

Samuel Scott Holloway

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ACADEMIC POSITIONS

- 2015 – Associate Professor (With Tenure) Strategic Management & Entrepreneurship
Dr. Robert B. Pamplin Jr., School of Business Administration
University of Portland
- 2009 – 15 Assistant Professor (Tenure Track), Strategic Management & Entrepreneurship
Dr. Robert B. Pamplin Jr., School of Business Administration
University of Portland
- 2005 – 09 Graduate Teaching Fellow
Lundquist College of Business
University of Oregon

EDUCATION

- 2009 University of Oregon
Ph.D. Management – Strategy and Entrepreneurship
- 2001 Pacific University
Master of Arts in Teaching – Secondary Mathematics
- 1998 Columbia University
Bachelor of Science – Civil Engineering
- 1997 Willamette University
Bachelor of Arts – Physics

RESEARCH INTERESTS

Craft beer industry
Business model innovation
Temporary governance structures and network organizations
Entrepreneurship
Strategic Innovation

REFEREEED JOURNAL ARTICLES (PUBLISHED or UNDER REVIEW)

Samuel S. Holloway and Anne Parmigiani (2015). "Friends and Profits Don't Mix: The Performance Implications of Repeated Partnerships." *Forthcoming at Academy of Management Journal*.

Sam Holloway, Diane Martin, Emily Plant, John Schouten, and Suzanne Tilleman (2015). "From Evangelical Roots to Capitalist Returns: Market Formation From Community Beginnings" *Under review at Journal of Marketing*.

Ian D. Parkman and Samuel S. Holloway (2015). "Partly True and Partly Rhetorical: Conceptualizing Firm Images of Authenticity." *Under review at Marketing Letters*.

Peter S. Whalen and Samuel S. Holloway (2012). "Effectual Marketing Planning For New Ventures." *Academy of Marketing Science Review* **2(1)**.

Ian D. Parkman, Samuel S. Holloway, and Helder Sebastiao (2012). "Creative Industries: Aligning Entrepreneurial Orientation And Innovation Capacity." *Journal of Research in Marketing and Entrepreneurship* **14(1)**.

Anne Parmigiani and Samuel S. Holloway (2011). "Actions Speak Louder than Modes: Antecedents and Implications of Parent Implementation Capabilities on Business Unit Performance." *Strategic Management Journal* **32(5)**.

Alan Meyer, Kathryn Aten, Alan Krause, Matt Metzger, and Samuel S. Holloway (2011). "Creating a University Technology Commercialisation Programme: Confronting Conflicts Between Learning, Discovery, and Commercialisation Goals" *International Journal of Entrepreneurship and Innovation Management* **13(2)**.

Samuel S. Holloway and Helder Sebastiao (2010). "The Role of Business Model Innovation in the Emergence of Markets: A Missing Dimension of Entrepreneurial Strategy?" *Journal of Strategic Innovation and Sustainability* **6(4)**.

REFEREEED CONFERENCE PROCEEDINGS (PUBLISHED)

Sam Holloway, Diane Martin, Emily Plant, John Schouten, and Suzanne Tilleman (2014). "From Evangelical Roots to Capitalist Returns: Market Formation From Community Beginnings" *2014 Academy of Marketing Science 17th Biennial World Marketing Congress, ESAN, Lima, Peru*.

Samuel S. Holloway, Peter S. Whalen, Brian J. Adams, and Helder J. Sebastiao (2013). “Crafting a Bootstrapping Strategy: How an Entrepreneur’s Initial Means Affect the Pathway to Bankability.” *2014 Western Academy of Management Conference, Napa, CA.*

Samuel S. Holloway and Anne Parmigiani (2011). “When Collaboration Trumps Rivalry: Organizational Forms in the Construction Industry.” *2011 Academy of Management Best Paper Proceedings* (Only 12 papers out of 458 submissions selected).

