1] Bettinazzi, Emanuele L. M. and Emilie R. Feldman. 2020. Stakeholder Orientation and Divestiture Activity. *Academy of Management Journal*, forthcoming.
 - [2] Feldman, Emilie R. 2020. Corporate Strategy: Past, Present, and Future. *Strategic Management Review* 1(1): 179-206.
 - [3] de Figueiredo, Rui J.P., Emilie R. Feldman, and Evan Rawley. 2019. The Costs of Refocusing: Evidence from Hedge Fund Closures during the Financial Crisis. *Strategic Management Journal* 40(8): 1268-1290.
- Featured in the *Strategic Management Journal* Virtual Special Issue on Strategic Responses to Crisis, April 2020

- Distinguished Paper Award, STR Division, Academy of Management Annual Meeting, 2017
 - Best Paper Proceedings, STR Division, Academy of Management Annual Meeting, 2017
- [4] Feldman, Emilie R., Raphael (Raffi) Amit, and Belén Villalonga. 2019. Family Firms and the Stock Market Performance of Acquisitions and Divestitures. *Strategic Management Journal* **40**(5): 757-780.
- Featured in the *Harvard Law School Forum on Corporate Governance and Financial Regulation*, January 2019.
- [5] Feldman, Emilie R., Claudine Gartenberg, and Julie Wulf. 2018. Pay Inequality and Corporate Divestitures. *Strategic Management Journal* **39**(11): 2829-2858.
- [6] Chen, Siwen and Emilie R. Feldman. 2018. Activist-Impelled Divestitures and Shareholder Value. *Strategic Management Journal* **39**(10): 2726-2744.
- Winner, Best Paper Prize, Strategic Management Society Annual Meeting, 2016
 - Best Paper Proceedings, STR Division, Academy of Management Annual Meeting, 2016
 - Featured in IdeaWatch in the January-February 2019 issue of *Harvard Business Review*: Investors Profit when Activists Demand Spinoffs.
 - Featured in *Knowledge@Wharton Business Radio* interview on February 5, 2019
- [7] Bennett, Victor Manuel and Emilie R. Feldman. 2017. Make Room! Make Room! A Note on Sequential Spinoffs and Acquisitions. *Strategy Science* **2**(2): 100-110.
- [8] Feldman, Emilie R. 2016. Corporate Spinoffs and Capital Allocation Decisions. *Strategy Science* **1**(4): 256-271.
- [9] Feldman, Emilie R. and Patia J. McGrath. 2016. Divestitures. *Journal of Organization Design* **5**(1): 1-16.
- [10] Feldman, Emilie R. 2016. Dual Directors and the Governance of Corporate Spinoffs. *Academy of Management Journal* **59**(5): 1754-1776.
- [11] Feldman, Emilie R. 2016. Managerial Compensation and Corporate Spinoffs. *Strategic Management Journal* **37**(10): 2011-2030.
- [12] Feldman, Emilie R. 2016. Corporate Spinoffs and Analysts' Coverage Decisions: The Implications for Diversified Firms. *Strategic Management Journal* **37**(7): 1196-1219.
- Finalist, William H. Newman Award, Academy of Management Annual Meeting, 2011
- [13] Feldman, Emilie R., Raphael (Raffi) Amit, and Belén Villalonga. 2016. Corporate Divestitures and Family Control. *Strategic Management Journal* **37**(3): 429-446.
- [14] Feldman, Emilie R. and Cynthia Montgomery. 2015. Are Incentives without Expertise Sufficient? Evidence from Fortune 500 Firms. *Strategic Management Journal* **36**(1): 113-122.

[15] Feldman, Emilie R., Stuart C. Gilson, and Belén Villalonga. 2014. Do Analysts Add Value When They Most Can? Evidence from Corporate Spinoffs. *Strategic Management Journal* **35**(10): 1446-1463.

