

## S U S A N P E R K I N S

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Kellogg School of Management  
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### ACADEMIC POSITIONS

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2006-Present	<b>Northwestern University</b> <b>Kellogg School of Management</b> Assistant Professor of Management and Organizations	Evanston, IL
2011-2013	<b>Massachusetts Institute of Technology</b> <b>Sloan School of Management</b> Visiting Professor	Cambridge, MA

### EDUCATION

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2006	<b>New York University</b> <b>Stern School of Business</b> Ph.D. in Business Administration, <i>Strategy and International Business</i>	New York, NY
2003	<b>New York University</b> <b>Stern School of Business</b> M.Phil., <i>Management</i>	New York, NY
1995	<b>New York University</b> <b>Stern School of Business</b> M.B.A., <i>International Business/Management</i>	New York, NY
1995	<b>Fundação Getulio Vargas</b> International Management Program (joint MBA)	Sao Paulo, SP, Brazil
1991	<b>Howard University</b> <b>School of Business</b> B.B.A., <i>Marketing, (Honors)</i>	Washington, D.C.

### PUBLICATIONS

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1. Perkins, S. (2014). When Does Prior Experience Pay? Institutional Experience and the Case of the Multinational Corporation, *Administrative Science Quarterly*, 59(1):145-181.
  2. Perkins, S., Morck, R. and Yeung, B. (2014). Innocents Abroad: The Hazards of International Joint Ventures with Pyramidal Group Firms, *Global Strategy Journal*, 4: 310–330.
  3. Perkins, S. (2014). Cross-national Variations in Industry Regulation: A Factor Analytic Approach

with an Application to Telecommunications, *Regulation & Governance*, 8: 149–163.

4. Perkins, S., Phillips, K.W. and Pearce, N. (2013). Ethnic Diversity, Gender, and National Leaders, *Journal of International Affairs*, 67(1): 85-104.

5. Perkins, S. and Minifee, I. (Forthcoming) Jeitinho Brasileiro: Adopting Nonmarket Strategies in Brazil, *Routledge Companion to Nonmarket Strategy*, Lawton, T.C. and Rajwani, T. (Eds.), Oxford, UK and New York, NY, <http://www.routledge.com/books/details/9780415712316/>.

6. Perkins, S. (2005). Institutional Environment Relatedness and Foreign Investment Failures in the Brazilian Telecommunications Industry, *Academy of Management, Best Paper Proceedings*, M. Weaver (Ed.).

## **WORKING PAPERS**

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7. Perkins, S. and Zajac, E. Signal or Symbol? Interpreting Firms' Strategic Response to Institutional Change in the Brazilian Stock Market, preparing for submission, *Strategic Management Journal*.

8. Non-Market Strategy as a Unique Source of Competitive Advantage: The Global Wireless Telecom Race (with Juan Alcacer), preparing for submission, *Management Science*.

9. Phillips, K.W., Perkins, S., and Pearce, N. Fit to Lead: The Role of Female National Leaders in Modern Times, preparing for submission, *Organization Science*.

10. Perkins, S., McDonnell, M. and Zajac, E., Fit to Be Tied: Using Contracts Strategically to Ensure Partner Performance, preparing for submission, *Strategic Management Journal*.

## **WORK IN PROGRESS**

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11. Accounting for Multiplicity in Strategic Choice: Evidence from the Global Wireless Telecommunication Industry (with Juan Alcacer and Thomas Wollmann)

12. Shareholder Agreements and Business Group Formation in Latin America: A Comparative Study

13. Does Market Regulation Fuel or Hinder Economic Growth? Evidence from the Global Telecommunications Industry

## **CASES**

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14. Citigroup's Shareholder Tango in Brazil (A). Case 5-307-502(A) (KEL328), 2007 (with teaching notes; available in English, Spanish - KEL481-HCB-SPA and Portuguese).