Samuel S. Holloway and Helder Sebastiao. “The Role of Business Model Innovation in the Emergence of Markets: A Missing Dimension of Entrepreneurial Strategy?” *2010 USASBE Conference Proceedings*, Nashville, Tennessee

Samuel S. Holloway, Suzanne Tilleman, Ian Parkman, Alan Krause and Robert Macy. “Active Learning in Entrepreneurship: Applying the Jigsaw Method to Entrepreneurship Instruction.” *2008 USASBE Conference Proceedings*, San Antonio, Texas

Samuel S. Holloway and Anne Parmigiani. “You Can’t Build It Alone: How Lead Firms Design Temporary Interorganizational Networks.” Abstract, *2011 Western Decision Sciences Institute (WDSI)*, Portland, Oregon.

INVITED PAPERS, BOOK CHAPTERS AND RESEARCH VOLUMES

Peter S. Whalen and Samuel S. Holloway (2012). “Traditional Marketing Planning Is Wrong For Your New Venture.” *Harvard Business Review – HBR.org blog post*, 10/25/2012.

Samuel S. Holloway and Helder Sebastiao (2010). “The Role of Business Model Innovation in the Emergence of Markets: A Missing Dimension of Entrepreneurial Strategy?” *ERP/N Entrepreneurship, Innovation & Growth eJournal* **5**(78), 10/20/2010.

Samuel S. Holloway and Helder Sebastiao (2010). “The Role of Business Model Innovation in the Emergence of Markets: A Missing Dimension of Entrepreneurial Strategy?” *ERP/N Entrepreneurship & Management eJournal* **5**(51), 10/18/2010

Samuel S. Holloway and William H. Starbuck (2008). “Introduction: Making learning and knowledge management more effective.” In *Organizational Learning and Knowledge Management. Volume I: Managing Learning and Knowledge*. Starbuck, William H., and Holloway, Samuel S. (eds.). Cheltenham, UK: Edward Elgar Publishing.

BOOKS

William H. Starbuck and Samuel S. Holloway (eds.) (2008) *Organizational Learning and Knowledge Management. Volume I: Managing Learning and Knowledge*. Cheltenham, UK: Edward Elgar Publishing.

WORKING PAPERS

Samuel S. Holloway, Anne Parmigiani, and Mark R. Meckler (2014). “Friends with benefits: organizational structure and strategy in temporary vertical groups.” *Target Journal: Organization Studies*.

Samuel S. Holloway, Peter S. Whalen, Brian J. Adams, and Helder J. Sebastiao (2013). “Crafting a Bootstrapping Strategy: How an Entrepreneur’s Initial Means Affect the Pathway to Bankability.” *Empirical Paper, target journal, Harvard Business Review*

Peter S. Whalen and Samuel S. Holloway. “Blinded by Technology: Uncovering the Role of a Marketing Competence in Successful Technology Commercialization” *Data collected, analysis ongoing, target journal: Entrepreneurship Theory & Practice*

Mark Meckler and Samuel S. Holloway (2013). “Losing Dogma, Pursuing Richness, Finding Perpetual Ingenuity.” *Target journal: at Journal of Management Inquiry*

REFEREED PRESENTATIONS

Andreas Schwab, William H. Starbuck, Eric Abrahamson, and Sam Holloway (2015). “How to Improve on Statistical Significance: Effect Sizes, CIs, Graphs and Baseline Models” *Panel Presentation at 2015 Academy of Management Meeting, Vancouver, BC.*

Andreas Schwab, William H. Starbuck, Sam Holloway and Pursey Heugens (2015). “How to Improve on Statistical Significance: Effect Sizes, CIs, Graphs and Baseline Models” *Panel Presentation at 2015 Strategic Management Society Meeting, Denver, CO.*

Sam Holloway, Diane Martin, Emily Plant, John Schouten, and Suzanne Tilleman (2012). “From Evangelical Roots to Capitalist Returns: Market Formation From Community Beginnings” *2014 Academy of Marketing Science 17th Biennial World Marketing Congress, ESAN, Lima, Peru.*

Samuel S. Holloway, Peter S. Whalen, Brian J. Adams, and Helder J. Sebastiao (2013). “Crafting a Bootstrapping Strategy: How an Entrepreneur’s Initial Means Affect the Pathway to Bankability.” *2014 Western Academy of Management Conference, Napa, California*

Ian D. Parkman and Samuel S. Holloway (2013). “Partly True and Partly Rhetorical: Conceptualizing Firm Images of Authenticity.” *2013 Academy of Marketing Science Conference, Monterey Bay, CA.*

Ian D. Parkman, Samuel S. Holloway, and Helder Sebastiao (2011). “How Art Meets Commerce: The Relationship Between Entrepreneurial Orientation and Firm Performance in the Creative Industries.” *Paper presentation at 2011 Mason*

Entrepreneurship Research Conference (MERC), George Mason University, Fairfax, Virginia.

