

NATALYA D. VINOKUROVA

Management Department, College of Business, Lehigh University
College of Business Lehigh University 621 Taylor Street Bethlehem, PA 18015
Tel: +1 610-758-5526, Fax: +1 610-758-6941, Nav223@lehigh.edu

ACADEMIC APPOINTMENTS

College of Business, Lehigh University, Associate Professor, 2023 – present

The Wharton School, University of Pennsylvania, Assistant Professor, 2012 – 2023*

** off tenure clock in 2012, 2018, and 2020*

ADDITIONAL AFFILIATIONS

Senior Fellow, Management Department, University of Pennsylvania, 2023 – present

Senior Fellow, Leonard Davis Institute of Health Economics, University of Pennsylvania, 2014 – present

EDUCATIONAL BACKGROUND

Ph.D. in Business Administration, Stern School of Business, New York University, 2012

Committee: Adam Brandenburger (Chair), Giovanni Gavetti, Zur Shapira, Richard Sylla

Dissertation: “The 2008 Mortgage Crisis as a Failure of Analogical Reasoning”

- *Finalist, Wiley Blackwell Outstanding Dissertation Award, Academy of Management, 2013*
- *Honorable Mention, Grigor McClelland Award, Society for the Advancement of Management Studies, 2012*
- *1st Prize, Industry Studies Dissertation Award, 2012*

M.Phil. in Business Administration, Stern School of Business, New York University

AB Psychology, *cum laude*, Harvard College, Cambridge, MA, 1999

RESEARCH INTERESTS

Innovation, idea diffusion, organizational decision-making, analytical history.

RESEARCH

A. Articles Accepted by Refereed Journals

- [1] Vinokurova, Natalya. 2018. How Mortgage-Backed Securities Became Bonds: The Emergence, Evolution, and Acceptance of Mortgage-Backed Securities in the U.S., 1960-1987. *Enterprise & Society* **19**(3): 610-660.

- Philip B. Scranton Prize for Best Article in *Enterprise & Society*, Business History Conference, 2019
 - Most Novel Research Award, Behavioral Strategy Division, Strategic Management Society, 2015.
 - Nominee, Best Conference Paper Award, Strategic Management Society 2015.
- [2] Vinokurova, Natalya D. 2019. Failure to Learn from Failure: The 2008 Mortgage Crisis as a Déjà Vu of the Mortgage Meltdown of 1994. *Business History* **61**(6): 1005–1050.
- Best Paper Award in Strategy, 11th Trans-Atlantic Doctoral Conference, 2011.
- [3] Vinokurova, Natalya D. 2019. Reshaping Demand Landscapes: How Firms Change Customer Preferences to Better Fit Their Products. *Strategic Management Journal* **40**(13): 2107-2137 (lead article). <https://doi.org/10.1002/smj.3074>
- [4] Vinokurova, Natalya D. & Rahul Kapoor. 2020. Converting Inventions into Innovations in Large Firms: How Inventors at Xerox Navigated the Innovation Process to Commercialize Their Ideas. *Strategic Management Journal* **41**(13): 2372-2399. <https://doi.org/10.1002/smj.3209>
- Nominated for the Best Paper Award at the 2020 Academy of Management meeting in Vancouver, CA.

B. Articles Submitted to Refereed Journals

- [5] Vinokurova Natalya. When Analogies Backfire: The Case of Analogical Lock-in.
- Nominated for the Best Paper Award at the 2020 Strategic Management Society meeting in London, UK (Virtual due to COVID pandemic).
 - Nominated for the Best Paper Award at the 2023 Academy of Management Meeting in Boston.
 - Invited to revise and resubmit to *Strategic Management Journal* on February 3, 2021.
- [6] Vinokurova, Natalya. Understanding the Evolution of Institutions: The Case of the Land Ownership Recording System in the United States.
- Invited to revise and resubmit to *Enterprise & Society* on July 16, 2018.
- [7] Knott, Anne Marie and Natalya Vinokurova. The Impact of Corporate Research Labs on Firms' R&D Productivity.
- Under review

C. Book Chapters

- [8] Vinokurova, Natalya. 2020. A History of Markets Past: The Role of Institutional Memory Failure in Financial Crises. In *The Routledge Companion to Anthropology in Management*. Fayard, Anne-Laure and Mir, Raza (Eds). New York: Routledge, pp. 34-63.

