

# ASLI M. COLPAN

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## CURRENT ACADEMIC POSITIONS

Professor (April 2018~present)  
Graduate School of Management and  
Graduate School of Economics, Kyoto University

## CURRENT PROFESSIONAL POSITIONS

Independent Board Member (March 2019~present)  
NISSHA Co. Ltd, Japan

Auditor  
Sumitomo Rubber Industries (March 2018~present)

## PREVIOUS ACADEMIC POSITIONS

Associate Professor (April 2016~present)  
Graduate School of Management and  
Graduate School of Economics, Kyoto University

Harvard Business School (September 2016~November 2016)  
Alfred Chandler Visiting Professor

Associate Professor (April 2008~March 2016)  
Graduate School of Management, Kyoto University

Associate Professor (April 2011~March 2016)  
The Hakubi Center for Advanced Research, Kyoto University

Visiting Professor (April 1, 2015~present)  
College of Administrative Sciences and Economics, Koç University

Visiting Scholar (October 2012~October 2013)  
The Reischauer Institute, Harvard University

Visiting Professor (October 2012~October 2013)  
Sloan School of Management and Department of Political Science, M.I.T.

Adjunct Associate Professor (April 2008~2012)  
Kyoto Consortium for Japanese Studies, Columbia University

Center of Excellence (COE) research fellow (April 2006~March 2008)  
Institute for Technology, Enterprise and Competitiveness, Doshisha University, Kyoto, Japan

Instructor and senior research associate (April 2006~ March 2008)  
Graduate School of Management, Kyoto University, Kyoto, Japan

Adjunct lecturer (April, 2006~ March 2008).  
Kyoto Sangyo University, Kyoto, Japan

Visiting scholar, Graduate School of Business, Koç University, Istanbul, Turkey (July, November, 2006).

Postdoctoral research fellow (April 2004- March 2006)  
Public Policy Division, Institute of Economic Research, Kyoto University, Kyoto, Japan.

### **PREVIOUS PROFESSIONAL POSITIONS**

Independent Board Member (June 24, 2015~June 19, 2019)

Gourmet Kineya Co. Ltd, Japan

### **EDUCATION**

Kyoto Institute of Technology, Graduate School of Science and Technology (Jointly with Kyoto University, Graduate School of Economics), Ph.D. in Engineering management, April 2001-March 2004. (Date of conferral of Ph.D.: March 25, 2004)

Kyoto University, Centre for Student Exchange, Intensive Japanese Course, October 2000-March 2001

University of Leeds, Master of Science in Textile Management, 1999-2000 (Date of conferral of MSc: November 28, 2000)

Ege University, Bachelor of Science in Textile Engineering, 1995-1999 (Date of conferral of BSc: June 16, 1999)

### **RESEARCH INTERESTS**

Corporate strategy, corporate governance, international business, business history, emerging markets, industry evolution, organizational models, business groups

### **GRANTS AND AWARDS**

Received Alfred Chandler Visiting Professor Grant, Harvard Business School in 2016.

Received Kyoto University Most Outstanding Female Scholar Award (Tachibana Award) in 2010.

Received Best Teacher Award from Graduate School of Management, Kyoto University for 2009-10 academic year

Nominated for the Best Conference Paper Prize, Strategic Management Society 26th Annual International Conference, Vienna, Austria, October 29-November 1, 2006 (paper presented: 'Interactive Effects of International Operational Scope, Export Commitment, and Product Diversification in Japan's Electronics Firms', Asli M.Colpan and Takashi Hikino).

Fellowship award from Japan Society for the Promotion of Science, for postdoctoral residence at Kyoto University, Institute of Economic Research, April 2004.

Best paper/presentation award at McMaster University DeGroote School of Business, Conference "Japan at a Crossroads", Ontario, Canada, October 17-19, 2003 (paper presented: "Japan's Textile Industry: Structural Change and Strategies for Sustainable Growth")

Scholarship for PhD degree from Ministry of Education, Japan (Monbusho), October 2000.

Scholarship for MSc degree from University of Leeds, September 1999.

Internship and research grants for BSc degree thesis from Shima Seiki Mfg., Ltd., Wakayama, Japan for computer aided design and manufacturing, September 1998 and June 1999

### **Research Grants**

Grant-in-Aid for Scientific Research C (Principal Investigator), Japan Society for the Promotion of

Science, 2012-2015.

The Hakubi Project Research Grant (Principal Investigator), Kyoto University, 2011-2016.

Grant-in-Aid for Scientific Research (Co-Investigator), Japan Society for the Promotion of Science, 2011-2014.

Grant-in-Aid for Young Scientists (Principal Investigator), Japan Society for the Promotion of Science, 2009-2011.

## **PUBLICATIONS**

### **Books:**

*Business, Ethics and Institutions: The Evolution of Turkish Capitalism in Global Perspectives*, eds. Asli M. Colpan and Geoffrey Jones, New York and London: Routledge, 2019.

*Business Groups in the West: Origins, Evolution and Resilience*, eds. Asli M. Colpan and Takashi Hikino, Oxford: Oxford U.P., 2018.

*Oxford Handbook of Business Groups*, eds. Asli M. Colpan, Takashi Hikino and James R. Lincoln, Oxford: Oxford U.P., 2010 (Hardcover edition), 2012 (Paperback edition). (Reviewed in *Administrative Science Quarterly*, December 18, 2013).