- Distinguished Paper Award, BPS Division, Academy of Management Annual Meeting, 2012
- Best Paper Proceedings, BPS Division, Academy of Management Annual Meeting, 2012

[16] Feldman, Emilie R. 2014. Legacy Divestitures: Motives and Implications. *Organization Science* **25**(3): 815-832.

B. Articles Submitted to Refereed Journals

[17] Feldman, Emilie R. and Exequiel Hernandez. Synergy in Mergers and Acquisitions: Typology, Lifecycles, and Value.

[18] Feldman, Emilie R. and Arkadiy V. Sakhartov. Resource Redeployment and Divestiture as Strategic Alternatives.

[19] Feldman, Emilie R. The Corporate Parenting Advantage, Revisited.

C. Working Papers

[20] Eklund, John C. and Emilie R. Feldman. Understanding the Relationship between Divestitures and Invention: The Moderating Role of Organization Design.

- Best Paper Proceedings, STR Division, Academy of Management Annual Meeting, 2020

[21] Tang, Lisa and Emilie R. Feldman. The Strategic Complementarity between M&A and R&D.

[22] Feldman, Emilie R. and Metin Sengul. Identification in Strategy and Management Research.

D. Other Articles and Book Chapters

[23] Feldman, Emilie R. 2020. Restructuring and Divestitures. In *Strategic Management: State of the Field and Its Future*, Irene Duhaime, Michael Hitt, and Marjorie Lyles (eds.), Oxford University Press.

[24] Feldman, Emilie R. 2006. A Basic Quantification of the Competitive Implications of the Demise of Arthur Andersen. *Review of Industrial Organization* **29**(3): 193-212.

E. Reports and Other Materials

[25] Feldman, Emilie R. 2020. Expert Witness Report for Skadden, Arps, Slate, Meagher, & Flom, in re: Paragon Litigation Trust v Noble Corporation plc 17-51882 (Bankr. D. Del.).

[26] Feldman, Emilie R., in collaboration with KPMG Strategy. 2020. Think Like an Activist: To Maximize Value, CEOs Can Borrow from the Activist Playbook. *KPMG White Paper*.

[27] Feldman, Emilie R., in collaboration with KPMG Strategy. 2018. Can Your Valuation Be Improved? New Research on Diversification Discounts Can Help Conglomerates Manage their Portfolio Strategy. *KPMG White Paper*.

[28] Feldman, Emilie R., in collaboration with Haley Fuller, Kate Goldenberg, Bridget Labe, and Jonathan McCrostie. 2020. LVMH: What's on Sale? *Wharton Teaching Case*.

[29] Feldman, Emilie R., in collaboration with Haley Fuller, Kate Goldenberg, Bridget Labe, and Jonathan McCrostie. 2020. Game On: Google's Spinoff of Niantic. *Wharton Teaching Case*.

[30] Feldman, Emilie R. 2007. Amtrak Under Fire. *Harvard Kennedy School of Government and Harvard School of Design Teaching Case*.

F. Research in Progress

- Transition Services Agreements (with James McGlinch)
- Employee Redeployment in the Divestiture Process (with Julia Bodner)
- Acquisitions and Non-Market Stakeholder Synergies (with Kate Odziemkowska and Exequiel Hernandez)
- Family Firms and Activist Investors (with Siwen Chen and Raffi Amit)
- Corporate Strategy and Vertical Integration in the Wine Industry (with Camille Doche and Olivier Chatain)
- Intentions versus Reality in Post-Merger Integration (with Sathyanarayan Vijayakumar)
- The Influence of Private Equity Experience on M&A (with Paul Nary)
- The Relationship between Global Alliances, Divestitures, and Organizational Learning (with Exequiel Hernandez)

G. Invited Presentations

(* indicates refereed conference, † indicates presentation by co-author)

Transition Services Agreements

- Strategic Management Society Annual Meeting, London, UK, 2020*†

Corporate Strategy and Vertical Integration in the Wine Industry

- Strategic Management Society Annual Meeting, London, UK, 2020*†

Understanding the Relationship between Divestitures and Invention: The Moderating Role of Organization Design