Samuel S. Holloway and Anne Parmigiani (2011). “Vertical Integration and Network Design Failure: Examining Organizing in Temporary Project Networks.” Paper presentation at 2011 Strategic Management Society (SMS) Conference, Miami, Florida.

Ian D. Parkman, Samuel S. Holloway, and Helder Sebastiao (2011). “How Art Meets Commerce: The Relationship Between Entrepreneurial Orientation and Firm Performance in the Creative Industries.” Paper Presentation at 2011 Atlanta Competitive Advantage Conference (ACAC), Atlanta, Georgia.

Samuel S. Holloway and Anne Parmigiani (2011). “When Collaboration Trumps Rivalry: Organizational Forms in the Construction Industry.” Paper presentation at 2011 Academy Management Conference, San Antonio, Texas.

Samuel S. Holloway and Anne Parmigiani (2011). “When Collaboration Trumps Rivalry: Organizational Forms in the Construction Industry.” Paper presentation at 2011 Industry Studies Annual Conference, Pittsburgh, Pennsylvania.

Ian D. Parkman, Samuel S. Holloway, and Helder Sebastiao (2011). “How Art Meets Commerce: The Relationship Between Entrepreneurial Orientation and Firm Performance in the Creative Industries.” Paper presentation at 2011 Industry Studies Annual Conference, Pittsburgh, Pennsylvania.

Samuel S. Holloway and Anne Parmigiani. “You Can’t Build It Alone: How Lead Firms Design Temporary Interorganizational Networks.” Paper presentation at 2011 Western Decision Sciences Institute (WDSI), Portland, Oregon.

Anne Parmigiani and Samuel S. Holloway. “Actions Speak Louder than Modes: How Parent Implementation Capabilities Affect Business Unit Performance.” Paper presentation at 2010 Atlanta Competitive Advantage Conference (ACAC), Atlanta, Georgia.

Peter S. Whalen and Samuel S. Holloway. “An Evolution in Marketing Planning: The Hypercycle Concept.” Paper Presentation at 2010 Academy of Marketing Science, WORKING IN CONCERT - Theory and Practice Competitive Papers Track, Portland, Oregon.

Samuel S. Holloway and Helder Sebastiao. “The Role of Business Model Innovation in the Emergence of Markets: A Missing Dimension of Entrepreneurial Strategy.” Paper presentation at 2010 USASBE conference, Nashville, Tennessee.

Anne Parmigiani and Samuel S. Holloway. “Actions Speak Louder than Modes: Governance Choice, Implementation and Performance.” Paper presentation at 2008 Strategic Management Society Conference, Cologne, Germany.

Anne Parmigiani and Samuel S. Holloway. "Actions Speak Louder than Modes: Governance Choice, Implementation and Performance." Paper presentation at 2008 Academy of Management Conference, Anaheim, California. Business Policy and Strategy Division.

Peter S. Whalen, Samuel S. Holloway, and Ian Parkman. "Navigating the 'Valley of Death': An investigation of which marketing competencies lead toward successful technology commercialization." 2008 Academy of Marketing Science Conference, Vancouver, BC.

Samuel S. Holloway, Suzanne Tilleman, Ian Parkman and Alan Krause. "Active Learning in Entrepreneurship: Applying the Jigsaw Method to Entrepreneurship Instruction." Lead Instructor for workshop at 2008 USASBE Conference, San Antonio, Texas.

Samuel S. Holloway and Helder Sebastiao. "Heroes and legends: How entrepreneurs simultaneously construct new markets and new ventures." Paper presentation at 2007 Academy of Management Conference, Philadelphia, Pennsylvania.