### **Book chapters:**

‘コーポレートガバナンスにおけるダイバーシティの重要性’, Asli M. Colpan. In 企業金融とマネジメント-京都大学で学ぶ長期的企業価値向上, edited by Hiroto Koda, Tokyo: 一般社団法人 金融財政事情研究会 (forthcoming).

Business Groups in International Business, Asli M. Colpan and Alvaro Cuervo-Cazurra. In *The Routledge Companion to Makers of Global Business*, eds. Silva Lopes, T., Lubinski C., Tworek, H., Routledge U.P., 2019.

Introduction: Business groups reexamined, Asli M. Colpan and Takashi Hikino. In *Business Groups in the West: Origins, Evolution and Resilience*, eds. Asli M. Colpan and Takashi Hikino, Oxford: Oxford U.P., 2018.

The evolutionary dynamics of diversified business groups in the West: History and theory, Asli M. Colpan and Takashi Hikino. In *Business Groups in the West: Origins, Evolution and Resilience*, eds. Asli M. Colpan and Takashi Hikino, Oxford: Oxford U.P., 2018.

Politics, institutions and diversified business groups: Comparisons across developed countries, Ben Ross Schneider, Asli M. Colpan and Weihuang Wong. In *Business Groups in the West: Origins, Evolution and Resilience*, eds. Asli M. Colpan and Takashi Hikino, Oxford: Oxford U.P., 2018.

Open Innovation and Equity Alliances in Corporate Groups: The Case of Panasonic in Japan, Hiroyuki Nakazono, Takashi Hikino and Asli M. Colpan. In *Open Innovation through Strategic Alliances*, ed. Refik Culpan, Palgrave MacMillan, 2014.

Foundations of Business Groups: Toward an Integrated Framework, Asli M. Colpan and Takashi Hikino. In *Oxford Handbook of Business Groups*, eds. Asli M. Colpan, Takashi Hikino and James R. Lincoln, Oxford U.P., 2010.

Business groups in historical perspectives, Geoffrey Jones and Asli M. Colpan. In *Oxford Handbook of Business Groups*, eds. Asli M. Colpan, Takashi Hikino and James R. Lincoln, Oxford U.P., 2010.

Technological innovation and business groups, Mike Hobday and Asli M. Colpan. In *Oxford Handbook of Business Groups*, eds. Asli M. Colpan, Takashi Hikino and James R. Lincoln, Oxford U.P. , 2010.

Business groups in Turkey, Asli M. Colpan. In *Oxford Handbook of Business Groups*, eds. Asli M. Colpan, Takashi Hikino and James R. Lincoln, Oxford U.P. , 2010.

Introduction, Asli M. Colpan, Takashi Hikino and James R. Lincoln. In *Oxford Handbook of Business Groups*, eds. Asli M. Colpan, Takashi Hikino and James R. Lincoln, Oxford U.P. , 2010.

Japanese enterprises in transition: Changing ownership and governance innovation, Asli M. Colpan, Takashi Hikino and Toru Yoshikawa. In *Have Japanese Firms Changed?: The Lost Decade*, edited by Hiroaki Miyoshi and Yoshifumi Nakata, Palgrave Macmillan, 2010.

The evolution of capitalism and theories of corporate governance (Kapitalizmin evrimi ve kurumsal yönetim teorileri)", Asli M. Colpan. In *Corporate Governance: Rules and Institutions in Corporate Management*, (Özel Sektörde Kurumsal Yönetim: İyi Şirket Yönetimi İçin Kurallar ve Kurumlar), edited by Coskun Can Aktan (in Turkish), Capital Markets Board of Turkey, Ankara, 2006, pp.49-68.

### Articles:

'Corporate Social Responsibility in Business Groups', Melsa Ararat, Asli M. Colpan and Dirk Matten, *Encyclopedia of Business and Professional Ethics*, edited by Alex Michalos and Deborah Poff, Springer Nature, forthcoming.

'The functions of the HQ unit revisited: the multidivisional enterprise vs. the business group', Asli M. Colpan and Takashi Hikino, *Entreprises et Histoire*, No:94, 2019.

'Business groups and the corporate responsibility for the public good', Melsa Ararat, Asli M. Colpan and Dirk Matten, *Journal of Business Ethics*, 153 (4):, 2018.

'Business groups as an organizational model', Asli M. Colpan and Alvaro Cuervo-Cazurra, *Encyclopedia of Business and Management*, Oxford University Press, 2018.

'Business groups and corporate governance: Review Synthesis and Extension, Colli, Andrea and Colpan Asli. M. *Corporate Governance: An International Review*, 24 (3): 274-302, 2016 (SSCI).

'Diversified business groups in the West: History and Theory', Asli M. Colpan and Takashi Hikino, *Harvard Business School Working Paper* No. 17-035, 2016.

'Business Groups, Entrepreneurship and the Growth of the Koç Group in Turkey', Colpan, Asli M. and Geoffrey Jones. *Business History*, 58 (1):69-88, 2016 (SSCI).

'Leveraging Competing Institutional Logics in the Adoption of Stock Option Pay', Xuesong Geng, Toru Yoshikawa, and Asli M. Colpan, *Strategic Management Journal* (SSCI), 2015.

'Entrepreneurship and Business Groups: An Evolutionary Perspective on the Growth of the Koç Group in Turkey', Asli M. Colpan and Geoffrey Jones, *Harvard Business School General Management Unit Working Paper* No. 15-035, 2014.

'How does export commitment and product diversity affect the international scope-firm performance relationship: Evidence from Japan', Asli M. Colpan, Andrew Delios and Takashi Hikino, *Asian Business & Management*, 2013, 12(1), 142-172 (SSCI).