D. Invited Submissions to Refereed Journals

- [9] Brandenburger, Adam, Vinokurova Natalya. 2012. Comment on “Toward a Behavioral Theory of Strategy.” *Organization Science* **23**(1): 286-287.
- [10] Vinokurova, Natalya. 2018. State Terror as a Management Practice: Comment on “Managing Communist Enterprises.” *Enterprise & Society* **19**(3): 546-560.
- [11] Vinokurova, Natalya. 2019. Book review of “Risk and Ruin: Enron and the Culture of American Capitalism.” *Journal of Economic History*, **79**(2): 576-578.

E. Working Papers

- [12] Vinokurova, Natalya and Rahul Kapoor. “Kodak’s Surprisingly Long Journey towards Digital Transformation: A Half Century of Strategic Renewal That Culminated in Failure.”
- [13] Leibel, Esther and Natalya Vinokurova. “Think Global, Act Local—How Social Entrepreneurs Adapt Business Models to Meet Grand Challenges.”
- [14] Vinokurova, Natalya. “Fragmented Response to Correlated Risks in COVID-19.”
- [15] Vinokurova, Natalya. “Invention of Subprime: Construction of Specificity as a Rhetorical Strategy to Inhibit Learning.”
- [16] Vinokurova, Natalya. “A Language-Based Approach to Teaching Strategy: Using Research on Language to Integrate the Strategy Curriculum.”
- [17] Natalya Vinokurova and Lisa Warshaw, “Adjusting Expectations as an Out of the Spotlight Strategy for Addressing Student Feedback.”
- [18] Brandenburger, Adam & Natalya Vinokurova, “The Goldilocks Principle: An Enduring Rule in the Game of Innovation.”
- [19] McKenna, Chris & Natalya Vinokurova. “Escaping Analogical Lock-in.”

F. Research in Progress

- Vinokurova, Natalya. “Volume-Outcome Relationship in Cardiac Surgery: The New York Experience.”
- Vinokurova, Natalya. “Making Oil Companies Safer: Understanding the Evolution of the Culture of Safety at BP.”
- Csaszar, Felipe & Natalya Vinokurova. “Issue Selling: A Model of Organizational Decision-Making.”
- Gavetti, Giovanni, Menon, Anoop & Natalya Vinokurova. “Persuasion and Analogies.”
- Ody-Brasier, Amandine & Natalya Vinokurova. “Banality of Nuclear Power: Chernobyl through the Eyes of the KGB, 1971-1988.”

G. Invited Presentations

Kodak’s Surprisingly Long Journey towards Digital Transformation [12]

- Academy of Management, 2023
- Wharton Technology and Innovation Conference, 2023
- Business History Conference, 2023
- Drexel University, 2022
- HEC Paris, 2022
- Lehigh University, 2022
- Strategy Science Conference, 2022
- Strategic Management Society Special Conference on Governing Knowledge and Imagination in the Digital Era, 2022 (Could not attend due to COVID-19)

How Organizations Choose Templates: Evidence from Slow Money [13]

- West Coast Research Symposium, 2021
- University of Delaware, 2021
- Strategic Management Society, 2021 (virtual)
- Dartmouth Tuck School, 2021 (virtual)
- Academy of Management Meeting, Seattle 2022

The Impact of Corporate Research Labs on Firms’ R&D Productivity [7]

- Wharton Technology & Innovation Conference, 2021 (virtual)
- Business History Conference, Mexico City 2022 (virtual)
- Academy of Management Meeting, Seattle 2022

Into the Breach or across the Chasm [13]

- Business History Conference, 2021 (virtual)

- Strategic Management Society, 2021 (virtual)

When Analogies Backfire [6]

- Academy of Management, 2023
- Drexel University, 2022
- Organization Science Winter Conference (Conference cancelled due to COVID-19)

Converting Inventions into Innovations in Large Firms [4]

