

CURRICULUM VITAE

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EDUCATION

Doctor of Science in Technology, 2000, Helsinki University of Technology, Espoo, Finland

Doctoral thesis “External Corporate Venturing: Cognition, Speed, and Capability Development” approved with distinction, winner of the Helsinki University of Technology best dissertation award for 2000.

Licentiate in Technology, 1998, Helsinki University of Technology, Espoo, Finland

Major subject in business strategy and international marketing, minor subject in work psychology and leadership, licentiate thesis “Changing realities of relationships – Understanding the influence of information and communication technology on small and medium sized firm relationships” approved with distinction.

Diplom Wirtschaftsingenieur, 1996, Darmstadt University of Technology, Darmstadt, Germany

Master of Science in Industrial Management, specialization in marketing and micro-electronics.

Baccalaureate, 1989, Bischof-Neumann-Schule, Königstein, Germany

Secondary school diploma.

WORK EXPERIENCE

Academic work experience

2013 – present, University of Zurich, Zurich, Switzerland

Tenured Full Professor and Chair in International Management

2006 – 2013, Aalto University (formerly Helsinki University of Technology), Espoo, Finland

Chaired Professor of Strategic Management (tenured since 2008)

2011 (April – June), University of St. Gallen

Visiting professor at the Institute of Management

2006 – 2009, TKK Executive School of Business OY

Academic and Managing Director of the executive education organization of Helsinki University of Technology; my responsibilities included program design and development of Executive MBA programs and in-company programs as well as the commercial responsibility for the organization.

2002 – 2006, Schulich School of Business, York University, Toronto Canada

Assistant Professor of Entrepreneurship/Policy

2002 – 2006, Helsinki University of Technology, Espoo, Finland

Docent for Corporate Venturing and Strategic Alliances

1995 – 2002, Helsinki University of Technology, Espoo, Finland

September 2001 – April 2002: Acting Professor of Industrial Management and Director of the Institute of Strategy and International Business. I led a research institute with 3 professors and 25 employees.

June 2001 – December 2001: Project Manager MBA Programs. I was responsible for an elective in Infocom Management elective and supervised strategy projects.

January 2000 – April 2002: Director Infocom Management Program. I was responsible for developing and organizing a MSc elective in Infocom Management

September 1998 – May 2001: Research Associate

September 1997 – August 1998: University Lecturer. I was the responsible lecturer for courses on Technology-based venturing, Strategic Management in the Telecommunications industry, Strategic Management of Technology and Innovation, and a Seminar in Business Strategy and International Business

January 1996 – August 1997: Teaching assistant and research associate. I co-ordinated and lectured courses on Business Strategy and Strategic Management of Technology and Innovation

May 1995 – December 1995: Research Associate

Applied work experience

2021 – present, The Next Advisors KIG, Lindau, Switzerland

Founder and partner of advisory company. My work focuses on advice, coaching, and executive development with clients across a variety of industries and geographies on topics of strategy, CEO and executive succession.

1999 – December 2011, Keil Nordic Consulting, Helsinki, Finland

Founder and owner of management consulting company. My work focuses on strategy consulting and executive development with clients across a variety of industries and geographies. Clients have included companies ranging from medium sized corporations to global Fortune 500 firms in Europe such as Deutsche Telekom Laboratories, Finnish Consulting Group, Nokia, Philips, and Sonera

2006 – 2008, TKK Executive School of Business OY

Managing Director. I managed a turnaround and grew the business profitably from Eur 1.04 Million to over Eur 1.58 Million after a previous three year decline.

2002 – 2006, K&K Network Consulting, Toronto, Canada

Founder and owner of management consulting company. My Clients ranged from medium sized corporations to global Fortune 500 firms in North America such as The Loyalty Group and Royal Bank of Canada.

1994, Epan-Leoni Pte Ltd, Singapore

3 month internship in marketing for a cable manufacturer

1993 – 1994, Andersen Consulting Arthur Andersen & Co. Unternehmensberatung GmbH, Frankfurt, Germany

Freelance work for a consulting company. I carried out research and back office work within consulting projects.

1992 – 1996, Junior Comtec Darmstadt e.V., Darmstadt, Germany

I worked for a student managed management consulting organization. I completed a market research project on power-industry in Germany. I led a project in developing instructor's handbook for business lessons in craftsman training.

1991 – 1992, Nederman GmbH, Kronberg, Germany

Summer jobs in an environmental technology company. I developed a database in the marketing department and worked as assistant manager in the accounting and controlling department.

1990, VDO Adolf Schindling AG, Frankfurt, Germany

Summer internship in a production department. I tested and repaired boards for electronic speedometer.

1988, Volksbank Höchst e.G., Frankfurt, Germany

Summer internship in a bank. Accounting work

Advisory Board Memberships

2005 – 2008 iMotions - Emotion Technology, Copenhagen, Denmark

Member of the advisory board

2005 – 2008 Textalive, Toronto, Canada

Member of the advisory board

2005 – 2006 Quantico Capital Partners, Toronto Canada

Member of the advisory board

Consulting and advisory activity

Conducted advisory and consulting projects in the following areas and industries (company names withheld for confidentiality reasons)

Alliance strategy - Clients in Telecommunications, mobile devices, semiconductors, telecommunications infrastructure

Corporate Venture Capital – Clients in mobile devices and banking

Corporate & Business Strategy – Clients in mechanical engineering and construction

CEO and executive succession – Clients in building materials

PUBLICATIONS

Google Scholar (June 30, 2023): 7534 citations, h-index: 34

Articles in refereed journals

Keil, T., Kostopolous, K., Syrigos, E., Meissner, F., Audia, P., (In)consistent Performance Feedback and the Locus of Search, *Journal of Management*, forthcoming.

Maula, M., Heimeriks, K., **Keil, T.**, Organizational Experience and Performance: A Systematic Review and Contingency Framework. *Academy of Management Annals*, forthcoming.

Pavicevic, S., Haleblian, J., **Keil, T.**, 2022, Board Meeting Frequency and Timeliness, Firm Takeover Process and M&A Premiums, *Organization Science*, forthcoming.

Keil, T., Posen, H., Workiewicz, M., 2022, Firm Behavior In Response To Performance Feedback: New Insights From March's Other Model Of Search, *Academy of Management Review*, forthcoming.

Keil, T., Deutsch, Y., Laamanen, T., Maula, M., 2023, Temporal Dynamics in Acquisition Behavior: The Effects of Activity Load on Strategic Momentum, *Journal of Management Studies*, 60(1): 38-81.

Sobrepere, X., **Keil, T.**, Kuusela, P., 2022, The Two Blades of the Scissors: Performance Feedback and Intrinsic Attributes in Organizational Risk-Taking. *Administrative Science Quarterly*, 67(4): 1012-1048.

Keil, T., Lavie, D., Pavicevic, S. 2021, When Do Outside CEOs Underperform? From a CEO-Centric to a Stakeholder-Centric Perspective of Post-Succession Performance *Academy of Management Journal*, 65(5):1424-1449.

Pavicevic, S., **Keil, T.** 2021, De-biasing Acquisition Decision Making: The Role of Procedural Rationality in Premium Decisions, *Strategic Management Journal*, 42(9): 1696-1715.

Martignoni, D., **Keil, T.**, 2021, When Old Truths Become New Falsehoods: Learning, Unlearning, and Adaptation to Discontinuities, *Strategic Management Journal*, 42(6): 1047-

1082.

Welch-Guerra, X., Pavicevic, S., **Keil, T.**, Laamanen, T., 2020, Acquisition Decisions: A Review and Research Agenda of the Pre-Deal Phase, *Journal of Management*, 46(6): 843–878.

Martignoni, D., **Keil, T.**, Lang, M., 2020, Search Focus in Core-Periphery Structures, *Organization Science*, 31(2): 266-286.

Keil, T., Kuusela, P., Stiglitz, N., 2018, Exploration and Negative Feedback – Behavioral Learning, Escalation of Commitment, and Organizational Design, in John Joseph , Oliver Baumann , Richard Burton , Kannan Srikanth (ed.). *Advances in Strategic Management*, Volume 40, Emerald Publishing Limited, 147 – 176.

Posen, H., **Keil, T.**, Kim, S., Meissner, F., 2018, Renewing Research on Problemistic Search – A Review and Research Agenda, *Academy of Management Annals*, 12(1): 208-251.

Uotila, J., **Keil, T.**, Maula, M., 2017, Supply-side network effects and the development of information technology standards, *MIS Quarterly*, 41(4): 1207-1226.

Keil, T., Maula, M., Syrigos, E., 2017, Controlled Risk Taking as a Driver of Value Creation: The Interacting Effects of Entrepreneurial Orientation and Corporate Governance, *Entrepreneurship Theory & Practice*, 41(4): 475-504.

Kuusela, P., **Keil, T.**, Maula, M., 2017, Driven by Aspirations, But in What Direction? Aspirations, Strategic Transactions, and Slack, *Strategic Management Journal*, 38(5): 1101-1120.