- Academy of Management Annual Meeting, Vancouver, Canada, 2020*†
- O&S Workshop, University of Southern California, Los Angeles, CA, 2019†
- Strategic Management Society Annual Meeting, Minneapolis, MN, 2019*†

The Strategic Complementarity between M&A and R&D

- Transatlantic Doctoral Conference, London Business School, London, UK, 2019*†
- Academy of Management Annual Meeting, Chicago, IL, 2018*†
- Strategic Management Society Annual Meeting, Houston, TX, 2017*†

Stakeholder Orientation and Divestiture Activity

- Toulouse School of Management, University of Toulouse Capitole, Toulouse, France, 2020
- Virtual Summer Seminar Series, The Wharton School, Philadelphia, PA, 2020
- Olin Business School, Washington University in St. Louis, St. Louis, MO, 2020
- BYU-Utah Winter Strategy Conference, Park City, UT, 2020
- Academy of Management Annual Meeting, Boston, MA, 2019*†
- Strategic Management Society Special Conference, Frankfurt, Germany, 2019*†

- Organization Theory Workshop, The Wharton School, Philadelphia, PA, 2019
- London Business School, London, UK, 2019

The Corporate Parenting Advantage, Revisited

- Consortium for Research in Strategy Conference, New York, NY, 2019

Resource Redeployment and Divestiture as Strategic Alternatives

- Strategic Management Society Annual Meeting, Minneapolis, MN, 2019*†
- Academy of Management Annual Meeting, Boston, MA, 2019*†
- Theoretical Organization Models Conference, Frankfurt, Germany, 2019*†
- Vienna Conference on Strategy, Organization Design, & Innovation, Vienna, Austria, 2019*†
- Tilburg University, Tilburg, The Netherlands, 2019†
- SMR Special Conference on Corporate Renewal, New York, NY, 2019†
- HEC-Paris, Paris, France, 2019†
- HEC-Lausanne, Lausanne, Switzerland, 2018†

Synergy in Mergers and Acquisitions: Typology, Lifecycles, and Value

- Strategic Management Society Annual Meeting, Paris, France, 2018*†
- Consortium for Research in Strategy Conference, Boston, MA, 2018
- Strategy Research Forum Annual Meeting, Paris, France, 2018*†
- Work-in-Progress Seminar, The Wharton School, Philadelphia, PA, 2018†

The Costs of Refocusing: Evidence from Hedge Fund Closures during the Financial Crisis

- Academy of Management Annual Meeting, Atlanta, GA, 2017*†
- Consortium for Research in Strategy Conference, Philadelphia, PA, 2017
- Strategy Research Forum Annual Meeting, New Orleans, LA, 2017*
- Work-in-Progress Seminar, The Wharton School, Philadelphia, PA, 2017
- BPS Division Executive Committee Meeting, Dublin, Ireland, 2017†
- Stern School of Business, NYU, New York, NY, 2017†

Family Firms and the Stock Market Performance of Acquisitions and Divestitures

- Copenhagen Business School, Copenhagen, Denmark, 2018
- Stern School of Business, NYU, New York, NY, 2018†
- Harvard Business School, Boston, MA, 2018
- EM Lyon, Lyon, France, 2018

Pay Inequality and Corporate Divestitures

- Strategic Management Society Annual Meeting, Paris, France, 2018*†
- Academy of Management Annual Meeting, Chicago, IL, 2018*†
- Work-in-Progress Seminar, The Wharton School, Philadelphia, PA, 2018†
- People and Organizations Conference, The Wharton School, Philadelphia, PA, 2017†
- Sumantra Ghoshal Conference on Managerially Relevant Research, London Business School, London, UK, 2017*
- Stern School of Business, NYU, New York, NY, 2017†
- College of Business, University of Illinois Urbana-Champaign, Champaign, IL, 2017

- BPS Division Executive Committee Meeting, Dublin, Ireland, 2017
- Yale School of Management, Yale University, New Haven, CT, 2017