'Internationalization of East Asian firms', Asli M. Colpan and Takashi Hikino, *Asian Business & Management*, 2013, 12 (1), 1-13 (SSCI).

'Performance sensitivity of executive pay: The role of foreign investors and affiliated directors in Japan', Asli M. Colpan and Toru Yoshikawa, *Corporate Governance: An International Review*, 2012, 20 (6): 547-561, (SSCI).

'Shareholder Heterogeneity and Conflicting Goals: Strategic Investments in the Japanese Electronics Industry', Asli M. Colpan, Toru Yoshikawa, Takashi Hikino and Esther del Brio, *Journal of Management Studies*, 2011, 48 (3), 591-618. (SSCI)

'Are strategy-performance relationships contingent on macroeconomic environments? Evidence from Japan's textile industry', Asli M. Colpan, *Asia Pacific Journal of Management*, 2008, Volume25, No.4: 635-665. (SSCI)

'Innovation and internationalization in the white goods GVC: the case of Arcelik', *International Journal of Technological Learning, Innovation and Development*, Special Issue on 'Global Value Chains & Innovation Networks: Prospects for Industrial Upgrading in Developing Countries', Federico Bonaglia, Asli M. Colpan and Andrea Goldstein, 2008, Vol.1, No.4: 520-535.

'Diversifying to be the leading developmental agent: Business groups in Turkey's large-enterprise economy' (Turkiye'nin büyük şirketler kesiminde işletme gruplarının yeri ve cesitlendirme stratejileri), Asli M. Colpan and Takashi Hikino, *Yonetim Arastirmalari Dergisi (Management Research Journal)*, 2008, Vol: 8 (1-2): 23-58.

'Japanese corporate governance: Structural change and financial performance', *Asian Business and Management*, Asli M. Colpan, Toru Yoshikawa, Takashi Hikino and Hiroaki Miyoshi, 2007, Issue No: 6.S1: 203-227. (SSCI)

'The effects of product diversity, international scope and keiretsu membership on the performance of Japan's textile firms in the 1990s', Asli M. Colpan, *Asian Business & Management*, 2006, Issue No: 5.3: 419-445. (SSCI)

'Changing economic environments, evolving diversification strategies, and differing financial performance: Japan's largest textile firms, 1970-2001', Asli M. Colpan and Takashi Hikino, *Industrial and Corporate Change*, 2005, Vol.14, Issue.6: 897-940. (SSCI)

'Diversified expansion and different business models in the Japanese textile industry', Asli M. Colpan, *Journal of Textile, Apparel, Technology and Management*, Vol.3, Issue 4, Winter 2004, pp.1-13.

'Product diversification and financial performance of Japanese textile firms: An econometric appraisal', Asli M. Colpan, Takashi Hikino, Masahiro Shimotani and Atsushi Yokoyama, *The Kyoto Economic Review*, Vol.72 No.1/2 April/ October 2003, pp.77-87.

'The structural transformation and strategic reorientation of Japanese textile businesses', Asli M. Colpan, Takashi Hikino, Masahiro Shimotani and Atsushi Yokoyama, *The Kyoto Economic Review*, Vol.No.1/2 April/ October 2002, pp.65-75. Reprinted in Turkish translation as 'Japon tekstil endustrisinde yapisal degisimler ve yeniden yapilanma', *Tekstil Maraton Dergisi*, Vol. 13 No.66, May/June, 2003, pp.75-80.

### **Course Materials:**

"Vehbi Koç and the Making of Turkey's Largest Business Group." (B CASE), Colpan, Asli M., and Geoffrey Jones. Harvard Business School Case 815-078, 2015.

"Vehbi Koç and the Making of Turkey's Largest Business Group." (A CASE), Colpan, Asli M., and Geoffrey Jones. Harvard Business School Case 811-081, 2013.

"Vehbi Koç and the Making of Turkey's Largest Business Group (Teaching Note).", Colpan, Asli M., and Geoffrey Jones. Harvard Business School Teaching Note 811-104.

### **Book reviews:**

*Corporate Governance in Japan: Institutional Change and Organizational Diversity*, (eds. Masahiko Aoki, Gregory Jackson and Hideaki Miyajima), Waseda University Commerce Review, 2008, No.417: 239-245.

### **Papers in conference proceedings:**

'Development of Business Groups in Emerging Markets', EACES Asian Conference on Sustainability and Future Perspectives of Emerging Markets Proceedings, 2009.

'Effective business models for maturing industries: Japan's textile firms in new international rivalry', *International Conference on Business, Economics and Management Conference Proceedings*, 2005, Vol.2: Corporate Culture, Corporate Governance and Competitiveness, pp. 215-229.

'Diversification strategy and performance: An empirical study of Japan's textile industry', Asli M. Colpan and Takashi Hikino, *4<sup>th</sup> Asia Academy of Management Conference Proceedings*, Shanghai, China, December 16-18, 2004.

'Japan's textile industry: Structural change and strategies for sustainable growth', Japan Studies Association of Canada Annual Conference, *Best Papers Proceedings*, McMaster University DeGroote School of Business, October 17-19, 2003.

### **WORKING PAPERS AND MANUSCRIPT**

#### **Work in preparation to be submitted/Under review:**

Big Business in Turkey: Strategy, Structure and Economic Performance, Book manuscript in preparation (tentative title).