Schmidt, J., Makadok, R., **Keil, T.**, 2016, Customer-Specific Synergies and Market Convergence, *Strategic Management Journal*, 37(5): 870–895.

Pe'er, A., Vertinsky, I., **Keil, T.**, 2016, Growth and Survival: The Moderating Effects of Local Agglomeration and Local Market Structure, *Strategic Management Journal*, 37(3): 541-564.

Maula, M., **Keil, T.**, Zahra, S., 2013, Top Management's Attention to Discontinuous Business Opportunities: Corporate Venture Capital as an Alert Mechanism, *Organization Science*, 24(3): 926-947.

Keil, T., Laamanen, T., McGrath, R. G., 2013, Is a Counterattack the Best Defense? Competitive dynamics through Acquisitions, Long Range Planning, 46(3): 195-215.

Pe'er, A., **Keil, T.**, 2013, Are All Startups Affected Similarly By Clusters? Agglomeration, Competition, Firm Heterogeneity, And Survival, *Journal of Business Venturing*, 28(3): 354-372.

Schmidt, J., **Keil, T.**, 2013, What Makes A Resource Valuable? Identifying the Drivers of Firm Idiosyncratic Resource Value, *Academy of Management Review*, 38(2): 206-228.

Schildt, H., **Keil, T.**, Maula, M., 2012, Absorptive Capacity and the Temporal Dynamics of Interorganizational Learning in Alliances and Joint Ventures, *Strategic Management Journal*, 33(10): 1154–1173.

Deutsch, Y., **Keil, T.**, Laamanen, T., 2011, A Dual Agency View of Board Compensation: The Joint Effects of Outsider Director and CEO Stock Options on Firm Risk, *Strategic Management Journal*, 32(2), 212-227.

Keil, T., Maula, M., Wilson, C., 2010, Coming from Outside: The Role of Unique Complementary Resources in Helping Corporations to Enter the Closely-Knit Syndication Networks of Venture Capitalists, *Entrepreneurship Theory and Practice*, 34(1), **83 - 103**.

- Keil, T.**, McGrath R.G., Tukiainen, T., 2009, Gems from the Ashes: Capability Creation and Transformation in Internal Corporate Venturing, *Organization Science*, 20(3), pp. 601-620.
- Uotila, J., Maula, M., **Keil, T.**, Zahra, S., 2009, Exploration, Exploitation, and Firm Performance: Analysis of Global 500 Corporations, *Strategic Management Journal*, 30(2), 221-231.
- Keil, T.**, George, G., Autio, E., 2008, Corporate Venture Capital Investment, Disembodied Experimentation and Capability Development, *Journal of Management Studies*, 45(8), 1475-1505.
- Laamanen, T., **Keil, T.**, 2008, The Effect of Acquisition Strategy on Acquisition Experience and Performance, *Strategic Management Journal*, 29(6), 663-672.
- Keil, T.**, Maula, M., Schildt, H., Zahra S., 2008, The Effect of Governance Modes and Relatedness of External Business Development Activities on Innovative Performance, *Strategic Management Journal*, 29(8), 895 - 907.
- Lyytinen, K., **Keil, T.**, Fomin, W., 2008, A Framework to Build Process Theories of Anticipatory Information and Communication Technology (ICT) Standardizing, *The International Journal of IT Standards & Standardisation Research*, 6(1), 1-38.
- Deutsch, Y., **Keil, T.**, Laamanen, T., 2007, The Effect of Outside Directors' Compensation on Acquisition Strategy, *Journal of Management*, 33(1), 30-56.
- Zahra, S., **Keil, T.**, Maula, M., 2005, New Ventures' Inward Licensing of Technology: Examining the Effect of Industry and Strategy Characteristics, *European Management Review*, 2(3), 154-166.
- Schildt, H., Maula, M., **Keil, T.**, 2005, Explorative and Exploitative Learning from External Corporate Ventures, *Entrepreneurship Theory and Practice*, 29(4), 493-515.
- Keil, T.**, 2004, Building External Corporate Venturing Capability: Initial Conditions, Learning Processes and Knowledge Management, *Journal of Management Studies*, 41(5) 799-825.
- Vilkamo, T., **Keil, T.**, 2003, Strategic Technology Partnering in High-Velocity Environments – Learning from a Case Study, *Technovation*, 23(3), 193-204
- Keil, T.** 2002, De-facto Standardization through Alliances – Lessons from Bluetooth, *Telecommunications Policy*, 26(3-4), 205-21
- Keil, T.**, Eloranta, E., Holmström, J., Järvenpää, E., Takala, M., Autio, E., Hawk, D. 2001, Information and Communication Technology Driven Business Transformation: A call for Research, *Computers in Industry*, 44(3), 263-282.
- Keil, T.**, Autio, E., Robertson, P., 1997, Embeddedness, Power, Control and Innovation in the Telecommunications Sector, *Technology Analysis and Strategic Management*, 9(3), 299 – 316.

Articles under review in refereed journals

- Pavicevic, S., **Keil, T.**, Ex-Military Directors and CEO Dismissal, *Strategic Management Journal*, 2nd round review.
- Pavicevic, S., **Keil, T.**, Zahra, S., Unheard Voices: Entrepreneurial Outside Directors In Power Dispersed Boards And Corporate Entrepreneurship, *Strategic Management Journal*, R&R after 1st round review.
- Pavicevic, S., **Keil, T.**, McNamara, G. Debiasing the Literature on Executive Decision-Making

Biases, *Academy of Management Annals*, full paper requested.

Articles in non-refereed practitioner journals

- Keil, T.**, Lavie, D., Paviceic, S. Zangrillo, M., 2023, Wie neue CEOs am besten mit Widerstand umgehen, *Harvard Business manager*, 05/2023: 70-75.
- Keil, T.**, Zangrillo, M. 2020, Don't Set Your Next CEO Up to Fail, *MIT Sloan Management Review*, 61(2): 87-88.
- Kunisch, S., **Keil, T.**, Boppel, M., Lechner, C., 2019, Strategic Initiative Portfolios: How to Manage Strategic Challenges Better than One at a Time, *Business Horizons*, 62(4): 529-537.
- Boppel, M., Kunisch, S., **Keil, T.**, Lechner, C. 2013, Driving Change Through Corporate Programs, *MIT Sloan Management Review*, 55(1): 20-22.
- Keil, T.**, Laamanen, T., 2011, When Rivals Merge, Think before You Follow Suit, *Harvard Business Review*, 89(12): 701-703.
- McGrath, R. G., **Keil, T.**, 2007, The Value Captor's Process: Getting the Most of Your New Business Ventures, *Harvard Business Review*, 85(5), 128-136 (German translation published as Gescheiterte Projekte verwerten, *Harvard Business Manager*, 76-93; Finnish translation published as Arvonsieppaaja korjaa kaiken hyödyn, *Fakta*, 27(heinä-elokuu), 50-57).
- McGrath R.G., **Keil, T.**, Tukiainen, T., 2006, Extracting Value from Corporate Venturing, *MIT Sloan Management Review*, 48(1): 50-56.

Book chapters

- Keil, T.**, Zangrillo, M. 2022, Building Organizational Resilience: When the Entire Organization Should be Engaged and Power Unleashed, in Thinkers 50/Brightline, Building Resilient Organizations: Best Practices, Tools, and Insights to Thrive in Ever-Changing Contexts, The Project Management Institute.
- Keil, T.**, Zangrillo, M. 2020, Transformation is a Team Sport, in Thinkers 50/Brightline, Transforming Beyond The Crisis: What Organizations Need To Do Now To Seize Tomorrow, The Project Management Institute.
- Keil, T.**, Österman, R. Resource Mobilization, in Moghaddam, F.M., *The SAGE Encyclopedia of Political Behavior*, 2017, Thousand Oaks: SAGE Publications.
- Keil, T.**, Zahra, S.A., Maula, M., Explorative and Exploitative Learning from Corporate Venture Capital: A Model of Program Level Determinants, in Zahra, S.A., *Handbook of Corporate Entrepreneurship*, 2017, Edward Elgar.
- Keil, T.**, Laamanen, T., Mäkisalo, A., Acquisitions, Acquisition Programs and Acquisition Capabilities, in Faulkner, D; Teerikangas, S.; Joseph, R., *Handbook of Mergers & Acquisitions*, 2012, Oxford University Press.
- Schildt, H., Laamanen, T., **Keil, T.** Mergers and Acquisitions as a Response to Intra-Industry Dependence, in Finkelstein, S. and Cooper, C. (Eds.), *Advances in Mergers and Acquisitions*, Volume 9, 2010, Emerald.
- Freese, B. **Keil, T.**, Teichert, T., Foster Entrepreneurial Firms: Recognizing and Adapting Radical Innovation through Corporate Venture Capital Investments, in Thérin, F. (Ed.), *Handbook of Research on Techno-Entrepreneurship*, Edward Elgar Publishing, Cheltenham (UK), 2007, pp. 111-125.