Activist-Impelled Divestitures and Shareholder Value

- Strategic Management Society Annual Meeting, Berlin, Germany, 2016*†
- Academy of Management Annual Meeting, Anaheim, CA, 2016*†
- University of California – Irvine, Irvine, CA, 2016
- Stern School of Business, NYU, New York, NY, 2016
- Università Commerciale Luigi Bocconi, Milan, Italy, 2016

Make Room! Make Room! A Note on Sequential Spinoffs and Acquisitions

- Academy of Management Annual Meeting, Atlanta, GA, 2017*

Corporate Spinoffs and Capital Allocation Decisions

- Strategic Management Society Annual Meeting, Denver, CO, 2015*
- Academy of Management Annual Meeting, Vancouver, Canada, 2015*
- Olin Business School, Washington University in St. Louis, St. Louis, MO, 2013

Dual Directors and the Governance of Corporate Spinoffs

- INSEAD, Fontainebleau, France, 2015
- HEC-Paris, Paris, France, 2015
- Economics of Strategy Workshop, Stern School of Business, NYU, New York, NY, 2014
- Atlanta Competitive Advantage Conference, Atlanta, GA, 2014*
- School of Management, Boston University, Boston, MA, 2014
- Columbia Business School, Columbia University, New York, NY, 2014
- Strategic Management Society Annual Meeting, Atlanta, GA, 2013*
- Academy of Management Annual Meeting, Orlando, FL, 2013*
- BPS Division New Faculty Consortium, Academy of Management Annual Meeting, Boston, MA, 2012
- Strategy Research Forum Annual Meeting, Charleston, SC, 2012*
- Duke Strategy Mini-Conference, The Fuqua School, Duke University, Durham, NC, 2012

Managerial Compensation and Corporate Spinoffs

- Atlanta Competitive Advantage Conference, Atlanta, GA, 2015*
- Academy of Management Annual Meeting, Philadelphia, PA, 2014*
- Corporate Strategy: Governance, Location, and Scope Professional Development Workshop, Academy of Management Annual Meeting, Philadelphia, PA 2014*
- Competitive Strategy Junior Faculty and Paper Development Workshop, Strategic Management Society Annual Meeting, Atlanta, GA, 2013*
- Strategy Research Initiative Annual Meeting, New York, NY, 2012
- Bowman Seminar, The Wharton School, Philadelphia, PA, 2012

Corporate Spinoffs and Analysts' Coverage Decisions: The Implications for Diversified Firms

- Ross School of Business, University of Michigan, Ann Arbor, MI, 2015
- Carlson School of Management, University of Minnesota, Minneapolis, MN, 2014
- Kenan-Flagler Business School, University of North Carolina, Chapel Hill, NC, 2014

- Booth School of Business, University of Chicago, Chicago, IL, 2014
- Tuck School of Business, Dartmouth University, Hanover, NH, 2014
- Atlanta Competitive Advantage Conference, Atlanta, GA, 2012*
- Academy of Management Annual Meeting, San Antonio, TX, 2011*
- Firm Scope: Alignment, Coordination and Adaptation Professional Development Workshop, Academy of Management Annual Meeting, San Antonio, TX, 2011*

Corporate Divestitures and Family Control

- Robert H. Smith School of Business, University of Maryland, College Park, MD, 2013
- George Washington University School of Business, GWU, Washington, DC, 2013
- Goizueta Business School, Emory University, Atlanta, GA, 2013
- Krannert School of Management, Purdue University, West Lafayette, IN, 2013
- Strategic Management Society Annual Meeting, Atlanta, GA, 2013*
- Academy of Management Annual Meeting, Orlando, FL, 2013*
- Sumantra Ghoshal Conference on Managerially Relevant Research, London Business School, London, UK, 2013*
- Atlanta Competitive Advantage Conference, Atlanta, GA, 2013*
- INSEAD, Singapore, 2013
- National University of Singapore, Singapore, 2013

