

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

[2] 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

[3] Feldman, Emilie R. and Cynthia Montgomery. 2015. Are Incentives without Expertise Sufficient? Evidence from Fortune 500 Firms. *Strategic Management Journal* **36**(1): 113-122.

- [4] Feldman, Emilie R., Raphael (Raffi) Amit, and Belén Villalonga. 2016. Corporate Divestitures and Family Control. *Strategic Management Journal* **37**(3): 429-446.
- [5] 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
- [6] Feldman, Emilie R. 2016. Managerial Compensation and Corporate Spinoffs. *Strategic Management Journal* **37**(10): 2011-2030.
- [7] Feldman, Emilie R. 2016. Dual Directors and the Governance of Corporate Spinoffs. *Academy of Management Journal* **59**(5): 1754-1776.
- [8] Feldman, Emilie R. and Patia J. McGrath. 2016. Divestitures. *Journal of Organization Design* **5**(1): 1-16.
- [9] Feldman, Emilie R. 2016. Corporate Spinoffs and Capital Allocation Decisions. *Strategy Science* **1**(4): 256-271.
- [10] 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.
- [11] 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
- [12] Feldman, Emilie R., Claudine Gartenberg, and Julie Wulf. 2018. Pay Inequality and Corporate Divestitures. *Strategic Management Journal* **39**(11): 2829-2858.
- [13] 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.
- [14] 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.
- Distinguished Paper Award, STR Division, Academy of Management Annual Meeting, 2017
  - Best Paper Proceedings, STR Division, Academy of Management Annual Meeting, 2017
- [15] Feldman, Emilie R. 2020. Corporate Strategy: Past, Present, and Future. *Strategic Management Review*, forthcoming.

## **B. Articles Submitted to Refereed Journals**

- [16] Feldman, Emilie R. and Exequiel Hernandez. “Synergy in Mergers and Acquisitions: Typology, Lifecycles, and Value.”
- [17] Feldman, Emilie R. and Arkadiy V. Sakhartov. “Resource Redeployment and Divestiture as Strategic Alternatives.”
- [18] Feldman, Emilie R. “The Corporate Parenting Advantage, Revisited.”
- [19] Bettinazzi, Emanuele L. M. and Emilie R. Feldman. “Stakeholder Orientation and Divestiture Activity.”

## **C. Working Papers**

- [20] Eklund, John C. and Emilie R. Feldman. “Understanding the Relationship between Divestitures and Invention: The Moderating Role of Organization Design.”
- [21] Tang, Lisa and Emilie R. Feldman. “The Strategic Complementarity between Mergers & Acquisitions (M&A) and Research & Development (R&D).”
- [22] Feldman, Emilie R. and Metin Sengul. “Identification in Strategy and Management Research.”

## **D. Research in Progress**

- Transition Services Agreements (with James McGlinch)
- Employee Redeployment in the Divestiture Process (with Julia Bodner)
- Corporate Strategy and Vertical Integration in the Wine Industry (with Olivier Chatain)

## **E. Other Materials**

- 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.
- Feldman, Emilie R. 2007. “Amtrak Under Fire.” *Harvard Kennedy School of Government and Harvard School of Design Teaching Case*.

## **F. Invited Presentations**

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

Legacy Divestitures: Motives and Implications [1]

- 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

Do Analysts Add Value When They Most Can? Evidence from Corporate Spinoffs [2]

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

#### Are Incentives without Expertise Sufficient? Evidence from Fortune 500 Firms [3]

- 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\*

#### Corporate Divestitures and Family Control [4]

- 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

#### Corporate Spinoffs and Analysts' Coverage Decisions: The Implications for Diversified Firms [5]

- 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\*

#### Managerial Compensation and Corporate Spinoffs [6]

- 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

#### Dual Directors and the Governance of Corporate Spinoffs [7]

- 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

#### Corporate Spinoffs and Capital Allocation Decisions [9]

- 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

#### Make Room! Make Room! A Note on Sequential Spinoffs and Acquisitions [10]

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

#### Activist-Impelled Divestitures and Shareholder Value [11]

- 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

#### Pay Inequality and Corporate Divestitures [12]

- 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

#### Family Firms and the Stock Market Performance of Acquisitions and Divestitures [13]

- 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

#### The Costs of Refocusing: Evidence from Hedge Fund Closures during the Financial Crisis [14]

- 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†

#### Synergy in Mergers and Acquisitions: Typology, Lifecycles, and Value [16]

- 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†

#### Resource Redeployment and Divestiture as Strategic Alternatives [17]

- 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†

#### The Corporate Parenting Advantage, Revisited [18]

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

#### Stakeholder Orientation and Divestiture Activity [19]

- 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

#### Understanding the Relationship between Divestitures and Invention: The Moderating Role of Organization Design [20]

- Strategic Management Society Annual Meeting, Minneapolis, MN, 2019\*†

#### The Strategic Complementarity between M&A and R&D [21]

- 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\*†

## **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
- 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” [11]), 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” [14], 2017
  - “Do Analysts Add Value When They Most Can? Evidence from Corporate Spinoffs” [2], 2012
- Best Paper Proceedings, STR Division, Academy of Management Annual Meeting
  - “The Costs of Refocusing: Evidence from Hedge Fund Closures during the Financial Crisis” [14], 2017
  - “Activist-Impelled Divestitures and Shareholder Value” [11], 2016
  - “Do Analysts Add Value When They Most Can? Evidence from Corporate Spinoffs” [2], 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” [5]), 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
  - Teaching Excellence Reward Recipient, The Wharton School, 2018
- 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
- Independent Study supervision (eight 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-present
- Dissertation Committees (\* denotes primary advisor)
  - Julia Bodner [PhD: INSEAD]
  - Siwen Chen\*
  - Xiaolu (Lisa) Tang\*
  - 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
  - Dean's Advisory Council, 2017-2019
  - Curriculum Innovation and Review Committee, 2018-2019
  - Zell-Lurie Real Estate Center Q-Review Committee, 2016-2017

#### 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***

- Various Wharton programs
- McKinsey – Conference Board “Best Practices in Post-Merger Integration”
- Fundamentals of Case Teaching

#### ***E. Media Coverage***

- “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
- 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
- “Ernst & Young: Too Big to Fail?” *Fortune*, 12/21/10
- “KPMG Partners Lucked Out – Thanks to Enron & Arthur Andersen” *Washington Post*, 09/06/05