- Maula, M., Salmenkaita, J.-P., **Keil, T.**, Open Innovation in Systemic Innovation Contexts, in Chesbrough, H., Vanhaverbeke, W., West, J. (Eds.), *Open Innovation: Researching a New Paradigm*, Oxford University Press, 2006, pp. 241-257
- Maula, M., **Keil, T.**, Schildt, H. Teknologian kaupallistaminen pienten ja suurten yritysten välisessä yhteistyössä: Suosituksia teknologia- ja innovaatiopolitiikkaan (Technology commercialization through collaboration between small and large firms: implications for technology and innovation policy – in Finnish), in Lemola, T., Honkanen, P., *Innovaatiopolitiikka – Kenen hyväksi, keiden ehdoilla?* (Innovation policy – For whom and on whose terms? Gaudeamus, Helsinki, 2004, pp. 127-139.
- Robertson, P., **Keil, T.**, Autio, E., Technological Sourcing in Small and Medium Sized Australian Manufacturing Firms, in Charles Harvie and Boon-Chye Lee (Eds.), *Studies of Small and Medium Enterprises in East Asia, Volume III: Sustaining Growth and Performance in East Asia: The Role of Small and Medium Sized Enterprises*, Cheltenham, UK: Edward Elgar, 2005, pp. 253-276.
- Robertson, P., **Keil, T.**, Autio, E., Weak and Strong Ties, Individualism-Collectivism, and the Diffusion of Technological Knowledge, in: June V. Gibson, Chandler Stolp, Pedro Conceição, Manuel V. Heitor (Eds.), *Systems and Policies for the Globalized Learning Economy*, Praeger, 2003, pp. 275-306.
- Keil, T.**, Governance of R&D – Transaction Cost, Resources, Inertia and Social Capital, in : Michael A. Hitt, Patricia Gorman Clifford, Robert D. Nixon, and Kevin Coyne. *Dynamic Strategic Resources: Development, Diffusion and Integration*, Wiley, Chichester, 1999, pp. 323-345.

Books

- Keil, T.**, Zangrillo, M. *The Next Board: Future-proofing the Board*, Routledge, 2024.
- Keil, T.**, Zangrillo, M. *The Next Leadership Team: How to Select, Build, and Optimize Your Top Team*, Routledge, 2023.
- Keil, T.**, Zangrillo, M. *The Next CEO: Board and CEO Perspectives for Successful CEO Successions*, Routledge, 2021.
- Keil, T.** *External Corporate Venturing: Strategic Renewal in Rapidly Changing Industries*, Quorum Books, 2002.

Articles in Business Magazines and Blogs (Online and print)

- Keil, T.**, Zangrillo, M. 2023, Why it's not enough for your CEO to be a superstar, Fast Company, <https://www.fastcompany.com/90909667/why-its-not-enough-for-your-ceo-to-be-a-superstar>.
- Keil, T.**, 2023, Selecting the Right Leadership Team: How Much Should Personal Chemistry Matter? CEO World Magazine, <https://ceoworld.biz/2023/06/02/selecting-the-right-leadership-team-how-much-should-personal-chemistry-matter/>
- Keil, T.**, Zangrillo, M. 2023, Help Your New CEO Build The Right Team, Corporate Board Member, <https://boardmember.com/help-your-new-ceo-build-the-right-team/>.
- Keil, T.**, Zangrillo, M. 2023, Stretch for Success, FMCG CEO Magazine, <https://flickread.com/edition/html/649d9b1863c66#24>
- Zangrillo, M., **Keil, T.**, 2023, Stepping up: Rewriting the rules around leadership selection, TLNT, <https://www.tlnt.com/articles/stepping-up-rewriting-the-rules-around-leadership->

selection.

Keil, T., Zangrillo, M. 2023, 3 Telltale Signs It's Time to Rethink Your Executive Team, Leadership Now, https://www.leadershipnow.com/leadingblog/2023/06/3_telltale_signs_its_time_to_r.html.

Zangrillo, M., **Keil, T.**, 2022, The changing role of corporate functions – from administrative backwater to trusted advisor, decision-maker, and candidate for CEO, Thinkers50 Blog, <https://thinkers50.com/blog/the-changing-role-of-corporate-functions/>.

Keil, T., Zangrillo, M. 2022, Have they overstayed their welcome? The curse of the complacent management team, The European Magazine, <https://the-european.eu/story-26875/have-they-overstayed-their-welcome-the-curse-of-the-complacent-management-team.html>.

Keil, T., 2022, How CEO leadership style can change a company, CEOWorld, <https://ceoworld.biz/2022/03/19/how-ceo-leadership-style-can-change-a-company/>.

Keil, T., Zangrillo, M. 2022, Hacking the top job, Indian Management, <https://www.aima.in/management-perspectives/hacking-the-top-job>.

Keil, T., Zangrillo, M. 2022, A Changing World Needs Changing Leadership, CEO Today, <https://www.ceotodaymagazine.com/2022/01/a-changing-world-needs-changing-leadership/>.

Keil, T., Zangrillo, M. 2022, Why so many CEO successions fail and what boards can do about it, Business Leader, <https://www.businessleader.co.uk/why-so-many-ceo-successions-fail-and-what-boards-can-do-about-it/>.

Keil, T., Zangrillo, M. 2022, Russia-Ukraine War: How CEOs Can Handle Global Crisis, CEO Today, <https://www.ceotodaymagazine.com/2022/03/russia-ukraine-war-how-ceos-can-handle-global-crisis/>.

Keil, T., Zangrillo, M. 2021, Benedetto Vigna and Ferrari - The beginning of a success story or a catastrophe in the making?, CEO Today, <https://www.ceotodaymagazine.com/2021/06/benedetto-vigna-and-ferrari-the-beginning-of-a-success-story-or-a-catastrophe-in-the-making/>.

Keil, T. 2021, CEO succession: Success traps and how to avoid them, CEOWorld Magazine, <https://ceoworld.biz/2021/06/30/ceo-succession-success-traps-and-how-to-avoid-them/>.

Keil, T., Zangrillo, M. 2021, The New CEO: agent of change or accidental terminator, I by IMD, <https://iby.imd.org/leadership/the-new-ceo-agent-of-change-or-accidental-terminator/>.

Keil, T., Zangrillo, M. 2021, Four questions to help new CEOs to form an action plan, Brain circuits by IMD, <https://iby.imd.org/brain-circuits/four-questions-for-new-ceos-to-form-an-action-plan-for-human-resources/>.

Zangrillo, M., **Keil, T.**, 2021, The future CEO: when the human being and society take a key role We Are the City: <https://wearethecity.com/the-future-ceo-when-the-human-being-and-society-take-a-key-role/>.

Keil, T., Zangrillo, M. 2021, HR's increasing role in CEO succession, HR Director: <https://www.thehrdirector.com/features/succession-planning/preparing-future-ceos-hrs-increasing-role-in-ceo-succession/>.

Zangrillo, M., **Keil, T.**, 2021, The new CEO playbook: five top tips when taking charge Business Graduates Association: <https://businessgraduatesassociation.com/the-new-ceo-playbook-five-top-tips-when-taking-charge/>.

Keil, T., Zangrillo, M. 2021, 5 reasons why so many CEO successions fail, Management

Today: <https://www.managementtoday.co.uk/5-reasons-ceo-successions-fail/leadership-lessons/article/1722336>.

Zangrillo, M., **Keil, T.**, 2021, Founder CEOs stepping back - What can go wrong? Irish Tech News: <https://irishtechnews.ie/founder-ceos-stepping-back-what-can-go-wrong/>.

Keil, T., Zangrillo, M. 2021, Who's in your corner? Why strong management teams are key for CEO success, CEO Middle East: <https://www.thenextceo.ch/wp-content/uploads/2021/08/Who-is-In-Your-Corner-CEO-Middle-East.pdf>.

Zangrillo, M., **Keil, T.**, 2021, Beyond the CEO-suite: What's after the first CEO job? Ambition (magazine for the Association of MBA's (AMBAS)): <https://www.associationofmbas.com/beyond-the-ceo-suite-whats-after-the-first-ceo-job/>.

Keil, T., Zangrillo, M. 2021, Ace the game, Indian Management, August 2021, <https://www.aima.in/management-perspectives/ace-the-game>.

Zangrillo, M., **Keil, T.**, 2021, When is it time to go – the pros and cons of long executive and CEO tenure, Thinkers50 Blog, <https://thinkers50.com/blog/when-is-it-time-to-go-the-pros-and-cons-of-long-executive-and-ceo-tenure/>.

Zangrillo, M., **Keil, T.**, 2021, Success in Succession: Succession planning - Can it ever be more than just a paper exercise? Industry Networker, <https://www.thenextceo.ch/wp-content/uploads/2021/10/Industry-Networker-Succession-planning.pdf>.

Zangrillo, M., **Keil, T.**, 2021, Hire the right leaders, HR Future, November 2021, https://www.thenextceo.ch/wp-content/uploads/2021/11/HR-Future-November-2021-Marianna-Zangrillo-and-Thomas-Keil_FINAL.pdf.