Are Incentives without Expertise Sufficient? Evidence from Fortune 500 Firms

- Sumantra Ghoshal Conference on Managerially Relevant Research, London Business School, London, UK, 2011*
- Young Alumni Research Day, Harvard Business School, Boston, MA, 2011
- BPS Division Dissertation Consortium, Academy of Management Annual Meeting, Chicago, IL, 2009*

Do Analysts Add Value When They Most Can? Evidence from Corporate Spinoffs

- Academy of Management Annual Meeting, Boston, MA, 2012*

Legacy Divestitures: Motives and Implications

- SRI-ASQ “In Pursuit of Quality in Strategy Research” Workshop, Annapolis, MD, 2011*
- Atlanta Competitive Advantage Conference, Atlanta, GA, 2011*
- Columbia Strategy Conference, Columbia Business School, New York, NY, 2010*
- Academy of Management Annual Meeting, Montréal, Canada, 2010*
- Quality in Strategy Research Professional Development Workshop, Academy of Management Annual Meeting, Montréal, Canada, 2010*
- Job Talks: University of Pennsylvania, University of Michigan, University of Southern California, London Business School, Analysis Group, 2010

AWARDS, GRANTS, AND OTHER HONORS

A. Awards

- 40 Best Business School Professors Under the Age of 40, Poets & Quants, 2019
- Recognition for Outstanding Teaching in Degree Programs, The Wharton School, 2018, 2019
- Emerging Scholar Award, Strategic Management Society, 2017
- Excellence in Teaching Award, Undergraduate Division, The Wharton School, 2017

- Winner, Best Paper Prize (Activist-Impelled Divestitures and Shareholder Value), Strategic Management Society Annual Meeting, 2016
- Distinguished Paper Awards, STR Division, Academy of Management Annual Meeting
 - The Costs of Refocusing: Evidence from Hedge Fund Closures during the Financial Crisis, 2017
 - Do Analysts Add Value When They Most Can? Evidence from Corporate Spinoffs, 2012
- Best Paper Proceedings, STR Division, Academy of Management Annual Meeting
 - Understanding the Relationship between Divestitures and Invention: The Moderating Role of Organization Design, 2020
 - The Costs of Refocusing: Evidence from Hedge Fund Closures during the Financial Crisis, 2017
 - Activist-Impelled Divestitures and Shareholder Value, 2016
 - Do Analysts Add Value When They Most Can? Evidence from Corporate Spinoffs, 2012
- Reviewer Awards
 - *Academy of Management Journal* Best Reviewer Award, 2019
 - *Strategic Management Journal* Outstanding Editorial Review Board Member Award, 2015
 - Outstanding Reviewer, BPS Division, Academy of Management Annual Meeting, 2011
- Finalist, Wiley Blackwell Outstanding Dissertation Award in Business Policy & Strategy (Essays on Corporate Strategy), Academy of Management Annual Meeting, 2011
- Finalist, William H. Newman Award (Corporate Spinoffs and Analysts' Coverage Decisions: The Implications for Diversified Firms), Academy of Management Annual Meeting, 2011
- Wyss Award for Excellence in Doctoral Research, Harvard Business School, 2010
- Certificate of Distinction in Teaching, Derek Bok Center, Harvard University, 2008

B. Grants

- The Mack Institute for Innovation Management, The Wharton School, 2011-2019
- The Center for Leadership and Change Management, The Wharton School, 2012-2014
- The Jacobs Levy Equity Management Center, The Wharton School, 2012-2016
- Dean's Research Fund, The Wharton School, 2011
- Penn Undergraduate Research Mentoring, University of Pennsylvania, 2011-2012, 2017
- Strategy Research Foundation, Strategic Management Society, 2011

C. Other Honors

- Participant, Competitive Strategy Junior Faculty and Paper Development Workshop, Strategic Management Society Annual Meeting, 2013
- Participant, BPS Division New Faculty Consortium, Academy of Management Annual Meeting, 2012
- Designee, Strategy Research Foundation Scholar, Strategic Management Society, 2011
- Participant, BPS Division Dissertation Consortium, Academy of Management Annual Meeting, 2009