Kathryn Aten and Samuel S. Holloway, "Technology Systems Emergence: The Case of Alternative Transportation Fuels." Panel member at 2007 All Academy Symposium "The Emergence of Cleantech: Venture Capital and the emergence of a new clean technology industry," Academy of Management Conference, Philadelphia, Pennsylvania.

Samuel S. Holloway. "Rifles or Shotguns? Equity Investment Using Real Options Reasoning." Poster presentation at 2006 West Coast Research Symposium on Technology Entrepreneurship, University of Washington.

Samuel S. Holloway and Robert Macy. "Rifles or Shotguns? Equity Investment Using Real Options Reasoning." Paper presentation at 2007 USASBE conference, Orlando, Florida.

Robert Macy, Samuel S. Holloway and Helder Sebastiao. "Aligning Knowledge Competency Acquisition with Innovation Strategy." Paper presentation at 2007 USASBE Conference, Orlando, Florida.

TEACHING EXPERIENCE

University of Portland

BUS 580 – Strategic Management: Issues & Applications (MBA Capstone)
Average Instructor Rating 4.93/5

BUS 544 – Strategic Management of Technology & Innovation (MBA)
Average Instructor Rating 4.89/5

BUS 511 – Cross-Cultural Management (MBA)
Instructor Rating 5.00/5

BUS 400 – Management Decisions and Policy (Undergraduate Capstone)
Average Instructor Rating 4.80/5

BUS 442 – Cross-Cultural Management
Instructor Rating 4.80/5

BUS 364 – Strategic Management of Technology and Innovation
Instructor Rating 4.09/5

University of Oregon

MGMT 455 Business Planning for Entrepreneurs
Instructor Rating 4.25/5

BA 453 Business Planning and Strategy
Instructor Rating 4.38/5

MGMT 335 Launching New Ventures
Instructor Rating 4.69/5

MGMT 321 Managing Organizations
Instructor Rating 4.63/5

BA 708 – Corporate Entrepreneurship and Innovation (Executive MBA)
Instructor Rating 4.1/5

TEACHING INTERESTS

Strategic Management

Entrepreneurship

Organization Theory

Innovation

Technology Entrepreneurship

RESEARCH FUNDING

2011 “When Collaboration Trumps Rivalry: Organizational Forms in the Construction Industry.” Paper presentation at 2011 Industry Studies Annual Conference, Pittsburgh, PA. University of Portland Butine Grant. \$1150

2011 “How Art Meets Commerce: The Relationship Between Entrepreneurial Orientation and Firm Performance in the Creative Industries.” Paper presentation

at 2011 Industry Studies Annual Conference, Pittsburgh, PA. University of Portland Butine Grant. \$1150

- 2008 “Investigating the role of strategic networks in the learning and performance of entrepreneurial firms.” Lundquist Center for Entrepreneurship, University of Oregon. \$5000
- 2007 “An investigation of the SBIR’s influence on new venture creation from both marketing and management perspectives” with Peter Whalen. Lundquist College of Business, University of Oregon. \$2500
- 2007 “Examining the effects of new entrants on existing sustainable firms: How retail bio-fuel enterprises leverage joint action to benefit, rather than suffer, from new entrants” with Peter Whalen and Eric Sproles. Lundquist Center for Entrepreneurship, University of Oregon. \$2500
- 2006 “Rifles or Shotguns? Equity Investment Using Real Options Reasoning.” Lundquist Center for Entrepreneurship, University of Oregon. \$2500

AWARDS

- 2012 University of Portland Student Athlete “The Difference Award”, Annual Teaching Award From the Provost for Work with Student Athletes
- 2008 Donald and Darel Stein Graduate Student Teaching Award, presented by the University of Oregon

The Donald and Darel Stein Graduate Student Teaching Award recognizes outstanding teaching performance by experienced graduate students who also demonstrate excellence in their own academic programs. Each year, the University selects one or two recipients among a pool of over 1,300 graduate student teachers.