Zangrillo, M., **Keil, T.**, 2021, The first 100 days as CEO: How far can you take it before it becomes a folly, CEO Today, <https://www.ceotodaymagazine.com/2021/07/the-first-100-days-as-ceo-how-far-can-you-take-it-before-it-becomes-a-folly/>.

Keil, T., Zangrillo, M., 2020, First impressions can make or break a new CEO, LSE Business Review, <https://blogs.lse.ac.uk/businessreview/2020/12/04/first-impressions-can-make-or-break-a-new-ceo/>

International conference proceedings

Pavicevic, S., Haleblan, J., **Keil, T.**, The target-side acquisition process: Active boards and value-enhancing negotiation decisions, *Academy of Management Proceedings*, Boston, 2019.

Sobrepere, X., **Keil, T.**, Performance feedback and information processing: How do organizations regulate risk-taking? *Academy of Management Proceedings*, Boston, 2019.

Keil, T., Maula, M., Pavicevic, S., Global Migration and the Choice between Acquisitions and Alliances: An Information Economics Perspective, *Academy of Management Proceedings, Anaheim, 2016*

Schmidt, J., **Keil, T.**, Unique Demand Complementarities: Resource Relatedness and Market Connectedness as Drivers of Value Creation in Diversification, *Academy of Management Proceedings, Montreal, 2010*.

Pe'er, A., **Keil, T.**, What Doesn't Kill You Makes You Stronger: De Novo Entry In Clusters, *Academy of Management Proceedings, Anaheim, 2008*.

Schildt, H. **Keil, T.** Maula, M., Timing of Knowledge Flows in Inter-Organizational Relationships, *Academy of Management Proceedings, Atlanta, 2006*.

- Schildt, H. **Keil, T.** Maula, M., Dynamics Of Learning From External Corporate Ventures, in W.D. Bygrave: Frontiers of Entrepreneurship Research – Proceedings of the 25th Annual Babson College Entrepreneurship Research Conference, Babson College, College Park, Mass., 2005.
- Keil, T.**, Zahra, S., Maula, M., Explorative and Exploitative Learning From Corporate Venture Capital: Model of Program Level Factors, Academy of Management Proceedings, New Orleans, 2004, pp. ENT: L1-L6.
- Fomin, V. V., Lyytinen, K. & **Keil, T.** Distributed Cognitive Design and Pro-Tracing of Actor-Networks: the Case of Standards Making. In Andrew Wenn and K. Kathy Dhanda (Eds.) Proceedings of the ISOneWorld Conference, The Information Institute. Apr 14-16, 2004, Las Vegas, NV.
- Keil, T.**, Maula, M., Schildt, H. Corporate Venturing Modes and their Impact on Learning from Venturing, in W.D. Bygrave: Frontiers of Entrepreneurship Research – Proceedings of the 23rd Annual Babson Kauffman Entrepreneurship Research Conference, Babson College, College Park, Mass., 2003.
- Fomin, V., **Keil, T.**: Standardization: Bridging the Gap between Economic and Social Theory, Proceedings of the twenty first international conference on Information systems, Brisbane, Australia, 2000, pp. 206-217.
- Keil, T.**, Fomin, V.: Standardization: A Process of Strategizing, Sense Making, and Negotiations. Proceedings of the First Annual GITM World conference, Memphis, USA, 2000.
- Keil, T.**, Laamanen, T., Autio, E., Processes of Competence Integration, in: Mueller, H., Persson, J.-G., Lumsden, K. R., Management of Technology VI, Proceedings of the sixth international conference on management of technology, Vol. I, Gothenburg, Sweden, 1997, pp. 284-294.

Other scientific publications

- Keil, T.** *External Corporate Venturing: Cognition, Speed, and Capability Development*, Dissertation, Helsinki University of Technology, Espoo, 2000.
- Keil, T.**, *Changing Realities of Relationships – Understanding the Influence of Information and Communication Technology on Small and Medium Sized Firm Relationships*, Unpublished Licentiate Thesis, Helsinki University of Technology, Espoo, 1998.
- Keil, T.**, Laamanen, T., *Technology Transfer through Technology-Driven Acquisitions: An Exploratory Study*, Helsinki University of Technology, Espoo, 1995.
- Keil, T.**, *Strategic Alliances – A Review of the State of the Art*, Research Report, Helsinki University of Technology, 1999.
- Keil, T.**, *Wissen in Organisationen - Eine organisationale Epistemologie*, Research Report, Helsinki University of Technology and Darmstadt University of Technology, 1996.

Book reviews

- Keil, T.**, Review of Blackwell Handbook of Entrepreneurship, edited by Donald L. Sexton and Hans Landström, Journal of International Business Studies, online review, www.jibs.net.

Working Papers

- Martignoni, D., **Keil, T.**, To Pivot or Not to Pivot – That is Not Always the Right Question, Working Paper, USI Lugano, University of Zurich.
- Tatarynowicz, A., **Keil, T.**, Divide et Impera: Conflictual Ties in Broker Relationships, Working Paper SMU and University of Zurich.
- Dalay, H D., Pavicevic, S., **Keil, T.**, Founder Games: Negotiating Target CEO Retention in Acquisitions among Founder-CEO Managed Firms, Working Paper, Frankfurt School of Finance and Management, University of Zurich
- Asquini, G.-L., Pavicevic, S., **Keil, T.**, A National Identity Perspective On CEO Decision Making, Working Paper, Frankfurt School of Finance and Management, University of Zurich
- Keil, T.**, Kostopolous, K., Syrigos, E., Zahra, S., Debiasing the effect of the novelty heuristic on technology commercialization, Working Paper, University of Zurich.
- Ref, O., Milyavsky, M., **Keil, T.**, Allocation of Excess Resources to Problems and Opportunities in Outperforming Firms: An Attention-Based View, Working Paper, Ono College and University of Zurich.
- Keil, T.**, Maula, M., Pavicevic, S., Global Migration and the Choice between Acquisitions and Alliances: An Information Economics Perspective, Working Paper, Frankfurt School of Finance and Management, Aalto University, University of Warwick and University of Zurich.

PRESENTATIONS

Presentations at academic conferences (including presentations by co-authors)

- Dalay, H D., Pavicevic, S., **Keil, T.**, Founder Games: Negotiating Target CEO Retention in Acquisitions among Founder-CEO Managed Firms, paper to be presented at the SMS Conference, Toronto, Canada, 2023.
- Asquini, G.-L., Pavicevic, S., **Keil, T.**, A National Identity Perspective On CEO Decision Making, , paper to be presented at the SMS Conference, Toronto, Canada, 2023.
- Martignoni, D., **Keil, T.**, To Pivot or Not to Pivot – That is Not Always the Right Question, paper presented at Academy of Management Meetings, Vancouver, Canada (virtual presentation, asynchronous session), 2020
- Keil, T.**, Lavie, D., Pavicevic, S.. External CEO Appointments and Firm Performance: The Roles of Experience, Misfit, and Negative Sentiment, paper presented at Academy of Management Meetings, Vancouver, Canada (virtual presentation, asynchronous session), 2020.
- Ref, O., Milyavsky, M., **Keil, T.**, Performance Above Aspiration: Attention to Different Types of Search, paper presented at Organization Science Special Issue Conference on "Experiments in Organization Theory, University of Arizona USA (Virtual Conference), 2020.
- Keil, T.**, Posen, H., Workiewicz, M., How Aspirations Shape Cognition, paper presented at the SMS 39th Annual Conference, Minneapolis, USA, 2019.
- Martignoni, D., **Keil, T.**, To self-disrupt or not to self-disrupt, paper presented at the 35th EGOS Colloquium 2019 in Edinburgh, UK.
- Pavicevic, S., Haleblan, J., **Keil, T.**, The target-side acquisition process: Active boards and