15. Citigroup's Shareholder Tango in Brazil (B). Case 5-307-502(B) (KEL329), 2007.

16. Corporate Citizenship in South Asia: General Electric Expands its Developing Health Globally Program (2009).

## INVITED SEMINARS

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- 2014 Georgetown University, McDonough School of Business; Kellogg School of Management, Dispute Resolution Research Center (DRRC); University of Illinois (upcoming, Fall); INSEAD Strategy Seminar (upcoming, Fall)
- 2013 MIT MLK Visiting Scholar Seminar; Purdue University, Krannert School of Management; Northeastern University, Emerging Markets Seminar Series; Cornell University; HEC-Paris, Strategy Seminar Series
- 2012 MIT-Sloan Technology, Innovation, Entrepreneurship and Strategy Seminar; Harvard Business School International Business Seminar; MIT-Harvard Workshop on the Political Economy of Development in Brazil; University of South Carolina, International Business Seminar; MIT-Sloan Organization Studies Seminar; Northwestern University Gender and Leadership Seminar
- 2011 University of California, Berkeley, Haas Business School; Federal Reserve Bank of Chicago; Northwestern University, Kellogg Executive Women's Center
- 2010 University of Wisconsin – Madison, School of Business; Baruch College, City College of New York
- 2009 University of Illinois, Urbana-Champaign
- 2008 Florida International University, College of Business
- 2007 University of Chicago, Booth School of Business; Northwestern University, Center for International and Comparative Studies; Northwestern University, Law School; Vanderbilt Law School
- 2006 University of Pennsylvania, Wharton School; Northwestern University, Kellogg School of Management; Columbia University, Business School; University of Michigan, Ross School of Business; Duke University, Fuqua School of Business; The Ohio State University, Fisher College of Business; University of Minnesota, Carlson School of Management; University of Maryland, Smith School of Business; Georgetown University, McDonough School of Business; University of Southern California, Marshall School of Business; INSEAD; Rutgers Business School
- 2005 Texas A&M University, Mays Business School; University of Illinois, College of Business

## CONFERENCE PRESENTATIONS

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- 2014 “Non-Market Strategy as a Unique Source of Competitive Advantage: The Global Wireless Telecom Race” PDW organizer and panelist for “The Next Big Questions: Globalization and Nonmarket Strategy” *Academy of Management Annual Meeting*, Philadelphia, PA.

“Fit to Lead: The Role of Female National Leaders in Modern Times” in the symposium on the

Role of Powerful Women for Reshaping Organizations and Professional Labor Markets and Practices, *Academy of Management Annual Meeting*, Philadelphia, PA.

“Non-Market Strategy as a Unique Source of Competitive Advantage: The Global Wireless Telecom Race” symposium panelist for “Nonmarket Strategy and Competitive Advantage” *Strategic Management Society*, Madrid, Spain.

2013 “Fit to be Tied: Using Contracts Strategically to Ensure Partner Performance.” (with Edward Zajac and Mary McDonnell) *Law & Society Annual Conference*, Boston, MA.

“Fit to be Tied: Using Contracts Strategically to Ensure Partner Performance.” (with Edward Zajac and Mary McDonnell) *Academy of International Business - Latin America*, Puebla, Mexico.

2012 “Signal or Symbol? Interpreting Firms’ Strategic Response to Institutional Change in the Brazilian Stock Market.” (with Edward Zajac) *Stanford Graduate School of Business - Strategy and the Business Environment Conference*, Palo Alto, CA.

“Defining Institutional Similarity: The Multidimensions of Global Industry Regulation.” *Law & Society Annual Conference*, Honolulu, Hawaii.

“Defining Institutional Similarity: The Multidimensions of Global Industry Regulation.” *Society for the Advancement of Socio-economics*, MIT, Boston, MA.

“Signal or Symbol? Interpreting Firms’ Strategic Response to Institutional Change in the Brazilian Stock Market.” (with Edward Zajac) *Academy of International Business annual meeting*, Washington, D.C. (Doing Business in Latin America panel)

2011 “Innocence Abroad: Failure of the International Joint Venture with Pyramidal Groups.” (with Randall Morck and Bernard Yeung) *3rd Annual Midwest Strategy Meeting*, Purdue University Krannert School of Management, Lafayette, IN.

2010 “Fit to be Tied: Using Contracts Strategically to Ensure Partner Performance.” (with Edward Zajac and Mary McDonnell) *Academy of International Business annual meeting*, Rio de Janeiro, Brazil.

