

## **NICOLAJ SIGGELKOW**

Office Address:  
317 JMHH  
Wharton School  
Philadelphia, PA 19104  
tel: (215) 573-7137  
[siggelkow@wharton.upenn.edu](mailto:siggelkow@wharton.upenn.edu)

### **I. EDUCATIONAL BACKGROUND**

|      |   |
|------|---|
| 1998 | Ph.D., Harvard University<br>Field: Business Economics                      |
| 1997 | M.A., Harvard University<br>Field: Economics                                |
| 1993 | B.A. (with distinction and honors), Stanford University<br>Field: Economics |

### **II. TEACHING**

#### **A. Employment**

|                |   |
|----------------|---|
| 2009 - present | David M. Knott Professor, Professor of Management, The Wharton School, University of Pennsylvania |
| 2004 - 2009    | Associate Professor of Management (with tenure), The Wharton School, University of Pennsylvania   |
| 1998 - 2004    | Assistant Professor of Management, The Wharton School, University of Pennsylvania                 |

#### **B. Courses taught**

##### **1. Graduate courses**

|                |  |
|----------------|--|
| 2022 – present | Management 7230 “Strategy and Environmental Sustainability” (MBA Program)                      |
| 2022 – present | Management 8970 “Innovations in Environmental Sustainability: Germany’s Approach, Progress and |

|                |   |
|----------------|---|
|                | Future Challenges.” (Wharton MBA/Executive MBA program)                             |
| 2020 - present | Management 7820 “Strategy Implementation” (Wharton Executive MBA Program)           |
| 2013 - present | Management 6130 “Managing the Enterprise” (Wharton Executive MBA Program)           |
| 1998 - present | Management 7010 “Strategy and Competitive Advantage” (MBA program)                  |
| 2012 - 2013    | Management 611 “Managing the Established Enterprise” (MBA program)                  |
| 2005 - 2016    | Management 701 “Strategy and Competitive Advantage” (Wharton Executive MBA Program) |

## 2. Undergraduate courses

|             |   |
|-------------|---|
| 1999 - 2004 | Management 223 “Business Policy and Strategy” |
|-------------|---|

## III. RESEARCH/PUBLICATIONS

### 1. Articles published in refereed journals

- [1] Nicolaj Siggelkow. 2001. “Change in the Presence of Fit: The Rise, the Fall, and the Renaissance of Liz Claiborne.” *Academy of Management Journal*, 44, pp. 838-857.
- [2] Nicolaj Siggelkow. 2002. “Misperceiving Interactions among Complements and Substitutes: Organizational Consequences.” *Management Science*, 48, pp. 900-916.
- [3] Nicolaj Siggelkow. 2002. “Evolution toward Fit.” *Administrative Science Quarterly*, 47, pp. 125-159.
- [4] Jan W. Rivkin and Nicolaj Siggelkow. 2002. “Organizational Sticking Points on NK Landscapes.” *Complexity*, 7 (5), pp. 31-43.
- [5] Jan W. Rivkin and Nicolaj Siggelkow. 2003. “Balancing Search and Stability: Interdependencies Among Elements of Organizational Design.” *Management Science*, 49, pp. 290-311.

[6] Nicolaj Siggelkow. 2003. "Why Focus? A Study of Intra-Industry Focus Effects." *Journal of Industrial Economics*, 51, pp. 121-150 (lead article).

[7] Nicolaj Siggelkow and Daniel A. Levinthal. 2003. "Temporarily Divide to Conquer: Centralized, Decentralized, and Reintegrated Organizational Approaches to Exploration and Adaptation." *Organization Science*, 14, pp. 650-669.

[8] Nicolaj Siggelkow and Daniel A. Levinthal. 2005. "Escaping Real (Non-Benign) Competency Traps: Linking the Dynamics of Organizational Structure to the Dynamics of Search." *Strategic Organization*, 3, pp. 85-115.

[9] Nicolaj Siggelkow and Jan W. Rivkin. 2005. "Speed and Search: Designing Organizations for Turbulence and Complexity." *Organization Science*, 16, pp. 101-122.

[10] Nicolaj Siggelkow and Jan W. Rivkin. 2006. "When Exploration Backfires: Unintended Consequences of Multi-Level Organizational Search." *Academy of Management Journal*, 49, pp. 779-795.

[11] Jan W. Rivkin and Nicolaj Siggelkow. 2006. "Organizing to Strategize in the Face of Interactions: Preventing Premature Lock-in." *Long Range Planning*, 39, pp. 591- 614.

[12] Nicolaj Siggelkow. "Persuasion with Case Studies." 2007. *Academy of Management Journal*, 50, pp. 20-24.

translated in Chinese in: 2008. *Management World*, 6, pp. 156-160.