- Strategy, Innovation and Entrepreneurship, Virtual Seminar Series, 2020
- Boston University, 2020 (virtual)
- Strategic Management Society, Minneapolis 2019
- Business History Conference, Charlotte 2020 (Zoom presentation due to COVID-19)
- Sumantra Ghoshal Conference, London 2020 (Conference cancelled due to COVID-19)

Adjusting Expectations [14]

- Strategic Management Society, Minneapolis 2019

Role of Institutional Memory Failure in Financial Crises [6]

- Business History Conference, Cartagena, Colombia 2019
- Smith Entrepreneurship Conference, College Park, MD 2019

Invention of Subprime [12]

- Business History Conference, Baltimore 2018

Understanding the Evolution of Institutions [5]

- University of Pennsylvania Economic History Forum, 2017
- International Atlantic Economic Society, 2017
- Boston College, 2017
- UC Davis Conference, 2017, Davis, CA
- Business History Conference, 2017, Denver, CO
- Wharton Work-in-Progress Workshop, 2017

Re-Shaping Demand Landscapes [3]

- Summer Strategy Camp, Tuck School, 2017

How Mortgage-Backed Securities Became Bonds [1]

- Business History Conference, 2016, Portland, OR
- BYU/Utah Winter Strategy Conference, Park City, UT 2016
- University of Michigan Seminar, Ann Arbor, MI, 2016

- Strategic Management Society, Denver, CO, 2015
- West Coast Research Symposium, Seattle, WA 2015
- Academy of Management, Vancouver, BC, 2015
- Wharton Technology & Innovation Conference, 2015
- Smith Entrepreneurship Research Conference, College Park, MD, 2015
- Vienna Conference on Strategy, Organization, and Innovation, 2015

Failure to Learn from Failure [2]

- Academy of Management, Anaheim, CA 2016
- Ohio State University Seminar, Columbus, OH, 2014
- Duke Strategy Conference, Durham, NC, 2014
- American Sociological Association, San Francisco, CA, 2014
- Industry Studies Association, Portland, OR, 2014
- Atlanta Competitive Advantage Conference, Atlanta, GA, 2014
- Yeshiva University Seminar, New York, NY, 2014
- Business History Conference, Frankfurt, Germany, 2014
- Academy of Management Annual Meeting, Orlando, FL, 2013
- EGOS Annual Meeting, Montréal, Canada, 2013
- The Inaugural Paul R. Lawrence Conference: Connecting Rigor and Relevance in Institutional Analysis, Harvard Business School, 2013
- Association of Business Historians Meeting, Birmingham, England, 2012
- Job Talks: University of Pennsylvania, Dartmouth University, Rutgers University, Higher School of Economics, 2012.
- NYU Wagner Research Colloquium: Wagner Graduate School of Public Service, New York University, 2011
- INFORMS Meeting, Charlotte, NC, 2011
- BPS Division Dissertation Consortium, Academy of Management Annual Meeting, San Antonio, TX, 2011
- London Trans-Atlantic Doctoral Conference, 2011
- Stern/Columbia Doctoral Conference, 2011
- Organization Science Winter Conference, Steamboat Springs, CO, 2011
- Oxford Journals Dissertation Colloquium, Business History Conference, 2011
- NBER Development of American Economy Summer Institute Poster Session, Cambridge, MA, 2010

Plenary Panel

- Organization Science Winter Conference, Park City, UT, 2016

AWARDS, GRANTS, AND OTHER HONORS

A. Awards

- Wharton MBA Class of 2023 “Above and Beyond” Award
- Wharton Teaching Excellence Award, 2022
- Wharton Teaching Excellence Award, 2021
- Wharton Teaching Excellence Award, 2020
- Philip B. Scranton Prize for Best Article in *Enterprise & Society*, Business History Conference, 2019
- Wharton Teaching Excellence Award, 2018
- Top 40 Business Professors Under 40, Poets & Quants, 2018
- Core Curriculum Teaching Award “Tough but we’ll thank you in five years,” 2018
- Core Curriculum Teaching Award “Goes above and beyond the call of duty,” 2017
- Nominee, Best Conference Paper Award, Strategic Management Society, 2015
- Most Novel Research Award, Behavioral Strategy Division of the Strategic Management Society, 2015
- Core Curriculum Teaching Award “Goes above and beyond the call of duty,” 2015
- Finalist, Wiley Blackwell Outstanding Dissertation Award in Business Policy & Strategy (“The 2008 Mortgage Crisis as a Failure of Analogical Reasoning”), Academy of Management Annual Meeting, 2013
- Honorable Mention, Grigor McClelland Award, Society for the Advancement of Management Studies, 2012
- 1st Prize, Industry Studies Dissertation Award, 2012
- Harold W. MacDowell Award, Stern School of Business, New York University, 2012
- Best Paper Award in Strategy, Trans-Atlantic Doctoral Conference, London, 2011