- value-enhancing negotiation decisions, paper presented at Academy of Management Meetings, Boston, 2019.
- Sobrepere, X., **Keil, T.**, Performance feedback and information processing: How do organizations regulate risk-taking? paper presented at Academy of Management Meetings, Boston, 2019.
- Martignoni, D., **Keil, T.**, To self-disrupt or not to self-disrupt - that is not always the right question, paper presented at the Annual Conference of the European Academy of Management, Lisbon 2019.
- Pavicevic, S., **Keil, T.**, De-biasing Acquisition Decision Making: The Role of Procedural Rationality in Premium Decisions, SMS Special Conference, Frankfurt, 2019.
- Keil, T.**, Lavie, D., Pavicevic, S.. The Performance Implication of Appointing an External CEO: The Roles of Experience, Misfit, and Negative Sentiment, paper presented at the Annual Conference of the Strategic Management Society, Paris 2018.
- Pavicevic, S., Halebian, J., **Keil, T.**. Board Meeting Frequency and Timeliness, Firm Takeover Process and M&A Premiums, paper presented at Academy of Management Meetings, Chicago, 2018
- Keil, T.**, Kostopolous, K., Syrigos, E., Meissner, F., Simultaneous Attention To Multiple Goals And Performance Feedback In R&D, paper presented at the Israel Strategy Conference, Haifa, Israel 2017.
- Martignoni, D., **Keil, T.**, When Old Truths Become New Falsehoods: Learning, Unlearning, and Adaptation to Discontinuities, paper presented at the Israel Strategy Conference, Haifa, Israel 2017.
- Keil, T.**, Posen, H., Workiewicz, M., How Aspirations Shape Cognition, paper presented at the Organization Science Winter Conference, Park City, Utah, USA.
- Keil, T.**, Maula, M., Tatarynowicz, A., Divide et Impera: Dependence and the Power of Triads in Corporate Venture Capital Relations, paper presented at the Annual Conference of the Strategic Management Society, Berlin 2016.
- Keil, T.**, Kostopolous, K., Syrigos, E., Learning From Performance Feedback In Complex Environments, paper presented at the Annual Conference of the Strategic Management Society, Berlin 2016.
- Martignoni, D., **Keil, T.**, When Old Truths Become New Falsehoods: Learning, Unlearning, and Adaptation to Discontinuities, paper presented at Academy of Management Meetings, Anaheim, 2016.
- Tatarynowicz, A., **Keil, T.**, Divide et Impera: Conflictual ties in broker relationships, paper presented at Academy of Management Meetings, Anaheim, 2016.
- Keil, T.**, Maula, M., Pavicevic, S., Global Migration and the Choice between Acquisitions and Alliances: An Information Economics Perspective, paper to be presented at Academy of Management Meetings, Anaheim, 2016
- Martignoni, D., **Keil, T.**, When Old Truths Become New Falsehoods: Learning, Unlearning, and Adaptation to Discontinuities, paper to be presented at the 5th SEI Faculty Workshop, Frankfurt, 2016.
- Keil, T.**, Maula, M. Pavicevic, S., Global Migration and the Entry Mode Choice of Global 500 Firms, presented at the 35th SMS Annual International Conference. 2015.
- Schmidt, J., **Keil, T.**, Attentional Agency and the Implementation of a Strategic Initiative,

- presented at the Academy of Management Meetings, Vancouver, BC 2015.
- Keil, T.**, Syrigos, E., Kostopolous, K. Resource-Based and Demand-Side Drivers of Resource Value in Pharmaceutical R&D Projects, presented at the Annual Strategic Management Society Conference, Madrid, 2014.
- Keil, T.**, Maula, M., Syrigos, E., Controlled Risk Taking as a Driver of Value Creation, presented at the Academy of Management Meetings, Philadelphia, PA, 2014.
- Keil, T.**, Martignoni, D., Lang, M. Is Selective Attention Always Beneficial?, presented at the Academy of Management Meetings, Philadelphia, PA, 2014.
- Keil, T.**, Martignoni, D., Lang, M. A normative theory of attention - Is Selective Attention Always Beneficial? Selective Attention, Architectural Knowledge, and Organizational Performance, presented at the XX Organization Science Winter Conference, Steamboat Springs, Colorado, 2014.
- Deutsch, Y., **Keil, T.**, Trapped within the Method: The Use of Fixed and Random-effects Models in Strategic Management, presented at the 2014 Special Conference of the Strategic Management Society, Tel Aviv, 2014.
- Schmidt, J., **Keil, T.**, The Birth of Capabilities in Large Established Firms: Evolution, Managerial Intention and Organizational Hierarchy, presented at the Annual Strategic Management Society Conference, Atlanta, 2013.
- Deutsch, Y., **Keil, T.**, Laamanen, T., Maula, M., Going after the big fish – When Do Firms Escalate from Small to Large Acquisitions? Presented at the Annual Strategic Management Society Conference, Atlanta, 2013.
- Pe'er, A., Vertinsky, I., **Keil, T.** Growth and Survival: The Effects of Agglomeration and Competitive Conditions, presented at the Academy of Management Meetings, Orlando, 2013.
- Kuusela, P., Keil, T., Maula, M., A Behavioral Theory of Acquisition Performance: How Aspirations and Entrepreneurial Orientation Influence Value Creation Through Acquisitions, presented at the Annual Strategic Management Society Conference, Prague, 2012.
- Deutsch, Y., **Keil, T.**, Laamanen, T., Maula, M. Going after the big fish – When Do Firms Escalate from Small to Large Acquisitions?, presented at Academy of Management Meetings, Boston, 2012.
- Kuusela, P., **Keil, T.**, Maula, M., Driven by Aspirations, but in What Direction? Aspirations, strategic transactions, and slack, presented at Academy of Management Meetings, Boston, 2012.
- Schmidt, J., Makadok, R., **Keil, T.**, Firm Scope Advantages and the Demand Side, presented at Academy of Management Meetings, Boston, 2012.
- Boppel, M., **Keil, T.**, Lechner, C. Do Corporate Initiatives Require Coordination?, presented at the Annual Strategic Management Society Conference, Miami, 2011
- Kuusela, P., **Keil, T.**, Maula, M. Managerial Focus Matters – The Effect of Top Management Attention on Realizing the Benefits from Firm Acquisitions, presented at the Annual Strategic Management Society Conference, Miami, 2011.
- Pe'er, A., **Keil, T.**, Heterogeneity and Survival of De Novo Entrants, presented at Academy of Management Meetings, San Antonio, 2011.
- Boppel, M., Keil, T., Lechner, C., Corporate Initiative Programs: A Coordination Theory Perspective, Coordination within and among Organizations, presented at the HEC Organization Theory conference - Paris, June 13-14 2011.

- Lamberg J.A., **Keil, T.**, Adapting to Paradigm Shifts in the Environment – The Role of Organizational Architecture, to be presented at the 2011 Annual Conference of the Industry Studies Association, Pittsburgh, 2011
- Maula, M., **Keil, T.**, Zahra, S., Top Management Attention to Discontinuous Business Opportunities, INSEAD Network Evolution Conference 2.0, Fontainebleau, October 22-23, 2010.
- Schildt, H., **Keil, T.**, Maula, M., Absorptive Capacity and the Temporal Dynamics of Interorganizational Learning in Alliances and Joint Ventures, presented at the Annual Strategic Management Society Conference, Rome 2010.
- Uotila, J., **Keil, T.**, Maula, M. Network Effects, Technological Search, and Lock-In, presented at the Academy of Management Meetings, Montreal, 2010.
- Schmidt, J., **Keil, T.**, Unique Demand Complementarities: Resource Relatedness and Market Connectedness as Drivers of Value Creation in Diversification, presented at the Academy of Management Meetings, Montreal, 2010.
- Schmidt, J., **Keil, T.** Unique Demand Complementarities: A Demand-Based Theory of Diversification, presented at the 29th Annual Strategic Management Society Conference, Washington, D.C., USA, October 11-14, 2009.
- Keil, T.**, Laamanen, T., McGrath, R. G., Resource Momentum Strategy: Factor-Market Rivalry and Firm Performance, presented at the Academy of Management Meetings, Chicago, 2009
- Dushnitsky, G., **Keil, T.**, Maula M., Benson, D., Katila, R., McGrath, R. G., Phelps, C., Vanhaverbeke, W., Ziedonis, R., Corporate Venturing: State Of The Art And Developmental Workshop, PDW Workshop at the Academy of Management Meetings, Anaheim, 2008 – Organizer and Presenter.
- Pe'er, A., **Keil, T.**, What Doesn't Kill You Makes You Stronger: De Novo Entry In Clusters, presented at Academy of Management Meetings, Anaheim, 2008.
- Autio, E, **Keil, T.**, McGrath, R.G., Tilting the playing field: Towards a Strategic Theory of Endogenous Action, presented at Academy of Management Meetings, Anaheim, 2008.
- Uotila, J., **Keil, T.**, Maula, M. Organizational Environments as Systems of Organizations, presented at Academy of Management Meetings, Anaheim, 2008.
- Pe'er, A., **Keil, T.**, What Doesn't Kill You Makes You Stronger: De Novo Entry In Clusters, presented at the 27th Annual Strategic Management Society Conference, San Diego, USA, October 14-17, 2007.
- Laamanen, T., **Keil, T.**, McGrath R., Domino Theory in Strategic Management, presented at the 27th Annual Strategic Management Society Conference, San Diego, USA, October 14-17, 2007.
- Deutsch, Y., **Keil, T.**, Laamanen, T. Are the Wolves Watching the Sheep? The Joint Effect of board and CEO Incentives on Firm-Level Risk-Taking, presented at the Academy of Management Meetings, Philadelphia, 2007.
- Keil, T.**, Maula M., Dushnitsky, G., Ginsberg, A., Lenox, M., Katila, R., Kotha, S.B., McGrath, R. G., Phelps, C., Zahra, S. A., Ziedonis, R., Corporate Venturing: State Of The Art And Developmental Workshop, PDW Workshop at the Academy of Management Meetings, Philadelphia, 2007 – Organizer and Presenter.
- Uotila, J., Maula, M., **Keil, T.**, Zahra, S. Exploration, Exploitation, and Firm Performance: Analysis of Global 500 Corporations, presented at the Academy of Management Meetings,

Philadelphia, 2007.