[13] Jan W. Rivkin and Nicolaj Siggelkow. 2007. "Patterned Interactions in Complex Systems: Implications for Exploration." *Management Science*, 53, pp. 1068-1085.

[14] Michael E. Porter and Nicolaj Siggelkow. 2008. "Contextual Interactions within Activity Systems and Sustainability of Competitive Advantage." *Academy of Management Perspectives*, 22 (2), pp. 34-56.

[15] Nicolaj Siggelkow and Jan W. Rivkin. 2009. "Hiding the Evidence of Valid Theories: How Coupled Search Processes Obscure Performance Differences among Organizations." *Administrative Science Quarterly* 54, pp. 602-634.

[16] Felipe Csaszar and Nicolaj Siggelkow. 2010. "How much to copy? Determinants of effective imitation breadth." *Organization Science* 21, pp. 661-676.

[17] Vikas Aggarwal, Nicolaj Siggelkow, and Harbir Singh. 2011. “Corporate Development Choices and Interdependence: Strategic Tradeoffs and Performance Implications.” *Strategic Management Journal* 32, pp. 705-730.

[18] Nicolaj Siggelkow. 2011. “Firms as Systems of Interdependent Choices.” *Journal of Management Studies* 48, pp. 1126-1140.

[19] Oliver Baumann and Nicolaj Siggelkow. 2013. “Dealing with Complexity: Integrated vs. Chunky Search Processes.” *Organization Science*, 24, pp. 116-132.

[20] Ashish Arora, Michelle Gittelman, John Lynch, Will Mitchell and Nicolaj Siggelkow. 2016. “Question-Based Innovations in Strategy Research.” *Strategic Management Journal*, 37, 3-9.

[21] Dirk Martignoni, Anoop Menon and Nicolaj Siggelkow. 2016. “Consequences of Misspecified Mental Models: Contrasting Effects and the Role of Cognitive Fit.” *Strategic Management Journal*, 37, 2545 – 2568.

[22] Phebo Wibbens and Nicolaj Siggelkow. 2020. “Introducing LIVA to Measure Long-Term Firm Performance.” *Strategic Management Journal*, 41, 867-890.

[23] Daniel Albert and Nicolaj Siggelkow. 2022. “Architectural Search and Innovation.” *Organization Science*, 33, 275-292.

[24] Emanuele Borgonovo, Marco Pangallo, Jan Rivkin, Leonardo Rizzo, and Nicolaj Siggelkow. 2022. “Sensitivity Analysis of Agent-Based Models: A New Protocol.” *Computational and Mathematical Organization Theory*, 28, 52-94.

## 2. Working papers

[25] Daniel Albert, Dirk Martignoni, and Nicolaj Siggelkow. 2025. “Learning about Contingencies: The power of initial simplicity.”

[26] Nicolaj Siggelkow and Phebo Wibbens. 2020. “The Intransitivity of Competitive Advantage.”

### 3. Other articles

#### a. Articles in proceedings

- [27] Michael E. Porter and Nicolaj Siggelkow. 2000. “Contextuality within Activity Systems.” *Academy of Management Best Paper Proceedings*.
- [28] Nicolaj Siggelkow and Jan W. Rivkin. 2006. “When Exploration Backfires: Unintended Consequences of Multi-Level Organizational Search.” *Academy of Management Best Paper Proceedings*.
- [29] Nicolaj Siggelkow and Jan Rivkin. 2008. “Coupled Search Processes: Why is it so difficult to find that organizational design matters?” *Academy of Management Best Paper Proceedings*.
- [30] Oliver Baumann and Nicolaj Siggelkow. 2008. “Chunky vs. Incremental Growth: How to Expand a Search Domain.” *Academy of Management Best Paper Proceedings*.
- [31] Nicolaj Siggelkow and Phebo D. Wibbens. 2015. “A Ladder of Competitive Advantage” *Academy of Management Best Paper Proceedings*.
- [32] Phebo Wibbens and Nicolaj Siggelkow. 2017. “Introducing LIVA to Measure Long-Term Performance” *Academy of Management Best Paper Proceedings*.
- [33] Daniel Albert, Dirk Martignoni, Anoop Menon, and Nicolaj Siggelkow. 2022. “The Power of Open-Minded Simplicity in Mental Models” *Academy of Management Best Paper Proceedings*.