“Measuring Distance: Firm Level Experience Across Host Countries.” *Academy of International Business annual meeting*, Rio de Janeiro, Brazil. (Institutional Distance Symposium)

2009 “Signal or Symbol? Interpreting Firms’ Strategic Response to Institutional Change in the Brazilian Stock Market.” (with Edward Zajac) *2<sup>nd</sup> Annual Midwest Strategy Meeting*, Kellogg School of Management, Evanston, IL.

“Fit to be Tied: Using Contracts Strategically to Ensure Partner Performance.” (with Edward Zajac and Mary McDonnell) *Strategic Management Society Conference*, Washington, D.C.

“Innocence Abroad: Failure of the International Joint Venture with Pyramidal Groups.” (with

Randall Morck and Bernard Yeung) *3rd Annual Midwest Strategy Meeting, Purdue University Krannert School of Management, Lafayette, IN.*

- 2008 “Innocence Abroad: Failure of the International Joint Venture with Pyramidal Groups.” (with Randall Morck and Bernard Yeung) *Duke Strategy Conference, Fuqua School of Business, Durham, NC.*

“Innocence Abroad: Failure of the International Joint Venture with Pyramidal Groups.” (with Randall Morck and Bernard Yeung) *Inaugural Corporate Governance Conference, National University of Singapore, Singapore.*

“Dismantling (or Maintaining) the Status Quo: The Role of Symbolic Management in Institutional Change.” (with Edward Zajac) *Academy of International Business annual meeting, Milan, Italy.*

- 2007 “Does Prior Experience Really Pay? Foreign Direct Investment, Institutional Environments and Firm Performance.” *Academy of International Business annual meeting, Indianapolis, IN.* (Finalist for the Richard N. Farmer Dissertation Award)

“Defining Institutional Similarity: The Multidimensions of Global Industry Regulation.” *Academy of International Business annual meeting, Indianapolis, IN.*

“Innocence Abroad: Failure of the International Joint Venture with Pyramidal Groups.” (with Randall Morck and Bernard Yeung) *Academy of International Business annual meeting, Indianapolis, IN.*

- 2006 “Does Prior Experience Really Pay? Institutional Experience and Failure in the Brazilian Telecommunications Industry.” *INFORMS Winter Conference, Steamboat Springs, CO.* (Winner of the INFORMS/Organization Science Dissertation Proposal)

“Foreign Direct Investment, Institutional Experience and Failure: Evidence from the Brazilian Telecommunications Industry.” *Academy of International Business annual meeting, Beijing, China.*

“Innocence Abroad: Failure of the International Joint Venture with Pyramidal Groups.” (with Randall Morck and Bernard Yeung) *Academy of International Business annual meeting, Beijing, China.*

- 2005 “Does Prior Experience Really Pay? Institutional Experience and Failure in the Brazilian Telecommunications Industry.” (nominated) *CCC Doctoral Colloquium, Haas School of Business, Berkeley, CA.*

“Does Prior Experience Really Pay? Institutional Experience and Failure in the Brazilian Telecommunications Industry.” *5<sup>th</sup> Annual Trans-Atlantic PhD Conference, London Business School, London, England.*

“Institutional Environment Relatedness and Foreign Investment Failures in the Brazilian

Telecommunications Industry.” *Academy of Management annual meeting*, Honolulu, Hawaii.  
(Best Paper Proceedings)

“Institutional Environment Relatedness and Foreign Investment Failures in the  
Brazilian Telecommunications Industry.” *National Black MBA Association  
Conference*, San Diego, CA. (Winner of the NBMBA H. Naylor Fitzhugh PhD  
Fellowship Award)

## INDUSTRY EXPERIENCE

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1995-2000	<b>A.T. Kearney Management Consulting</b> Manager and Senior Associate Strategy consulting for Fortune 100 firms in the US and Brazil	New York, NY and Sao Paulo, Brazil
1995	<b>EDS (Electronic Data Systems) do Brasil</b> Business Planning & Strategy Analyst, Strategic Planning Unit Developed annual business plan and market strategy for the Brazilian subsidiary	Sao Paulo, SP, Brazil
1994	<b>Frito Lay</b> Brand Management, Convenience Foods and Snacks Division	Dallas, TX
1991-93	<b>Procter &amp; Gamble</b> Brand Management, Leading brands in the Soap Sector Division	Cincinnati, OH
1989-91	<b>General Motors</b> Marketing Management, Service Parts Operations Division	Detroit, MI