Keil, T., McGrath R.G., Tukiainen, T. Gems from the Ashes: How Discontinued Internal Corporate Ventures Play a Role in the Renewal Process, presented Organization Science Special issue conference on strategic renewal, Chicago, March 24-25.

Schildt, H., Laamanen, T., **Keil, T.**, Alliances and Acquisitions as a Response to Intraindustry Dependence, presented at the Academy of Management Meetings, Atlanta, 2006.

Schildt, H., **Keil, T.** Maula, M., Timing of Knowledge Flows in Inter-Organizational Relationships, presented at the Academy of Management Meetings, Atlanta, 2006.

Keil, T. McGrath R.G., Tukiainen, T. Real Options Reasoning and the Management of Uncertain Ventures: An Exploratory Empirical Analysis, presented at the Harvard Business School "Corporate Entrepreneurship" Research Conference, December 9-10, 2005.

Keil, T., Laamanen, T., Performance of Serial Acquirers: Organizational Form and Integrative Capacity? presented at the the 25nd Annual Strategic Management Society Conference, Orlando, USA, October 23-26, 2005.

Keil, T., McGrath R.G., Tukiainen, T., Corporate Ventures on the Managerial Radar Screen: Benefit or Liability? presented at the the 25nd Annual Strategic Management Society Conference, Orlando, USA, October 23-26, 2005.

Keil, T., Covin, J., Ginsberg, A. Maula, M., Zahra, S. Corporate Venturing: State of Research and Theoretical Angles, PDW Workshop held at the Academy of Management Meetings, Honolulu, August 2005 – Organizer and Presenter.

Keil, T., McGrath R.G., Tukiainen, T. Real Options Reasoning and the Management of Uncertain Ventures: An Exploratory Empirical Analysis, presented at the Academy of Management Meetings, Honolulu, August 2005.

Schildt, H. **Keil, T.** Maula, M., Dynamics Of Learning From External Corporate Ventures, presented at the Babson Kauffman Entrepreneurship Research Conference, Boston, June 9-11, 2005.

Tukiainen, T., McGrath, R. **Keil, T.**, Creating Value from Failure: Real Options, Discontinued Ventures and Value Creation, presented at the the 24nd Annual Strategic Management Society Conference, San Juan, Puerto Rico, October 31- November 2, 2004.

Uotila, J., Maula, M., **Keil, T.**, Zahra, S. Exploration, Exploitation, and Firm Performance: Analysis of Global 500 Corporations, presented at the 24nd Annual Strategic Management Society Conference, San Juan, Puerto Rico, October 31- November 2, 2004.

Schildt, H., Maula, M., **Keil, T.**, Explorative and Exploitative Learning from External Corporate Ventures, presented at the Academy of Management Meetings, New Orleans, August 2004.

Wilson, C., **Keil, T.**, Maula, M., Coming from Outside: The Role of Unique Complementary Resources in Helping Corporations to Enter the Closely-Knit Syndication Networks of Venture Capitalists, presented at the Babson Kauffman Entrepreneurship Research Conference, Strathclyde, June 3-5, 2004.

Maula, M., Salmenkaita, J.-P., **Keil, T.**, Dynamic Complementarities of Start-ups and Incumbents in the Creation and Commercialization of Systemic Innovations, presented at the 23rd Annual Strategic Management Society Conference, Baltimore, Maryland, November 9-12, 2003.

Deutsch, Y., **Keil, T.**, Laamanen, T., The Effect of Outside Directors' Compensation on

- Acquisition Strategy, presented at the 23rd Annual Strategic Management Society Conference, Baltimore, Maryland, November 9-12, 2003.
- Maula, M., **Keil, T.**, Zahra, S., Corporate Venture Capital and the Recognition of Technological Discontinuities, presented at the Academy of Management Meetings, Seattle, August, 2003.
- Laamanen, T., **Keil, T.**, Autio S., The Effect of Acquisition Strategy on Acquisition Experience and Performance, presented at the 22nd Annual Strategic Management Society Conference, Paris, France, September 22-25, 2002.
- Keil, T.**, Autio, E., Looking Beyond the Local: Non-Local Search and Assimilation through External Corporate Venturing, presented at the Academy of Management Meetings, Denver, CO, August 9-14, 2002.
- Keil, T.**, Backholm, A., Breaking the Frame - Radical Change through External Corporate Venturing, Presented at the 21st Annual Strategic Management Society Conference, San Francisco, USA, October 19-21, 2001.
- Vuorento, M., Kuusiholma, U., **Keil, T.**, Sulonen, R. E-Business Integration: A Framework for the Change Process towards ICT-Enabled Commerce, presented at the SSGRR-2001 conference at L'Aquila, Italy, August 2001.
- Keil, T.**, Autio, E., Dynamic Capability through External Corporate Venturing: External Corporate Venturing Capability, Learning, and Capability Development, presented at the Academy of Management Meetings, Washington, 2001.
- Keil, T.**, External Corporate Venturing – Exploration and Exploitation, presented at the 2001 Babson/Kauffman Entrepreneurship Research Conference, Jönköping, Sweden, 2001.
- Vilkamo, T., **Keil, T.**, Technology Partnering in High-Velocity Environments – Lessons from a Case Study, presented at the IAMOT international conference on management of technology, 2001, Lausanne.
- Robertson, P., **Keil, T.**, Autio, E., Weak and Strong Ties, Individualism-Collectivism, and the Diffusion of Technological Knowledge, presented at 3rd International conference on Technology, Innovation, and Policy, Austin, Texas, August 30-September 2, 1999.
- Keil, T.**, Changing Configurations of Strategic Interfirm Relationships, presented at the 19th Annual Strategic Management Society Conference, Berlin, Germany, October 3-6, 1999.
- Autio, E., **Keil, T.**, Robertson, P., Influences of Core Technology Imitability on SME Growth, presented at the ICSB conference, Singapore, June 1998.
- Robertson, P., **Keil, T.**, Information, Regional Isolation and Technological Sourcing in Small- and Medium-Sized Manufacturing Firms: A Sectoral Approach, presented at the International Conference on Industrial Structure and Innovation Dynamics, Lisbon, Portugal, 16-17 October, 1998.
- Keil, T.**, Governance of R&D, presented at the 18th Annual Strategic Management Society Conference, Orlando, USA, November 2-5, 1998.
- Keil, T.**, R&D Outsourcing - Transaction Cost, Resource-Based and Knowledge-Based Perspectives, presented at the 7th European Doctoral Summer School, Leuven Belgium, August 17-30, 1997.
- Keil, T.**, Laamanen, T. Integrating Competencies from Outside Sources, presented at the 17th Annual Strategic Management Society Conference, Barcelona, Spain, October 5-8, 1997.
- Sapienza, H., Autio, E., Almeida, J., **Keil, T.**, Dynamics of Growth of New, Technology-Based

Firms: Towards a Resource-Based Model, presented at the Academy of Management Meetings, Boston, USA August 1997.

Invited academic presentations

Copenhagen Business School, 2001, External Corporate Venturing: Cognition, Speed, and Capability Development,

Technische Universität München, 2005, Explorative and Exploitative Learning from External Corporate Ventures

Ludwig Maximilians Universität München, 2005, Learning Dynamics in External Corporate Ventures

Erasmus University, Rotterdam, 2007, Gems from the Ashes: Capability Creation and Transformation in Internal Corporate Venturing

EPLF Lausanne, Lausanne, 2008, Corporate Entrepreneurship as a Research Area

St. Petersburg State University, St Petersburg, 2010, Top Management Attention to Discontinuous Business Opportunities

S.P. Jain Institute of Management and Research, Mumbai, 2011, Competitive Advantage through M&A, Video Keynote Address

Bocconi University, Milan, 2011, Top Management Attention to Discontinuous Business Opportunities: Corporate Venture Capital as an Alert Mechanism

University of St. Gallen, 2011, Top Management Attention to Discontinuous Business Opportunities: Corporate Venture Capital as an Alert Mechanism

Technical University of Eindhoven, Eindhoven, 2012, Attention to Exploration, Experience and the Effects of Acquisitions on Innovation

Bocconi University, Milan, 2014, Resource-Based and Demand-Side Drivers of Resource Value in Pharmaceutical R&D Projects

Frankfurt School of Finance and Management, Frankfurt, 2015, Driven by aspirations, but in what direction? Performance shortfalls, slack resources and resource-consuming vs. resource-freeing organizational change

Cambridge University, Cambridge, 2015, Driven by aspirations, but in what direction? Performance shortfalls, slack resources and resource-consuming vs. resource-freeing organizational change

University of St. Gallen, 2019, What exactly is the problem? Performance feedback and multiple subgoals

Bocconi University, Milan, 2020, Performance feedback and information processing: How do organizations regulate risk-taking?