#### b. Chapters in books

- [34] Michael E. Porter and Nicolaj Siggelkow. 1999. “Competition and Strategy: The Creation of a Group and a Field.” in: *The Intellectual Venture Capitalist: John McArthur and the Work of the Harvard Business School, 1980–1995*, edited by Thomas K. McCraw and Jeffrey L. Cruikshank: pp. 99–132. Boston: Harvard Business School Press.
- [35] Nicolaj Siggelkow. 2003. “Change in the Presence of Fit: The Rise, the Fall, and the Renaissance of Liz Claiborne.” in: *Strategy Process*, edited by Bala Chakravarthy, Peter Lorange, Günter Müller-Stevens, Christoph Lechner: pp. 46-76. Oxford: Blackwell Publishers. (expanded version of [1])

- [36] Nicolaj Siggelkow. 2007. “Fit” Entry in: International Encyclopedia of Organization Studies, edited by Stewart Clegg and James R. Bailey. London: SAGE.
- [37] Jan W. Rivkin and Nicolaj Siggelkow. 2009. “Organizing to Strategize in the Face of Interactions: Preventing Premature Lock-in.” in: *Network-based Strategies and Competencies*, edited by Paul Kleindorfer and Jerry Wind. Wharton School Publishing (modified version of [11]).
- [38] Oliver Baumann and Nicolaj Siggelkow. 2011. “Complexity and Competitive Advantage.” in: *The SAGE Handbook of Complexity and Management*, edited by Peter Allen, Steve Maguire, Bill McKelvey: pp. 494-505. London: SAGE.
- [39] Nicolaj Siggelkow and Christian Terwiesch. 2022. “New Business Models for the Digital Age: From After-Sale Services to Connected Strategies.” in: *Creating Values with Operations and Analytics*, edited by Hau Lee, Ricardo Ernst, Arnd Huchzermeier, Shiliang Cui: pp. 23-39. Berlin: Springer.

#### 4. Books

- [40] Paul Milgrom, John Roberts, (assisted by) Nicolaj Siggelkow. 1993. *Teaching Manual for Economics, Organization, and Management*. Englewood Cliffs, N.J.: Prentice-Hall.
- [41] Nicolaj Siggelkow and Christian Terwiesch. 2019. *Connected Strategy*. Harvard Business Review Press: Boston.

#### 5. Case studies, reports, and other articles

- [42] Nicolaj Siggelkow and Michael E. Porter. 1997. *Progressive Corporation*. Harvard Business School Case No. 9-797-109.
- [43] Nicolaj Siggelkow. 2001. “Who Reads My Paper Anyways? A Survey of Journal Readership and Reputation.”
- [44] Nicolaj Siggelkow. 2004. “Caught Between Two Principals.”
- [45] A.G. Lafley, Roger L. Martin, Jan W. Rivkin, and Nicolaj Siggelkow. 2012. “Bringing Science to the Art of Strategy.” *Harvard Business Review*, September, pp. 56-66.

[46] Nicolaj Siggelkow and Christian Terwiesch. 2019. “The Age of Continuous Connection.” *Harvard Business Review*, May-June.

[47] Nicolaj Siggelkow and Phebo Wibbens. 2020. “What is the Best Way to Create Long-Term Value?” *Harvard Business Review.org*, October 15.

[48] Nicolaj Siggelkow and Christian Terwiesch. 2021. “Designing a Seamless Digital Experience for Customers.” *Harvard Business Review.org*, December 2.

[49] Nicolaj Siggelkow and Christian Terwiesch. 2023. “Create Winning Customer Experiences with Generative AI.” *Harvard Business Review.org*, April 4.

## 6. Invited papers/presentations (selection)

“The Power of Initially Broad Generalization for Learning within Mental Models.”

- University of Auckland Business School, 2024

“Architectural Search and Innovation”

- Harvard Business School, 2021

“Simulations and qualitative case studies”

- Academy of Management Meeting, Boston, 2019

“Managing Interdependencies”

- The Vienna Conference on Strategy, Organization, and Innovation, University of Vienna, 2019

“Architectural Search and Innovation”

- Ohio State University, 2019

“Creating and Searching NK landscapes”

- Santa Fe Institute, 2015

“Consequences of Misspecified Mental Models: Contrasting Effects and the Role of Cognitive Fit”

- MIT Sloan School of Management, 2016
- University of Auckland Business School, 2015

## C. Editorial activities

2007 - present Member of the Editorial Review Board of *Strategic Management Journal*

2021 - present Member of the Editorial Review Board of *Journal of Organizational Design*

2006 - 2023 Member of the Editorial Review Board of *Strategic Organization*

2004 - 2023 Member of the Editorial Review Board of *Organization Science*

2014 - 2015 Guest Co-Editor for Special Issue on Innovations in Research Methods, *Strategic Management Journal*

2004 - 2012 Member of the Editorial Review Board of *Administrative Science Quarterly*

2004 - 2011 Member of the Editorial Review Board of *Academy of Management Perspectives*