- 2008 Academy of Management Business Policy and Strategy Division, Doctoral Consortium
- 2008 Fellowship from the Lundquist Center for Entrepreneurship as part of “The Engaging China Opportunity.” One of three doctoral students selected for two-week study of entrepreneurial ventures in Hong Kong and Shanghai, China.
- 2008 Outstanding Pedagogy Workshop, “Active Learning in Entrepreneurship: Applying the Jigsaw Method to Entrepreneurship Instruction.” USASBE conference, San Antonio, Texas
- 2008 USASBE/Coleman Foundation General Scholarship
- 2007 Academy of Management Entrepreneurship Division, Doctoral Consortium
- 2007 Kauffman Foundation Scholarship, AOM Entrepreneurship Division
- 2007 Lundquist College of Business Ph.D. Program – Outstanding Teacher

- 2007 Extraordinary Educator Award, Corporate Entrepreneurship Division, USASBE conference, Orlando, Florida
- 2007 Coleman Doctoral Candidate Scholarship, USASBE conference, Orlando, Florida
- 2006 West Coast Research Symposium on Technology Entrepreneurship, Doctoral Consortium

DISSERTATION

When Does The Network Organizational Form Fail? Examining the Impact of Project Characteristics on Organizational Structure and Performance

Committee: Alan D. Meyer (Chair), Michael V. Russo, Anne E. Parmigiani, Renee A. Irvin, and William H. Starbuck

PROFESSIONAL SERVICE

- 2014- Ad Hoc reviewer for *Strategic Management Journal*, *Journal of Management*, *Academy of Management Journal*
- 2013-2014 Digital Futures Task Force Member, University of Portland
- 2013-2014 Innovation Subcommittee member, Franz Center for Leadership, Entrepreneurship & Innovation
- 2013-2014 Curriculum and Academics Regulations (CAR) Committee member, University of Portland
- 2012 Communication Subcommittee, Institute for Leadership, Entrepreneurship, & Innovation, University of Portland
- 2012 Bauccio Lecture Series Planning Committee, University of Portland
- 2011-12 Discipline Leader, Entrepreneurship and Innovation Management, Pamplin School of Business
- 2010-Present Board Member, Oakshire Brewing
- 2010-Present Dean's Advisory Board, Pamplin School of Business
- 2010-11 Graduate Programs Task Force (Chair)
- 2010-11 Search Committee for Entrepreneurship Faculty Hire
- 2008 Ad Hoc reviewer for *International Journal of Entrepreneurship and Innovation Management*
- 2008 Academy of Management. Reviewer – TIM Division
- 2008 Academy of Management All-Academy Symposia. Assistant to program chair.
- 2007-8 New Venture Championship International Business Plan Competition sponsored by the University of Oregon's Lundquist Center for Entrepreneurship. Moderator for final round, preliminary round judge.
- 2007 \$16K Business Plan Competition sponsored by the University of Portland. Final round judge.

2006-8 New Venture Championship International Business Plan Competition sponsored by the University of Oregon's Lundquist Center for Entrepreneurship. Preliminary round judge.

PROFESSIONAL EXPERIENCE

2003 – 04 Physics Teacher, *International School of Prague, Prague, Czech Republic*
2001 – 03 Mathematics Teacher, *Southridge High School, Beaverton, Oregon*
1998 – 01 Estimator and Project Manager, *F.E. Ward, Inc., Vancouver, Washington*

REFERENCES

Alan D. Meyer
Thomas C. Stewart Distinguished Professor
Charles H. Lundquist Professor of Entrepreneurial Management
Lundquist College of Business
1208 University of Oregon
Eugene, OR 97403-1208
541 346-5178
ameyer@uoregon.edu

Michael V. Russo
Charles H. Lundquist Professor of Sustainable Management
Lundquist College of Business
1208 University of Oregon
Eugene, OR 97403-1208
541 346-5182
mrusso@uoregon.edu

William H. Starbuck
Professor Emeritus, New York University
Courtesy Professor in Residence
Lundquist College of Business
1208 University of Oregon
Eugene, OR 97403-1208
541 346-0751
starbuck@uoregon.edu

Randy Swangard
Managing Director, Lundquist Center for Entrepreneurship (Emeritus)
Lundquist College of Business
1208 University of Oregon
Eugene, OR 97403-1208
541 346-3312
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