Nova Business School, Lisbon, 2020, External CEO Appointments and Firm Performance: The Roles of Experience, Misfit, and Negative Sentiment.

ESSEC, Paris, 2020, Performance feedback and information processing: How do organizations regulate risk-taking?

Invited presentations for corporations

Sonera Corp., Finland, 1999, Technology Partnering in Telecommunications, Workshop with Corporate Technology Office

Elisa Corp., Finland, 2000, Strategic Management in Telecommunications, Speech at upper management retreat

Elisa Corp., Finland, 2001, Corporate Venturing in High Velocity Environment, workshop with Corporate Venturing Group

Nokia Networks, Finland, 2000, Technology Partnering, workshop with technology partnering process team

Boston Consulting Group, Finland, 2001, External Corporate Venturing, Cognition, Speed, and Capability Development

Sonera Corp., Finland, 2002, Corporate Venturing – The Quest for Strategic Renewal, workshop with Corporate Strategy Group

Scotiabank Private Equity Partners, Canada, 2003, Corporate Venture Capital – Challenges and Opportunities, Workshop with CVC unit

Nokia Ventures Organization, Finland, 2004, Corporate Venturing in Knowledge Intensive Industries, workshop with group management

Deutsche Telekom, Germany, 2005, Barriers to Innovation, Workshop with Telekom Labs management group

Keynote presentations

Guberna Summer School 2023, Leading the company into the future: The board's role in driving ESG, Guberna, Belgium

Guberna Director's Day 2022, Making Succession a Success, Guberna, Belgium

AICD Webinar, 2022, Planning for successful CEO succession, Australian Institute of Company Directors, Australia

The Next CEO Webinar, 2022, Making Succession a Success, SwissVR, Switzerland

FAE Talks, 2022, Making Succession a Success, Forum de Administradores e Gestores de Empresas, Portugal

44. VR ERFA Meeting, 2021, The role of the board in CEO succession, Zurich, Switzerland

Boardroom Bytes, 2021, Finding your next CEO, Institute of Directors, South Africa

EXTERNALLY FUNDED RESEARCH PROJECTS

April 2015-March 2018, How do resources and demand-side factors affect the resource value in new product development projects?, Swiss National Science Foundation, CHF 267,299, project leader.

September 2011- December 2014, Managing corporate initiative programs for strategic renewal, Academy of Finland, EUR 660,236 (of which EUR 528,190 funded by Academy of Finland), project leader.

April 2008-December 2010, Dominance Strategies – Leveraging Strongholds for Market

Expansion, TEKES the Finnish Funding Agency for Technology and Innovation, EUR 380,491, project leader

April 2008-April 2010, Dynamics of Mergers and Acquisitions and Strategies for Growth, TEKES the Finnish Funding Agency for Technology and Innovation, EUR 339,038, Co-investigator

April 2006-March 2009, Exploration and Exploitation through Corporate Venturing, SSHRC standard research grant, project volume, CAD 72730, principal investigator.

April 2004-December 2005, Value Creation and Renewal of the Knowledge Base of the Corporation II (VCRII), Project in the PROACT program funded by the Finnish Ministry of Trade and Industry and the Finnish National Technology Agency TEKES, project volume: EUR 262,000, project co-leader.

April 2002-April 2004, Value Creation and Renewal of the Knowledge Base of the Corporation (VCR), Project in the PROACT program funded by the Finnish Ministry of Trade and Industry and the Finnish National Technology Agency TEKES, project volume: EUR 242,000, project co-leader.

April 2001-December 2001, Rapid Technology Introduction in Dynamic High Volume Environments, research project funded by Nokia Mobile Phones, project volume: EUR 83,000, project leader.

May 2000 – May 2001, Corporate Venturing in Knowledge Intensive Industries, TEKES the Finnish Funding Agency for Technology and Innovation, project volume: EUR 195,000, project co-ordinator and researcher.

1998-May 2000, Improving the international competitiveness of the Finnish telecommunications and electronics cluster, Project in the Teleelectronics program of the Academy of Finland, project volume: EUR 152,000, project co-ordinator and researcher.

1997, Influence of information and Communication Technologies on Technological and Manufacturing Embeddedness among SMEs, TEKES the Finnish Funding Agency for Technology and Innovation, project volume: EUR 50,000, main researcher.

TEACHING EXPERIENCE

Executive education

Program Development

Co-Developed a general management program for Tapiola Group, a Finnish financial services group

Co-Developed a general management program for Atria Group, a large Finnish company in the food industry

Developed a module on Global Competitive Strategy for Nokia Networks

Developed a module on Business Understanding and Strategy for UPM-Kymmene

Modules taught

Alliance management (Helsinki University of Technology – Dipoli, open program)

Business Understanding and Strategy (Helsinki University of Technology, tailored program)

for UPM-Kymmene)

Capturing Value from Corporate Venturing (Vlerick Leuven Gent Management School, Belgium)

Choosing the right CEO, Swiss Board School, (VR-CAS, University of St. Gallen, Switzerland)

Corporate Entrepreneurship and Innovation (Corporate Entrepreneurship and Open Innovation Masterclass organized by Philips Research)

Corporate Strategy (TKK ESB – Lemminkäinen In-Company Program)

Corporate Venturing (Helsinki University of Technology - EXIMA)

Global Competitive Strategy (Helsinki University of Technology, tailored program for Nokia Networks, trained over 6 years about 400 senior managers)

Global Competitive Strategy (Helsinki University of Technology, tailored program for Nokia Siemens Networks, successor program of the program for Nokia Networks)

Mergers and Acquisitions and Strategy Execution (TKK ESB – Atria In-Company Program)

Strategic Management (Laatukeskus, Finland, open program)

Strategic Management and corporate entrepreneurship (European School of Management and Technology – ESMT, Berlin)

Strategic Management in Turbulent Environments (Laatukeskus, Finland, open program)

Strategic Management of Technology and Innovation (Helsinki University of Technology - EXIMA)

Strategic Management- The Need for Change (Aalto EE -- Tapiola In-Company Program)

Strategy Execution (Aalto EE -- VAPO In-Company Program)

Technology Commercialization (Helsinki University of Technology – Dipoli, open program)

Technology Strategy (Nokia Mobile Phones)

MBA and Executive MBA program education

Program and course development

Responsible for organizing executive MBA elective in Infocom Management (Helsinki University of Technology)

2006-2009 Academic responsibility for development Executive MBA and MBA curriculum at Helsinki University of Technology

Developed a tailored eMBA program for the Finnish Armed Forces

Developed a tailored eMBA program for KESKO, a large Finnish retail chain

Developed a MBA course on corporate entrepreneurship (York University)

Taught MBA courses in

Corporate Entrepreneurship (York University)

Managing the Growing Enterprise (York University)

Strategic Management (York University, Aalto University Executive Education)

Taught Executive MBA courses on

Cooperative Strategies (Helsinki University of Technology)

Extracting value from corporate venturing (Helsinki University of Technology)

Infocom Industry Structure (Helsinki University of Technology)

Innovation (Scandinavian International Management Institute, SIMI, Copenhagen Denmark)

Innovation and Corporate Venturing (Helsinki School of Economics Executive Education, HSEEE, Helsinki, Finland – LG In-company Executive MBA Program)

Innovation and Corporate Venturing (Helsinki School of Economics Executive Education, HSEEE, Helsinki, Finland – KepCo In-company Executive MBA Program)

Innovation Management (Helsinki School of Economics Executive Education, HSEEE, Helsinki, Finland – Korean Executive MBA Program)

Strategic Innovation Management (Aalto Executive Education, Korean Executive MBA Program)

Strategic Capability Management (Finnish Armed Forces – Tailored eMBA module)

MBA thesis supervision

15 MBA thesis projects (TKK Executive School of Business Oy)

PhD level education

Doctoral courses

Advanced Organization Theory (Aalto University, co-taught)

Advanced Topics in International and Strategic Management (University of Zurich)

Entrepreneurship (York University, co-taught)

Foundations of International and Strategic Management (University of Zurich)

Introduction to the Carnegie Tradition in Behavioral Strategy (University of Zurich)

Strategic Management (Helsinki University of Technology; York, co-taught)

Strategic Management of Technology and Innovation (Helsinki University of Technology)

PhD supervision

Doctoral dissertations supervised: Jens Schmidt (graduated 2012), Antti Niemi (graduated 2013, supervisor until February 2013), Pasi Kuusela (graduated 2013, supervisor until February 2013), and Stevo Pavicevic (graduated 2018), Felix Meissner (graduated 2020), and Tim Kröber (graduated 2020). Member of the dissertation committee (instructor) of Juha Uotila (graduated 2012) and Timo Partanen (graduated 2017) at Aalto University and Zhi Cao (graduated 2020) at University of Wisconsin at Maddison. Currently one student under supervision at University of Zurich.