## TEACHING EXPERIENCE

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### **Northwestern University, Kellogg School of Management**

*Full-time and Part-time MBAs*

International Business Strategy in Non-Market Environments, *Instructor*, 2007-Present  
(**Representative rating 8.7/10**)

International Business Strategy Lab (New experiential learning course), *Instructor*, 2014 - Present

Global Initiatives in Management (GIM) – South America, *Guest Lecturer*, 2007

*Executive MBA and Executive Education Programs*

Governing Strategic Alliances (in Kellogg partnership programs with Fundação Dom Cabral,  
Seminarium Latin America CEO Program, Melbourne Business School, Universidade Católica  
Angola Executive Program, and Universidade Católica Africa Executive Program, *Instructor*, 2008-  
Present (**Representative rating 9.4/10**)

### **Northwestern University, Law School**

International Securities Law, *Guest Lecturer*, 2009

### **Northwestern University, Weinberg School of Arts & Sciences**

*Graduate Seminar*

Gender & Leadership, *Guest Lecturer*, 2012

*Undergraduates*

Globalization and Corporate Governance in Developing Countries, *Guest Lecturer*, 2008

**New York University, Stern School of Business**

*Undergraduates*

International Business Management, *Instructor*, 2004 (“**Excellence in Teaching**” Award)

*Full-time and Part-time MBAs*

Patterns of Entrepreneurship, *Guest Lecturer* (on International Entrepreneurship), 2005

## **HONORS & AWARDS**

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2014-2015	Northwestern University Public Voices Fellowship
2011-2013	Massachusetts Institute of Technology Dr. Martin Luther King, Jr. Fellowship
2007	Richard N. Farmer Dissertation Award Finalist
2006	NYU Stern School of Business Herman E. Krooss Best Dissertation Award
2005	Winner, INFORMS/Organization Science Dissertation Proposal Competition
	Academy of Management IM Division Best Paper Award
2004-2005	Nominated, CCC Colloquium for Doctoral Student Research
	Stern School of Business Doctoral Student “Excellence in Teaching” Award
	NBMBA H. Naylor Fitzhugh PhD Fellowship Award
2001-2006	NYU Stern School of Business Competitive Dissertation Research Grant
	New York University Stern School of Business Doctoral Fellowship
1993-95	Consortium For Graduate Study in Management Fellowship
1990-91	Beta Gamma Sigma Honors Society for Business
1989-91	General Motors Executive Fellowship
	Howard University Board of Trustees Scholarship
	National Golden Key Honors Society
1988-89	NCR Corporation Scholarship
1987-91	Alpha Kappa Alpha Sorority, Inc. Scholarship

## **PROFESSIONAL SERVICE**

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Ad hoc reviewer for Organization Science, Strategic Management Journal, Management Science, Journal of Economics and Management Strategy

Co-organizer (with Edward Zajac and Ithai Stern) of 2nd Annual Midwest Strategy Meeting, Kellogg School of Management, 2009

International Business Management Instructor in the LEAD Summer Business Institute for underrepresented minority high school seniors, 2007-2010

Faculty Recruitment Committee, Management and Organizations, 2007-2008

PhD Admissions Committee, Management and Organizations, 2008-2009

## **PROFESSIONAL MEMBERSHIPS & AFFILIATIONS**

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Academy of Management

Member, 2002- Present

BPS Division Executive Committee (Elected Position), 2013- 2015

Strategic Management Society

Member, 2004 – Present

Global Strategy Representative-at-Large (Elected Position), 2013 – 2015

Academy of International Business

Member, 2006 – Present

INFORMS Applied Probability Society

Member, 2013 – Present

National Black MBA Association

Lifetime member

## **STUDENT ADVISING**

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PhD Student Committee Member

Simona Giorgi, Kellogg Management & Organizations, completed 2010

Diego Finchelstein, Political Science, completed 2010

Tae-Hyun Kim, Management & Organizations, completed 2011

Provided Independent Study programs for PhD, MBA, and undergraduate students at Northwestern University, Kellogg School of Management

Managed over 45 research assistants at NYU, Northwestern University, MIT, Harvard, Princeton, and Wellesley