Diversified Business Groups vs. Chandlerian Multidivisional Enterprises: Characteristic Resources and Competitive Dynamics (with Takashi Hikino) (In Preparation for Submission)

Ownership structure and corporate governance mechanisms in Japan: A transaction cost perspective (with Toru Yoshikawa, Parthiban David and Jonathan O'Brien). Revise and Resubmit.

The Impact of Institutional Logics of Heterogeneous Owners on the Adoption of Stock Option Pay in Japan, (with Toru Yoshikawa and Xuesong Geng). Revise and Resubmit.

#### **Papers published in working paper series**

'Corporate governance, growth strategy, and economic performance of Japanese firms' Graduate School of Management, Kyoto University, Mizuho Securities Endowment Working Paper Series, No.106, , (Asli M. Colpan, Takashi Hikino and Toru Yoshikawa), 2008.

'Industrial Upgrading in the White Goods Global Value Chain: The Case of Arcelik', Doshisha University, ITEC Working Paper Series, No.08-04, (Federico Bonaglia, Asli M. Colpan and Andrea Goldstein), 2008.

'Corporate Governance and Financial Performance of Japanese Firms', Doshisha University, ITEC Working Paper Series, No.07-07, (Asli M. Colpan, Toru Yoshikawa, Takashi Hikino and Hiroaki Miyoshi), 2007.

'Interactive Effects of International Operational Scope, Export Commitment, and Product Diversification in Japan's Electronics Firms', Graduate School of Management, Kyoto University,

## OPINION ARTICLES

- Asli M. Colpan, ものづくりこそ日本の原点 (Manufacturing Craftsmanship is Japan's Original Competitive Edge)、Asahi Newspaper, May 3, 2012.
- Asli M. Colpan, No English, No Business、Asahi Newspaper, May 20, 2012.
- Asli M. Colpan, 留学生雇ってグローバル化 (Globalization through the Employment of International Students)、Asahi Newspaper, May 27, 2012.
- Asli M. Colpan, 頭脳 820 万人分 収益に不可欠 (The Talents of 8.2 Million People are Wasted)、Asahi Newspaper, June 3, 2012.
- Asli M. Colpan, 日本流の経営戦略 今こそ再構築 (Japan Originated Management Strategy: Now is the Time to Redevelop)、Asahi Newspaper, June 10, 2012.

## PRESENTATIONS

### Conference presentations:

- “Changes in Japanese Corporate Governance”, The 2<sup>nd</sup> Kyoto University-Hamburg University Symposium, Kyoto University, October 10, 2018.
- “Evolutionary Dynamics of Business Groups in the West: History and Theory”, Historical Approach Seminar, Graduate School of Economics, Kyoto University, March 12, 2017.
- “Diversified business groups in the West: Origins Evolution and Resilience”, Varieties of Big Business: Business Groups in the West, Harvard Business School, October 28, 2016.
- “Gappon capitalism in late-industrialization: The case of Turkey”, Gappon Capitalism in Emerging Markets: Capitalism in Turkey, Shibusawa Foundation International Workshop, Tokyo, May 20, 2016.
- “The evolution and resilience of business groups in mature industrial economies”, World Economic History Congress, Kyoto, August 5, 2015.
- “Project overview”, Gappon Capitalism in Emerging Markets: Capitalism in Turkey, Shibusawa Foundation International Workshop, Istanbul, April 25, 2015.
- “The Functions of the HQ Unit in the Multibusiness Firm Revisited”, Capitalism and the Corporation: Today and Yesterday: An International Colloquium in Business History, Bocconi University, October 23-25, 2014.
- “The dominance and resilience of business groups in late industrializing nations”, Kyoto University-Taiwan National University Joint Conference, Kyoto, September 1, 2014.
- “The resilience of business group organization in competitive markets”, *World Business History Conference*, Goethe University, Frankfurt, March 17, 2014 (with Takashi Hikino).
- “The evolution and resilience of the business group organization in economic development”, International Conference on Business Groups in the West, Kyoto University, March 8-10, 2014.
- “Politics, regulations and business groups”, International Conference on Business Groups in the West, Kyoto University, March 8-10, 2014 (with Ben Ross Schneider).
- “Development of Business Groups in Emerging Markets: The Making of Turkey's Largest Business Group,” European Business History Conference, Uppsala, August 22-24, 2013.

“Diversified Business Groups vs. Chandlerian Multidivisional Enterprises: Characteristic Resources, strategy models and structural designs”, European Business History Conference, Uppsala, August 22-24, 2013.

“Japanese management research on business groups: past and future”, Academy of Management Conference, Orlando, August 9-13, 2013.

“Internationalization and Resilience of Business Groups in Developing Economies: A Comparative and Evolutionary Perspective”, “Academy of International Business Conference, Istanbul, July 3-6, 2013.

XVIth World Economic History Congress, ‘Diversified Business Groups vs. Chandlerian Multidivisional Enterprises: Characteristic Resources and Competitive Dynamics’, Stellenbosch University, South Africa, 9-13 July, 2012.

International Conference on Business Groups in Southern Europe: Strategy and Structure, ‘Foundations of Business Groups: Towards and Integrated Framework’, Nova School of Business and Economics, March 9, 2012.

The 19th SJE-WCU-BK21 International Symposium on Comparative Evolution of the East Asian Firms, ‘Competitive Dynamics of Business Groups in Late-industrialization’, Seoul National University, November 3, 2011.