MSc and MA level education

Program and course development

Developed a one year MSc elective program in Infocom Management

Developed new courses on Global Strategic Management, Introduction to Mergers and Acquisition, Strategic Management of Technology and Innovation, Strategic Management in the Telecommunications Industry, and Strategic Management of Growth and Renewal,

Responsible professor for major subject in Strategic Management

Responsible professor for Master of Strategy two year MSc program jointly developed with Aalto School of Business

Responsible teacher for courses in

Advanced International Business (Helsinki University of Technology)

Advanced Strategic Management (Aalto University)

Global Strategic Management (University of Zurich)

Industry Structure in the Infocom sector (Helsinki University of Technology)

Introduction to Mergers and Acquisitions (University of Zurich)

Principles of International Business (Helsinki University of Technology)

Seminar in Business Strategy and International Business (Helsinki University of Technology)

Seminar in Global Strategy (University of Zurich)

Seminar in Strategy and International Management (University of Zurich)

Strategic Management in the Telecommunications sector (Helsinki University of Technology)

Strategic Management of Growth and Renewal (Aalto University)

Strategic Management of Technology and Innovation (Helsinki University of Technology)

Co-taught courses in

Advanced Strategic Management (Helsinki University of Technology)

Principles of Strategic Management (Helsinki University of Technology)

Technology-based venturing (Helsinki University of Technology)

MSc Thesis supervision

I supervised over 40 MSc & MA theses

BSc and BA level education

Course development

Developed new courses on Introduction to Strategic Management and International

Management

Responsible teacher for courses in

Principles of Strategic Management (Aalto University)

Strategic Management of Multinational Enterprises (University of Zurich)

International Management (University of Zurich)

Introduction to Strategic Management (University of Zurich)

TEACHING CASES

e-Scotia Acquisition Inc.: Creating Strategic Value at a Financial Institution, York University
2003

Digia Ltd.: Leveraging Strategic Investments, Helsinki University of Technology, 2002

Digia Ltd. (B): Internationalizing Operations, Helsinki University of Technology, 2002

More Magic Software : Venture Capital Options in the Early Stage of a High Tech Company,
Helsinki University of Technology, 2002

Synera: Developing Distribution Channels, Helsinki University of Technology, 2002

Synera (B): Choosing between Financing Options, Helsinki University of Technology, 2002

AWARDS

2019 Honorable Mention Best Paper of Behavioral Strategy IG at the Annual Conference of the Strategic Management Society

2019 Editorial Board Best Reviewer Award, Academy of Management Journal

2018 Outstanding Reviewer Award, for the Strategic Management Division of the Academy of Management for the 2018 Meetings

2017 Runner up Fiegenbaum Best Paper Award, Israel Strategy Conference

2017 Best Reviewer Award Behavioral Strategy IG, SMS Annual Conference, Houston, Tx.

2015 Editorial Board Outstanding Reviewer Award, Academy of Management Journal

2013 Winner of 17th Annual Citation of Excellence Award by Emerald Group Publishing

2011 Editorial Board Outstanding Reviewer Award, Academy of Management Journal

2010 Best Conference Paper Prize Honorable Mention at the 30 Annual Conference of the Strategic Management Society

2010 Glueck best paper award of the Business Policy and Strategy division at the Academy of Management Meetings, Montreal

2007 Best Reviewer Award, Entrepreneurship Theory and Practice 2007

2005 Best Conference Paper Prize Honorable Mention at the 25 Annual Conference of the Strategic Management Society

2004 Nominated for the 8th Annual Seymour Schulich Teaching Excellence Award

2004 The Stevens Institute of Technology Wesley J. Howe Award for Excellence in Research

on the Topic of Corporate Entrepreneurship at the 2003 Babson Kauffman Entrepreneurship Research Conference

2003 Outstanding Reviewer award, Entrepreneurship division, Academy of Management Meetings

2001 Award for the best dissertation completed at Helsinki University of Technology during 2000

1995 Award for the best dissertation proposal at the RENT IX conference on Entrepreneurship and Small Business Management, November 1995

PERSONAL GRANTS

2011 Research grant from Foundation for Economic Education (Eur 4,000)

1998 Dissertation grant from NESTE Foundation (Eur 6,500)

1998 Dissertation grant from IVO Foundation (Eur 5,000)

1997 Dissertation grant from WIHURI Foundation (Eur 11,000)

SERVICE

Reviewing and editorial positions

Senior Editor of *Entrepreneurship Theory and Practice* (2015-2019).

Editor of *Entrepreneurship Theory and Practice* (2011-2015).

Member of the editorial review boards

Journal of Management Studies (2010-today)

Organization Science (2020-today)

Strategic Entrepreneurship Journal (2015-today)

Strategic Management Journal (2008-today)

Academy of Management Journal (2010-today)

Entrepreneurship Theory and Practice (2006-2011).

Ad-hoc reviewer for *Administrative Science Quarterly*, *International Journal of Networking and Virtual Organisations (IJNVO)*, *International Journal of Technology Management*, *Journal of Business Research*, *Journal of Business Venturing*, *Journal of Engineering and Technology Management*, *Journal of International Business Studies*, *Journal of Management*, *Long Range Planning*, *Management Science*, *MIS Quarterly*, *Organization Science*, *Organization Studies*, *R&D Management*, *Research Policy*, *Strategic Entrepreneurship Journal*, *Strategic Organization*, *Strategy Science*, *Venture Capital*.

Reviewer for Business Policy and Strategy, Technology and Innovation Management, and Entrepreneurship Divisions at the Academy of Management

Reviewer for Behavioral Strategy, Entrepreneurship and Strategy, Knowledge and Innovation, and Strategy Process interest groups at the Strategic Management Society.

Reviewer for “Conference Best PhD Paper Prize” at the SMS Annual Conference

External evaluation for tenure and promotion

External evaluation of candidates for tenure and/or promotion at the following institutions (name and date withheld for confidentiality): ESSEC Business School, Paris, France; HEC Paris, France; HEC Lausanne, Switzerland; Isenberg School of Management, University of Massachusetts – Amherst; Ivey School of Business, Western University, Canada; USI Lugano, Switzerland.

Evaluation of doctoral work

External Dissertation Examiner: Development of industrial software supplier firms in the ICT cluster : an analysis of firm types, technological change and capability development , Oulu University, 2002; An Empirical Examination of the Consequences of Investment in Corporate Ventures, Helsinki University of Technology, 2004; Organizational Value Creation and Destruction in Corporate Venturing: In Search of International Competitive Advantage, Helsinki University of Technology, 2005; Not Invented here: Managing Corporate Innovation in a New Era, Eindhoven University of Technology, 2007; Distinguishing entrepreneurial intention and action, University of Western Ontario, 2009; Exploitation and exploration dynamics in recessionary times, Eindhoven University of Technology, 2012; Three Essays on Organizational Risk-Taking: Top Managers' Characteristics, Performance Feedback, and Time, IESE, Barcelona, 2018. Three Essays on the Antecedents of Structural Changes in Top Management Teams, Bocconi University, Milan, 2022

Second examiner: Corporate-Venture-Capital-Einheiten als Wissensbroker, Bern University, 2005; Empirical Research on Management Control, University of Zürich, 2013; Strategic Initiative Portfolios: Theory and Empirical Evidence, University of St. Gallen, 2013.

External dissertation committee member: University of Wisconsin at Madison, 2019

Doctoral thesis opponent: Industry evolution and shakeout mechanisms: the case of the Internet service provider industry, Helsinki School of Economics and Business Administration, 2002.

Reviewing for funding agencies

Reviewer for the Social Sciences and Humanities Research Council of Canada (SSHRC), Israel Science Foundation, The Netherlands Organisation for Scientific Research (NWO), Qatar National Research Fund, Qatar, National Science Foundation (NSF), USA, Swiss National Science Foundation (SNSF), Switzerland.

Member of Academy of Finland's review panel in the field of business & industrial economics and management.

External member of hiring committee

External member of hiring committee, Assistant Professorship, University of Cyprus; external member of hiring committee, professorship in strategic management, University of St Gallen, Switzerland; external examiner, professorship in international business, University of Vienna.

Positions of trust at associations and funding agencies

Elected Member of the National Research Council of the Swiss National Science Foundation (2020-2023)

Member of the Research Committee at the Strategic Management Division of the Academy of Management (2020-2022)

Representative-at-large Entrepreneurship and Strategy Interest Group of the Strategic Management Society (2010-2012)

Member of the Research Committee at the Entrepreneurship Division of the Academy of Management (2011-2014)

EURAM 2011, Sub-Track Co-chair, Sub-Track: Corporate Strategy - Managing Alliances, M&As & Divestitures

MEMBERSHIPS

Academy of Management, Strategic Management Society

LANGUAGES

Fluent in German (native) and English, advanced knowledge of Finnish, school knowledge of French (comprehension better than speaking), basic knowledge of Italian (comprehension better than speaking).

PERSONAL

Date and place of birth: February 6, 1970, Frankfurt, Germany

Family: married, three children, two step children

Citizenship: German

REFERENCES

References available upon request

June 2023