TEACHING

The Wharton School, University of Pennsylvania

- Corporate Development: Mergers & Acquisitions (MGMT 721), MBA Elective, 2010-present
 - Recognition for Outstanding Teaching in Degree Programs, The Wharton School, 2018, 2019

- Mergers & Acquisitions (MGMT 249), Undergraduate Elective, 2011-present
 - Excellence in Teaching Award, Undergraduate Division, 2017
- Competitive Advantage in the Leisure Industries: Portugal and Spain (MGMT 897/WH 212), 2018-present
- Mergers & Acquisitions, Wharton Business and Law Certificate, 2017-present
- Independent Study supervision (fourteen MBA students, five undergraduate students)

Harvard University

- Corporate Finance (FIN 1, FIN 2), MBA Core, 2007-2009
- Quantitative Methods (QM 1), MBA Core, 2006-2008
- Introductory Economics (EC 10), Undergraduate Core, 2006-2008
 - Certificate of Distinction in Teaching, Derek Bok Center, 2008

SERVICE

A. Wharton Activities

- Department Committees (* denotes chair)
 - Seminar Committee, 2019-2020*
 - Strategy Recruiting Committee, 2016-2018
 - Human and Social Capital Recruiting Committee, 2018-2019
 - Doctoral Committee, 2013-2019
- Dissertation Committees (* denotes primary advisor)
 - Sathyanarayan Vijayakumar*
 - James McGlinch
 - Julia Bodner [PhD: INSEAD]
 - Siwen Chen*
 - Xiaolu (Lisa) Tang* (first placement: National University of Singapore)
 - John Eklund (first placement: USC Marshall School of Business)
 - Patia McGrath (first placement: UNC Kenan-Flagler Business School)
 - Sandra Corredor Waldron (first placement: University of Connecticut School of Business [PhD: University of Illinois Urbana-Champaign])
- Conference Committees (* denotes co-organizer)
 - Wharton Corporate Strategy & Innovation Conference, 2018-2019*
 - Wharton-INSEAD Corporate Strategy PhD Camp, 2015, 2017*
 - Wharton-INSEAD Doctoral Consortium, 2015
- School Committees
 - Faculty Fellows, 2020
 - Dean's Advisory Council, 2017-2019
 - Curriculum Innovation and Review Committee, 2018-2019
 - Zell-Lurie Real Estate Center Q-Review Committee, 2016-2017
- External Affairs
 - Joe Talks Speaker, WEMBA East Reunion, 2019
 - Keynote Speaker, Wharton Seminars for Business Journalists, 2019
 - Joe Talks Speaker, MBA Reunion, 2018
 - Webinar, Creating Value with Divestitures, 2018

B. Academic Community Activities

- *Strategic Management Journal*
 - Associate Editor, 2016-present
 - Editorial Board, 2013-2016
- Journal Editorial Boards
 - *Organization Science*, 2017-present
 - *Academy of Management Journal*, 2018-present
 - *Strategic Management Review*, 2019-present
 - Co-Organizer & Co-Editor, Special Conference & Special Issue on Corporate Renewal
- Reviewer for *Management Science*, *Academy of Management Review*, *Strategy Science*, *Strategic Entrepreneurship Journal*, *Journal of Management Studies*, *Journal of Economics and Management Strategy*, *Advances in Strategic Management*, *American Journal of Sociology*, *Economic Inquiry*, Academy of Management Annual Meeting (STR Division), Strategic Management Society Annual Meeting (including PhD Paper & Best Paper Prizes)
- Competitive Strategy Interest Group, Strategic Management Society
 - Chair, 2019
 - Program Chair, 2018
 - Associate Program Chair, 2017
 - Representative-at-Large, 2015-2016
- Strategic Management Society Conferences
 - Track Chair (New Perspectives in Strategy), SMS Annual Meeting, London, 2020
 - Track Chair (Firm Scope and Governance), SMS Special Conference, Frankfurt, 2019
 - SRF Grant and Doctoral Consortium Mentor, 2017
 - Invited Session Chair, 2013, 2015
- STR (formerly BPS) Division, Academy of Management
 - Executive Committee, 2016-2018
 - Research Committee, 2014-2016
- Academy of Management Annual Meetings
 - Senior Faculty Panelist, STR Junior Faculty Consortium, 2019
 - Discussant, Drivers of Governance Modes and Reconfiguration, 2019
 - Professional Development Workshop Co-Organizer, 2011, 2014
 - Invited Track/Session Chair, 2012-2015
- Harvard Business School
 - Member, Faculty Mentorship Awards Committee, 2008-2010
 - Co-Chair and Mentor, Doctoral Mentorship Program, 2005-2010