Kyoto-Koc International Conference on Innovative and Sustainable Development, ‘Is the Business Group a Sustainable Organization Model?’, Koc University, September 7-9, 2011

Centre for Governance, Institutions and Organization Annual Conference, ‘The Impact of Relational and Transactional Ownership on Corporate Restructuring in Japan’, National University of Singapore Business School, August 25-26, 2011 (Toru Yoshikawa, Xuesong Geng, Asli M. Colpan).

Strategic Management Society Conference, ‘How Does Export Commitment and Product Diversification Jointly Affect the International Scope-Firm Performance Relationship?’, Washington DC, October 11-14, 2009.

Strategic Management Society Conference, ‘Competitive Dynamics of Business Groups’, Panel Session (with Brian Boyd, Mason Carpenter, Andrew Delios, Takashi Hikino, Robert Hoskisson, Mauro Guillen, Tarun Khanna, and Jim Lincoln), Washington DC, October 11-14, 2009.

Academy of Management Annual Meeting, ‘Shareholder Heterogeneity and Conflicting Goals: The Impact on Strategic Investments’, Chicago, August 7-11, 2009 (Asli M. Colpan, Toru Yoshikawa and Takashi Hikino)

EACES Asian Conference on Sustainability and Future Perspectives of Emerging Markets, ‘Development of Business Groups in Emerging Markets’, Kyoto, February 26-27, 2009.

Asia Academy of Management Conference, ‘Theoretical and historical framework of business groups’ in Panel Symposium ‘Competitive Dynamics of Business Groups in East Asia’, Taipei, December 14-16, 2008.

Academy of Management Annual Meeting, ‘The Effects of Corporate Governance on Executive Compensation in Japanese Firms’, Anaheim, August 11-13, 2008 (Toru Yoshikawa and Asli M. Colpan)

Academy of Management Annual Meeting, ‘The Large Enterprise Economy in Turkey: Diversified Business Groups in Historical Perspectives’, Anaheim, August 11-13, 2008 (Asli M. Colpan and Takashi Hikino))



Academy of Management Annual Meeting, Panel Symposium on the The Competitive Dynamics of Business Groups in Emerging Markets, 'Business Groups in the Middle East and Africa', Anaheim, August 11-13, 2008.

Academy of International Business, 'How Does Export Commitment and Product Diversification Affect the International Scope-Firm Performance Dynamics?', Milan, Italy, June 30-July 3, 2008, (Asli M. Colpan, Takashi Hikino and Andrew Delios)

Kyoto International Conference on 'The Evolutionary Dynamics of Business Groups in Emerging Economies', 'Business Groups in Turkey', Kyoto, Japan, November 26-28, 2007 (Asli M. Colpan, Takashi Hikino and Baris Tan)

Strategic Management Society Conference, 'Shareholder heterogeneity and strategic reorientation: Foreign portfolio investment and domestic relational ownership in Japanese industry', San Diego, October 14-17, 2007 (Asli M. Colpan, Toru Yoshikawa and Takashi Hikino)

Academy of Management Annual Meeting, 'Governance vs. strategy as the determinant of profitability: Japanese enterprises in transition', Philadelphia, August 5-8, 2007 (Asli M. Colpan, Takashi Hikino and Toru Yoshikawa)

Academy of Management Annual Meeting, Professional Development Workshop, 'The Developmental Role of Business Groups in Emerging Economies: Turkey in International Perspectives', Philadelphia, August 5-8, 2007 (Asli M. Colpan, Takashi Hikino and Baris Tan)

Asia-Pacific Academy of Management and Business Conference, 'Do Macroeconomic Environments Matter?', Singapore Institute of Management, Singapore, March 5, 2007.

Seoul National University and Kyoto University Joint Conference "Issues in East Asian Economic Development", 'Interactive Effects Of International Operational Scope, Export Commitment, And Product Diversification In Japan's Electronics Firms', Seoul, South Korea, December 8, 2006 (Asli M.Colpan and Takashi Hikino).

Strategic Management Society 26th Annual International Conference, 'Interactive Effects Of International Operational Scope, Export Commitment, And Product Diversification In Japan's Electronics Firms', Vienna, Austria, October 29-November 1, 2006 (Asli M.Colpan and Takashi Hikino).

Academy of Management Annual Meeting, Business Policy and Strategy Division, 'The interactive effects of product and international diversification of Japan's electronic firms', Atlanta, 11-16 August 2006 (Asli M. Colpan and Takashi Hikino).

Yasar University, 2<sup>nd</sup> International Conference on Business, Economics and Management, "Corporate governance deficiency and minority shareholder protection", in session 'The dynamics of corporate governance in emerging and transitional economies' session, Izmir, Turkey, June 15-18, 2006.

Annual Conference of the Academic Association for Organizational Science- Kansai Division (Soshiki Gakkai-Kansai Bukai), "Diversification strategy-corporate performance linkage in Japanese textiles and electronics industries" (in Japanese), Kyoto University, Kyoto, March 25, 2006.

Asia/Pacific Economic and Business History Conference, "Economic change and strategic adjustments: Japanese electronics and textiles since the 1970s", School of International Business, Queensland University, Brisbane, Australia, February 16-18, 2006.

Japan Business History Society Conference, "Exploring the performance effects of different business models in mature industries: Evidence from Japan" (in Japanese), Osaka University, Osaka, December 17, 2005.

International Conference on "The Wider Europe: Institutions and Transformation", "EU enlargement: Liberalism, embedded or bounded? – The case of Turkey", Kyoto University, Kyoto, November

24-26, 2005.