B. Grants

- Dean’s Research Fund, The Wharton School, 2014-2018
- The Mack Institute for Innovation Management, The Wharton School, 2013-2018
- Penn Undergraduate Research Mentoring, University of Pennsylvania, 2014, 2015, 2020, 2022
- Carol and Lawrence Zicklin Center for Business Ethics, The Wharton School, 2014

C. Other Honors

- C.W. Nichols Fellowship, Stern School of Business, New York University, 2010

TEACHING

The Wharton School, University of Pennsylvania

Managing the Established Enterprise (MGMT 611), MBA Core 2013-present

- Top 40 Business Professors Under 40, Poets & Quants, 2018

- Wharton MBA Class of 2023 “Above and Beyond” Award
- Wharton Teaching Excellence Award, 2018, 2020, 2021, 2022
- Core Curriculum Teaching Award “Tough but we’ll thank you in five years,” 2018
- Core Curriculum Teaching Award “Goes above and beyond the call of duty,” 2015, 2017
- Pre-Term Introduction to the Case Method Workshop
- MBA Classes 2018-2024
- Executive MBA Classes of 2018-2023

SERVICE

A. Wharton Activities

- Faculty Speaker, Final Friday, student-organized MBA graduation event 2018, 2019
- Member, Recruiting Committee 2014-2015
- Member, Seminar Committee 2015-2016
- Panel Participant, Wharton Society for the Advancement of Women in Business Academia, April 2014
- Panel Moderator, Wharton Women in Business Conference, September 2014

B. Academic Community Activities

- Trustee, Business History Conference 2022-present
- STR Research Committee, Academy of Management, 2021-present
- Member, Chair, Philip Scranton Prize Committee, *Enterprise & Society* Journal, 2020-present
- Member, Co-Chair, Emerging Scholars Committee, Business History Conference, 2017-2020
- Invited Facilitator, Professional Development Workshop (“Using Historical Approaches in Management and Organizational Research”), Academy of Management Annual Meeting, 2016
- Member of the New Members committee, Management History division of the Academy of Management
- Co-Organizer (with Gino Cattani), Professional Development Workshop (“When History Meets Theory”), Academy of Management Annual Meeting, 2015
- Panelist, Professional Development Workshop (“Uses of the Past”), Academy of Management Annual Meeting, 2015
- Editorial Board Member for *Organization Science*, *Business History*
- Reviewer for *Administrative Science Quarterly*, *Enterprise & Society*, *Management Science*, *Research Policy*, *Strategic Entrepreneurship Journal*, *Strategic Management Journal*, and *Strategy Science*,

- Academy of Management Annual Meeting, Industry Studies Association Ph.D. Prize
- Participant: Junior Faculty Strategy Research Summer Camp, Dartmouth University, 2014
 - Early Career Development Committee, Industry Studies Association, 2013-2015
 - Session Chair (“Dark Side of Organizational Learning”), INFORMS Annual Meeting, 2011
 - Social Coordinator, Stern School of Business Ph.D. Program, 2006-2009

C. Professional Affiliations and Membership

- Strategic Management and Management History, Academy of Management
- Business History Conference
- Industry Studies Association
- Strategic Management Society

D. Community Service Activities

- Alumna Interviewer, Harvard College, 1999-present
- Academic Advisor, Harvard Football team, 2004-2011

PROFESSIONAL EXPERIENCE

- *Research Associate*, Institute for Strategy and Competitiveness, Harvard Business School, 2004-2006
- *Analyst*, Capital One Services, Inc., Richmond, VA, 2001-2004
- *Analyst*, Mercer Management Consulting, New York, NY, 2000-2001