Ad-hoc Referee for: *Academy of Management Journal*  
*Academy of Management Review*  
*British Journal of Management*  
*Cambridge University Press*  
*European Financial Management*  
*European Journal of Operational Research*  
*European Management Review*  
*Industrial and Corporate Change*  
*International Journal of Industrial Organization*  
*Journal of Economic Behavior and Organization*  
*Journal of Financial Research*  
*Journal of Industrial Economics*  
*Journal of Management Studies*  
*Management Science*  
*Managerial and Decision Economics*  
*McGraw-Hill*  
*National Science Foundation*  
*Organization*  
*Organization Studies*  
*Oxford University Press*  
*SAGE Publications*  
*Strategic Entrepreneurship Journal*  
*Wharton School Publishing*

## IV. PROFESSIONAL ACTIVITIES

### A. University-related activities

#### Doctoral dissertation committees

Jaeho Choi (Ph.D., 2023), Phebo Bibbens (Ph.D. 2018), Alessandro Marino (Ph.D. 2013), Anuja Gupta (Ph.D. 2010), Vikas Aggarwal (Ph.D. 2009), Felipe Csaszar (Ph.D. 2009), J.P. Eggers (Ph.D. 2008), Brian Wu (Ph.D. 2007), Robert Jensen (Ph.D. 2006), Dovev Lavie (Ph.D. 2004), Christina Fang (Ph.D. 2003)

#### Other university-related activities

2022 – present Vice Dean, MBA Program, The Wharton School, University of Pennsylvania

2009 - present Co-director, William and Phyllis Mack Institute for Innovation Management

2020 – 2022 Chair of the Wharton Curriculum Innovation & Review Committee

2019 – 2020 Member of the Wharton Curriculum Innovation & Review Committee

2016 – 2018

2018 – 2019 Member of the Wharton Personnel Committee

2013 – 2014

2010 – 2013 Chair of the Wharton Management Department

2010 - 2011 Member of the Wharton MBA Curriculum Committee

2009 - 2011 Member of the Wharton MBA Review Committee

2004 – 2010, 2013 – 2018 Area Coordinator, Strategy Group, Wharton Management Department

2007 – 2011 Member of the Wharton Executive Education Faculty Advisory Committee  
2017- 2019

2007 - 2008 Member of the Wharton Faculty Committee on MBA Education and Experience

2006 - 2007 Member of the Wharton School Strategy Committee

2005 Faculty keynote speaker at Wharton Welcome Weekend

2004, 2010 Convocation speaker for MBA in-coming class

2004, 2006      Discussion leader for the Penn Undergraduate Reading Project  
 2007

2003 – 2007      College House Associate, Harnwell College House

**B. Professional affiliations, positions and memberships**

2020 – 2021      Chair, Strategy Science Section of INFORMS

2009, 2010      Co-chair of the New Faculty Consortium, Business Policy and Strategy Division of the Academy of Management

2006 - 2008      Representative at Large for the Competitive Strategy Interest Group in the Strategic Management Society

**V. AWARDS**

**A. Awards**

2022      Sumantra Ghoshal Research and Practice Award, Strategic Management Division, Academy of Management

2018      Christian R. and Mary F. Lindback Award for Distinguished Teaching, University of Pennsylvania

2013      Fellow of the Strategic Management Society

2010      Helen Kardon Moss Anvil Teaching Award, Wharton

2008      *Administrative Science Quarterly* Scholarly Contribution Award for the most significant paper published in *ASQ* five years earlier (for [3])

2004, 2006      Class of 1984 Award (presented to the faculty member with the highest teaching rating in the MBA classroom)

2005      The (inaugural) Wharton Graduate Association Student Choice Award (for commitment to teaching excellence)

2004      The Wharton Award (awarded by MBA students to “the professor who has contributed the most to students’ experience at Wharton”)

2004 - 2008      Student-elected Faculty Marshal

2010, 2011,  
2015

|   |   |
|---|---|
| 1999, 2000                                | Excellence in Teaching Award, Wharton   |
| 2003, 2004                                |   |
| 2006, 2007,<br>2010, 2013,<br>2015 - 2024 |   |
| 2013, 2014                                | Core Curriculum Teaching Award, Wharton   |
| 2008, 2015                                | Excellence in Teaching Award, Wharton Executive MBA                                     |
| 2016, 2017,<br>2018,<br>2021-2024         | Program   |
| 2003, 2005                                | Excellence in Teaching Undergraduates Award, Wharton                                    |
| 2000 - 2008                               | Finalist for the Helen Kardon Moss Anvil Teaching Award, Wharton                        |
| 2000                                      | Best Conference Paper Prize of the Strategic Management Society Meeting                 |
| 1995                                      | First Year's Honors, Harvard Business School MBA Program                                |
| 1993                                      | Anna Laura Meyers Award for Outstanding Honors Thesis in Economics, Stanford University |
| 1993                                      | Phi Beta Kappa, Stanford University   |
| 1991                                      | Walter G. Vincenti Essay Prize, Stanford University                                     |