Academy of Management Annual Meeting, Business Policy and Strategy Division, “Diversification strategy and profit performance: A longitudinal analysis of Japan's textile firms”, Hawaii, August 2005.

Academy of Management Annual Meeting, International Management Division, “Product diversity, international scope, and economic performance: Japan's textile firms in the 1990s”, Hawaii, August 2005.

Academy of Management Annual Meeting, Asia Academy of Management Professional Development Workshop, “Exploring corporate strategies and financial performance of Japanese industrial firms in the 1990s”, Hawaii, August 2005.

Yasar University, International Conference on Business, Economics and Management, ‘Effective business models for maturing industries: Japan’s textile firms in new international rivalry’, Izmir, Turkey, June 16-19, 2005.

Asia Academy of Management Conference, “Diversification Strategy and Performance: An empirical study of Japan’s textile industry”, Shanghai, China, December 16-18, 2004.

McMaster University DeGroote School of Business, Conference “Japan at a Crossroads”, “Japan’s textile industry: Structural change and strategies for sustainable growth”, Ontario, Canada, October 17-19, 2003.

#### **Invited talks and others:**

Kyoto University, “Business Groups in the West: Origins, Evolution and Resilience”, Knowledge for the Future: Lessons from Management and Education Fields, June 4, 2019.

Johns Hopkins University, The Evolutionary Dynamics of Business Groups in the West, Baltimore, September 15, 2016.

Sabanci University, Graduate School of Management, “The evolution and resilience of business groups in economic development”, Istanbul, June 13, 2015.

Galatasaray University, “The evolution and resilience of business groups in economic development”, Economics Department Seminar Series, Istanbul, May 28, 2015.

Singapore National University, “The evolution and resilience of the business group organization in economic development”, CGIS Academic Conference: Business Groups, Singapore, August 28-29, 2014.

Harvard Business School, “What Makes Emerging Markets Different: The Dominance and Resilience of Business Groups”, June 14, 2014.

Izmir Chamber of Commerce, “The Evolution and Resilience of the Business Group Organization” (In Turkish), April 25, 2014.

Koc University, Graduate School of Business, ‘The Evolution and Resilience of the Business Groups Organization in Economic Development’, April 28, 2014.

Harvard Business School, ‘The Resilience of Business Groups in Late-industrializing Nations’, June 17, 2013.

MIT, Center for International Studies, ‘Big Business and Competitiveness in Turkey’, June 12, 2013.

Northeastern University, Center for Emerging Markets, ‘Business Groups in Late-industrializing

Economies: Characteristic Resources and Competitive Dynamics', March 20, 2013.

Penn State University, Business School, 'Business Groups in Late-industrializing Economies Characteristic Resources and Competitive Dynamics', January 12, 2013.

Hitotsubashi University, Institute of Innovation Research, 'Competitive Dynamics of Diversified Business Groups in Late Industrialization', Tokyo June 28, 2012.

Kyoto University, Hakubi Center, 'Business Groups and the Wealth of Emerging Nations', June 21 2011.

Mizuho Securities, Co. Ltd. (Osaka), 'Business Groups in Emerging vs. Developed Economies', Mart 11 2011 (in Japanese).

Kyoto University, 59<sup>th</sup> University-wide Salon Talk (at the Clock Tower Centennial Hall), 'Competitive Dynamics of Business Groups', May 11, 2010 (in Japanese).

Strategic Management Society Conference, Presenter on 'Teaching Panel on Ethics and Strategy', Washington DC, October 11-14, 2009.

Waseda University, Graduate School of Commerce, 'Interactive Effects of International Operational Scope, Export Commitment, and Product Diversification in Japan's Electronics Firms', Tokyo, December 10, 2007.

Hitotsubashi University, Institute of Economic Research, Seminar on 'Corporate Governance and HR Systems', Asli M. Colpan, Takashi Hikino and Toru Yoshikawa, 'Governance vs. strategy as the determinant of profitability: Japanese enterprises in transition', Tokyo, July 25, 2007.

Doshisha University, ITEC, ABM Conference, 'Japanese corporate governance: Structural change and financial performance', Asli M. Colpan, Toru Yoshikawa, Takashi Hikino and Hiroaki Miyoshi, Kyoto, May 13, 2007 (in Japanese)

Keio University, Graduate School of Business Administration, 'Interactive Effects of International Operational Scope, Export Commitment, and Product Diversification in Japan's Electronics Firms', Tokyo, October 24, 2006.

Aoyama Gakuin University, Graduate School of International Management, Business and Economics Workshop, 'Internationalization and performance dynamics among Japanese electronics companies', Tokyo, September 27, 2006.

Koc University, Faculty of Administrative Sciences and Economics, ORCIBS seminar, 'Interactive Effects of International Operational Scope, Export Commitment, and Product Diversification in Japan's Electronics Firms', Istanbul, Turkey, July 21, 2006.

Doshisha University, Institute for Technology, Enterprise and Competitiveness Workshop Series, 'Internationalization and performance dynamics among Japanese electronics companies', Kyoto, July 12, 2006.

Doshisha University, Institute for Technology, Enterprise and Competitiveness, Invited Seminar Presentation, "Macroeconomic environment, diversification strategy and financial performance", November 22, 2005.

Kyoto University, Graduate School of Economics, Invited seminar presentation, "Does macroeconomic environment matter? An examination of strategy-performance linkage in different temporal contexts", October 14, 2005.