PhD Project mentorship and recruitment for current and prospective under-represented minority PhD students

## **BOARD EXPERIENCE AND OUTSIDE ACTIVITIES**

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2009- Present                      Angola University, Board of Trustees

2008- 2013                      Privately-held biomedical start-up, Board Member and Strategy Advisory



20013- Present

Guest lecturer at HEC-Paris in the Strategy in Dynamic Environments Seminar

### **MEDIA COVERAGE OF RESEARCH AND EXPERTISE**

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Wal-Mart's Everyday Low Prices Fail to Stir Brazilians. April 23, 2014. Bloomberg News  
<http://www.businessweek.com/news/2014-04-23/wal-mart-s-everyday-low-prices-fail-to-stir-brazilians-retail>

Women Presidents Outperform Their Male Counterparts in Complex Economies. January 31, 2014. The Huffington Post  
[http://www.huffingtonpost.com/nicholas-a-pearce-phd/president-women-in-politics\\_b\\_4682062.html](http://www.huffingtonpost.com/nicholas-a-pearce-phd/president-women-in-politics_b_4682062.html)

For the Central African Republic, Hope Takes Female Form. January 13, 2014. The Washington Post.  
<http://www.washingtonpost.com/blogs/on-leadership/wp/2014/01/23/for-the-central-african-republic-hope-takes-female-form/>

In Countries with Ethnic Strife, A Link Between Female Leaders and GDP Growth. December 31, 2013. The Washington Post. <http://www.washingtonpost.com/blogs/on-leadership/wp/2013/12/31/in-countries-with-ethnic-strife-a-link-between-female-leaders-and-gdp-growth/>

Leaders Do Matter—But When Does Their Gender Matter, Too? December 5, 2013. Kellogg Insights.  
[http://insight.kellogg.northwestern.edu/article/leaders\\_do\\_matterbut\\_when\\_does\\_their\\_gender\\_matter\\_too](http://insight.kellogg.northwestern.edu/article/leaders_do_matterbut_when_does_their_gender_matter_too)

The Risks and Rewards of Experience Abroad. August 5, 2013. Kellogg Insights.  
[http://insight.kellogg.northwestern.edu/article/the\\_risks\\_and\\_rewards\\_of\\_experience\\_abroad/](http://insight.kellogg.northwestern.edu/article/the_risks_and_rewards_of_experience_abroad/).

When Does Prior Experience Pay? September 5, 2013. MIT Sloan Experts.  
<http://mitsloanexperts.mit.edu/when-does-prior-experience-pay/>

When Does Experience 'Pay' For Multinationals? October 2013. Financial Executives International  
[http://www.financialexecutives.org/KenticoCMS/Financial-Executive-Magazine/2013\\_10/October-2013-Table-of-Contents.aspx#axzz2jSIyD4sS](http://www.financialexecutives.org/KenticoCMS/Financial-Executive-Magazine/2013_10/October-2013-Table-of-Contents.aspx#axzz2jSIyD4sS)

Executive Briefing: Pyramidal Blind Spots. November 4, 2009. The Economist Intelligence Unit.

Something for the Weekend. October 9, 2009. Financial Times.  
<http://www.ft.com/cms/s/0/fa89a03e-b4d5-11de-8b17-00144feab49a.html#axzz2jSLzbGj0>.

Pyramidal Blind Spots. October 1, 2009. Kellogg Insights.  
[http://insight.kellogg.northwestern.edu/article/pyramidal\\_blind\\_spots/](http://insight.kellogg.northwestern.edu/article/pyramidal_blind_spots/)

Creating 'Win-Win-Win' Solutions. August 21, 2009. Kellogg in the News.  
[http://www.kellogg.northwestern.edu/news\\_articles/2009/creating\\_win\\_solutions.aspx](http://www.kellogg.northwestern.edu/news_articles/2009/creating_win_solutions.aspx).

The Power of the Pyramid. September 24, 2007. The Mint and the Wall Street Journal.  
<http://www.livemint.com/Consumer/QThRx0qRLpsmeuCnNq4pCI/Kellogg-School-Corner--The-power-of-the-pyramid.html>.

## **LANGUAGES**

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English, proficient in Portuguese