C. Professional Affiliations and Memberships

- Consortium for Research in Strategy
- Strategy Research Forum
- Corporate Strategy and Competitive Strategy Interest Groups, Strategic Management Society
- Strategic Management Division, Academy of Management

D. Executive Education

- Mergers and Acquisitions
- The CFO: Becoming a Strategic Partner
- Boards that Lead: Governance that Builds Value
- Global CEO Program: A Transformational Journey
- Executive Development Program

- Advanced Management Program
- Fundamentals of Case Teaching
- Various Custom Programs

E. Business and Industry Activities

- Expert Witness, Skadden, Arps, Slate, Meagher, & Flom, Paragon Litigation Trust v Noble Corporation plc 17-51882 (Bankr. D. Del.), 2019-2020
- Keynote Speaker, PricewaterhouseCoopers Deals Institute, 2020
- Research Collaborator, KPMG Strategy, 2017-present
- Speaker, McKinsey-Conference Board Best Practices in Post-Merger Integration, 2013-2016

F. Media Coverage

- Interview about M&A during COVID-19, *Wharton Business Daily*, 05/01/20
- Interview about L Brands and Unilever divestitures, *Wharton Business Daily*, 02/07/20
- “Conglomerates Streamlining Set to Continue Amid Drive from Activists and Sponsors,” *Reorg.com*, 12/31/19
- “Meet the Schwab Exec In Charge of Carrying Out a \$26 Billion TD Ameritrade Deal That’s an Aggressive Play for Size and Cost-Cuts,” *Business Insider*, 12/12/19
- “Has the Big Corporate Unwind Gone Too Far?,” *Wall Street Journal*, 10/05/19
- “What Kylie Jenner Can Teach Us About M&A,” *Wall Street Journal*, 07/12/19
- “In ‘Mergers of Equals,’ One Side Is Always a Bit More Equal,” *Wall Street Journal*, 06/14/19
- “(Re)insurance Becomes a Magnet for Activists,” *The Insurance Insider*, 04/02/19
- “How Activist Investor-led Divesting Pushes Up Valuations,” *Knowledge@Wharton*, 02/26/19
- Interview about “Activist-Impelled Divestitures and Shareholder Value,” *Knowledge@Wharton Business Radio*, 02/05/19
- “Investors Profit when Activists Demand Spinoffs,” *Harvard Business Review*, January-February 2019 issue
- Interview about U.S. Foods Acquisition of Services Group of America, *Knowledge@Wharton Business Radio*, 07/31/18
- “How Big Is Too Big? Two Tests that Reveal the True Cost of Owning Multiple Businesses,” *Wharton@Work*, July 2018
- “General Ejected: John Flannery gets down to business restructuring General Electric,” *The Economist*, 06/27/18
- “Judge Approves AT&T-Time Warner Merger,” *Yahoo! Finance*, 06/12/18
- “Possible GE Breakup Could Bring Better Days,” *Wall Street Journal*, 01/17/18
- “Creating Value through Divestitures: Here’s How,” *Wharton@Work*, October 2017
- “HP Inc. Surprises Wall Street, Outperforms Corporate Sibling,” *San Francisco Chronicle*, 06/16/17
- “Splitting the Babies: Billionaire Tries to Out-Spin DuPont CEO Ed Breen, the Breakup King,” *Philadelphia Inquirer*, 06/11/17
- “What’s Behind the Latest Merger Mania?” *Knowledge@Wharton*, 11/29/16
- “Yahoo Sale Could Still Draw Softbank, Alibaba,” *USA Today*, 07/07/2016
- “Analysis: Companies Make Up, Then Break Up,” *Pittsburgh Post-Gazette*, 05/27/16
- “Dell-EMC’s New Name: Blunder or Brilliance?” *Information Week*, 05/05/16
- “What Ugly Financial Markets Mean for Community’s Big Spinoff Plans,” *Modern Healthcare*, 02/23/16