University of California, Berkeley, Walter A. Haas School of Business, Institute of Industrial Relations, Spring Colloquia Series, paper presentation, "Changing economic environments, evolving diversification strategies, and differing financial performance: Japan's largest textile firms, 1970-2001", February 25-27, 2005 (Asli M. Colpan, Takashi Hikino and Masahiro Shimotani)

Sabanci University, Graduate School of Management, paper presentation “The sources of long-term growth and profitability: An empirical study of the Japanese textile industry”, February 25, 2004.

European Business History Association (EBHA) Doctoral Summer School, Terni, Italy, paper presentation ‘Strategic adjustment of Japan’s businesses in the 1990s’, September 15-20, 2003.

## **TEACHING EXPERIENCES**

### **Graduate courses:**

Kyoto University, Graduate School of Management, ‘Strategic Management: Case Analysis’, 2009~2016 (Fall semester)

Kyoto University, Graduate School of Management, ‘International Business: Case Analysis’, 2009~2013 (Spring semester)

Kyoto University, Graduate School of Management, ‘Business Development and Restructuring Workshop’, 2008~2016 (Fall & Spring Semester)

Kyoto University, Graduate School of Management, ‘Firms and Industrial Organization in Japan’, 2009~2016 (Fall Semester)

Kyoto University, Graduate School of Economics, ‘Corporate Strategy and Global Business’, 2008~2016 (Fall and spring semesters)

### **Undergraduate courses:**

Kyoto University, ‘Strategic Management of Japanese Enterprises’, 2007~2009 (Spring semester).

Columbia University, Kyoto Consortium for Japanese Studies, ‘Japanese Economic Growth and Business Development’, 2008~2012 (Autumn semester)

Kyoto Sangyo University, ‘Japanese Business and Management’, 2006, 2007 Spring semesters.

### **Invited lectures:**

Sabanci University, Graduate School of Management, Finance Masters Program, ‘Corporate Governance and Business Groups in Emerging Economies’, July 9, 2015.

Thammasat University, Summer School Lecture, ‘Corporate Governance and Business Groups in Japan’, September 16, Kyoto University, 2014.

Lecture to business people graduated from Kyoto University “新興経済における企業の成長モデル”, (Growth model of firms in emerging markets), March 9, 2015, Salon Talk, Kyoto University.

Penn State University, Business School (MBA course), ‘Business Groups in Late-industrializing Economies’, January 11, 2013.

Special lecture to University of Southern California, Marshall School of Business, Executive MBA students on ‘Japanese corporate governance’, Westin Miyako Hotel, Kyoto, August 25, 2008.

Doshisha University, Institute for Technology, Enterprise and Competitiveness, ‘The succession of family business from international perspectives’, Kyoto, April 8, 2008 (in Japanese).

Columbia University, Kyoto Consortium for Japanese Studies, ‘Corporate Strategy and Governance in Japanese Enterprises’, September 19, 2007.

Stanford University Japan Center, ‘Strategies for Declining Industries’, October 18, 2005.

Stanford University Japan Center, 'Japanese Labour and Management in a Comparative Perspective with the United States', November 09, 2004.

Stanford University Japan Center (with Takashi Hikino), Special Lecture to University of Pennsylvania, Wharton School of Business students, 'The Japanese Economy: Structure and Performance', July 09, 2003

Osaka Sayamashi Jukunen University, 'Towards the recovery of the Japanese industries', presentation (in Japanese), November 17, 2003.

Kawanishi Education Center, presentation (in Japanese) 'Japanese economy and rising unemployment in Japan', June 13, 2003.

Kyoto University, Special Lecture to Pepperdine University Seaver College Business Administration Division students, 'The Japanese Economy', June 27, 2003

### **Professional Development for Case Teaching:**

Global Colloquium on Participant-Centered Learning, July 26-August 5, 2009; February 9-February 12, 2010, Baker Hall, Harvard Business School (Executive Education), Boston (On case teaching, case writing and course development).

### **Teaching Assistance:**

Stanford University Japan Center, 'Contemporary Japanese Economy', 2002 and 2003 Fall Semesters

Kyoto University and University of California in Los Angeles Joint Lecture 'Strategic Issues in the Japanese Economy', 2002 Spring Semester

Kyoto University International Education Program, 'Japanese Economic Growth and Business Development', 2002 and 2003 Spring Semesters

### **INDUSTRY EXPERIENCE**

- Researcher at Shima Seiki Mfg., Ltd., Wakayama, Japan, June 21, 1999-August 09, 1999
- Intern at Shima Seiki, Mfg., Ltd., Wakayama, Japan, September 14, 1998 – October 02, 1998
- Intern at Tetas Tekstil Dahili Ticaret, Istanbul, Turkey, July 06, 1998 – July 25, 1998
- Intern at Safir Tekstil A.S., Izmir, Turkey June 02, 1998 – July 03, 1998

### **PROFESSIONAL ACTIVITIES**

#### **Activities in Conferences/Workshops/Seminars**

- Conference co-organizer, 'Varieties of Big Business: Business Groups in the West', Harvard Business School, October 28, 2016.
- Session co-organizer, 'Diversity in the Evolution of Big Business', World Economic History Congress, Kyoto, August 3-7, 2015.
- Conference co-organizer, Koc-Kyoto International Conference on Management and Finance, Istanbul, September 19, 2015.
- Conference Track Chair (International Management), Asian Academy of Management Conference, 2015.
- Workshop co-organizer, Gappon Capitalism in Emerging Markets: Capitalism in Turkey, Istanbul, April 25, 2015.
- Workshop co-organizer, Business Groups in the West, Kyoto University, Kyoto, 8-10 March, 2014.
- International seminar co-organizer, The Evolutionary Dynamics of Capitalism, Kyoto University, March 7, 2014.
- Workshop co-organizer, Internationalization of East Asian Firms, Kyoto University, Kyoto, 17

March 2012.

- Conference theme chair, Istanbul International Conference on Business and Economics, Istanbul 3-4 August, 2012.
- Conference co-organizer, Kyoto-Koc International Conference on Innovative and Sustainable Development, Istanbul, 7-9 September, 2011.
- Panel session chair and organizer at Strategic Management Society Conference, 'Competitive Dynamics of Business Groups', Washington DC, October 11-14, 2009.
- Panel symposium organizer and chair at the Asia Academy of Management Conference, 2008, Panel Symposium on 'Competitive Dynamics of Business Groups in East Asia'.
- Panel symposium organizer and chair at the Academy of Management Annual Meeting, 2008, Panel Symposium on the Competitive Dynamics of Business Groups in Emerging Markets.
- Organizing committee member and session chair, Global Conference on Global Warming, Istanbul, Turkey, July 6-10, 2008; 2012.
- Co-organizer, Kyoto International Conference on 'The Evolutionary Dynamics of Business Groups in Emerging Economies', Kyoto, Japan, November 26-28, 2007 (with Takashi Hikino and James R. Lincoln).
- Director, Business and Corporate Governance Studies Research Program, Social Sciences Research Society, Turkey, 2007.
- Session chair, Asia Academy of Management, Waseda University, Tokyo, Japan, December 19-21, 2006.
- Discussant, The Mitsubishi Bank Foundation International Conference 'Exploring new perspectives on management', International Productivity Center, Kanagawa, August 26-28, 2006.
- Organizer and session chair, 'The dynamics of corporate governance in emerging and transitional economies' session, 2<sup>nd</sup> International Conference on Business, Economics and Management, Yasar University, Izmir, Turkey, June 15-18, 2006.
- Advisory Committee Member, Yasar University, International Conference on Business, Economics and Management, Izmir, Turkey, 2006.
- Commentator to the Panel 'The Wider Europe and Institutions', International Conference 'The Wider Europe: Institutions and Transformation', Kyoto, November 24-26, 2005.
- Participant, Kyoto International Business Forum, Doshisha University, Kyoto, September 12-14, 2005.
- Organizer and session chair, 'Corporate Growth, Industrial Development, and International Competitiveness in New Global Environments' session, International Conference on Business, Economics and Management, Yasar University, Izmir, Turkey, June 16-19, 2005.

### **Editor/Referee Work**

- Associate Editor, Asian Business and Management (SSCI), 2013 September ~
- Senior Editor, Management and Organizational History (SSCI), 2013 September ~
- Editorial board, member, International Journal of Research, Innovation and Commercialisation, 2013 September ~
- Editorial board member, Journal of Management Studies (SSCI), 2008 December~2011 December
- Co-Editor of International Journal of Business and Management, May 2010 ~

- Ad Hoc Reviewer for: Asia Pacific Journal of Management (May 2005~), Journal of Management Studies (May 2006~), Asian Business & Management (January 2008~), Evolutionary and Institutional Economics Review (July 2007~), Journal of Institutional Economics (January 2010), International Journal of Strategic Business Alliances (January 2010~), Academy of Management Conference Business Policy and Strategy Division & International Management Division, (2005~).
- Reviewer, Strategic Management/Entrepreneurship track, Southern Management Association (SMA) meeting, 2005. Reviewer, Competitiveness & Corporate Governance tracks, Yasar University, International Conference on Business, Economics and Management, Izmir, Turkey, 2005.

### **Membership**

- Member of Business History Society of Japan (Nihon Keieishi Gakkai), 2005~
- Member of Academic Association for Organizational Science (Soshiki Gakkai), 2006~
- Member of Academy of Management, 2004~
- Member of Strategic Management Society, 2006~
- Member of Academy of International Business, 2008 ~

### **Service to the Graduate School of Management, Kyoto University**

- Committee Member, Endowed Chair Working Group, 2008 ~
- Committee Member, Global 30 MBA Program Planning Working Group, 2009~2010
- Committee Member, Faculty Recruiting Committee, 2010.
- Committee Member, Case Writing Working Group, 2011~
- Committee Member, Entrance Exam Committee (Global MBA Program), 2011.
- Organizing Member, Mizuho Securities-Kyoto University Seminar Series, Osaka/Tokyo, 2009~

### **Service to the Hakubi Center for Advanced Research, Kyoto University**

- Committee Member, Editorial Committee, 2011 ~

### **BUSINESS CONSULTING WORK (AS A PART OF KYOTO U. MBA WORKSHOP)**

- Shima Seiki Mfg. Ltd. Project, 2008-2009
- Wacoal Holdings Co. Ltd. Project, 2008-2009
- Takara Holdings Inc. Project, 2009-2010
- Gourmet Kineya Co. Ltd. Project, 2009-2010, 2013-2014
- Kyoto Sanga FC Project, 2010-2011
- Keihan Railways Project, 2010-2011
- Ezaki Glico Co. Ltd. Project, 2011-2012
- Asics Corporation Project, 2011-2012
- Nestle Japan Ltd. and Lawson Projects, 2012-2013.

### **PERSONAL INFORMATION**

Citizenship: Turkish, Japan Permanent Resident

Languages: Turkish, English, Japanese