- “Dysfunctional Symantec-Veritas Deal Sets New Low Bar for Mergers,” *San Francisco Chronicle*, 02/11/16
- “Will Xerox’s Spinoff Unlock Value for Investors?” *Knowledge@Wharton*, 02/10/16
- “Is It Too Late to Reinvent Yahoo!?” *Knowledge@Wharton*, 01/04/16
- Interview about Yahoo! Spinoff, *Knowledge@Wharton Business Radio*, 12/15/15
- “What it’s all about: inside the Dow-DuPont merger,” *WHYY Radio Times*, 12/14/15
- “Yahoo’s Tax Focus Has Squandered Big Chance,” *San Francisco Chronicle*, 12/14/15
- “Industrial Giants DuPont, Dow Chemical Announce \$130 Billion Merger,” *NPR*, 12/11/15
- “U.S. is the M&A Prom Queen, as Dealmaking Record Set,” *Investor’s Business Daily* 12/09/15
- “Is a Dow-DuPont Merger Good or Bad for U.S. Biz?” *CBS MoneyWatch*, 12/09/15
- “Selling the Golden-Egg Goose,” *The New Yorker*, 11/23/15
- “ConAgra CEO Put His Stamp on the Company, and in a Hurry,” *Omaha World-Herald*, 11/19/15
- “Why Nikkei Is Betting Big on Digital Growth at the FT,” *Knowledge@Wharton*, 07/29/15
- Interview about the Nikkei sale of the FT, *Knowledge@Wharton Business Radio*, 07/28/15
- “The Dark Side of ‘Dual Directors’ in Corporate Spin-Offs.” *Knowledge@Wharton*, 06/30/15
- “DuPont, if Peltz Gets His Way.” *The News Journal*, 03/20/15
- “Barnes & Noble is Betting Slimmer Company Can Beat Amazon.” *TheStreet*, 03/04/15
- “The Mergers and Acquisitions Cycle: Buy. Divide. Conquer.” *New York Times*, 12/10/14
- “How Barnes & Noble Can Recover from the Nook’s Downward Spiral,” *Knowledge@Wharton*, 12/11/14
- Interview about Barnes & Noble – Nook, *Knowledge@Wharton Business Radio*, 12/10/14
- “Barnes & Noble Move May Signal a Spinoff,” *NPR Marketplace*, 12/04/14
- “Le Divorce,” *The New Yorker*, 11/03/14
- “HP and the Case for Corporate Spinoffs,” *Knowledge@Wharton*, 10/17/14
- “Companies Seeing the Advantages in Spinoffs,” *New York Times*, 10/15/14
- Interview about Hewlett-Packard Spinoff, *Knowledge@Wharton Business Radio*, 10/08/14
- “Allan Sloan’s Year in Review,” *CNN Money*, 12/23/13
- “Picture This: Kodak without its Film Business,” *Knowledge@Wharton Today*, 09/14/12
- “Why Microsoft Nabbed the Nook,” *Knowledge@Wharton Today*, 05/01/12
- “Homeowner Mobility, Divestitures, and the Real Impact of FDI,” *Knowledge@Wharton*, 12/07/11
- “Netflix: Two Companies, Double the Headaches?” *Knowledge@Wharton Today*, 09/20/11
- “An Indictment against Ernst & Young? Maybe Not...” *Washington Post*, 12/21/10
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