

Approved by the
Regents
May 21, 2015

PROMOTION RECOMMENDATION
The University of Michigan
Stephen M. Ross School of Business

Allan N. Afuah, associate professor of corporate strategy and international business, with tenure, Stephen M. Ross School of Business, is recommended for promotion to professor of corporate strategy and international business, with tenure, Stephen M. Ross School of Business.

Academic Degrees

Ph.D.	1994	Massachusetts Institute of Technology, Cambridge, MA
S.M.	1990	Massachusetts Institute of Technology, Cambridge, MA

Professional Record:

2001-Present	Associate Professor of Corporate Strategy and International Business, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
2003-2004	Judith C. and William G. Bollinger Visiting Professor, Wharton School, University of Pennsylvania
2001-2003	Michael and Mary Kay Hallman Faculty Fellow, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI
1995-2001	Assistant Professor of Corporate Strategy and International Business, University of Michigan, Stephen M. Ross School of Business, Ann Arbor, MI

Summary of Evaluation:

Teaching: Professor Afuah has made valuable contributions to the strategy group and the Ross School through his teaching. He taught the core strategy course and served as course coordinator from 1997 to 2006. He was a very successful teacher over this period of time in both the core class and an elective on Innovation Management. He received the MBA Teacher of the Year Award in 1999, earning very high ratings in both the core and elective courses, and attracting high enrollments in the elective. Over the period 1997-2010 Professor Afuah taught 35 sections of the strategy core course and received an average "Question 8" evaluation of 4.57 across those sections. Professor Afuah taught his elective on Innovation Management 18 times between 1997 and 2002, with an average class size of 62 students. His average rating in the elective was a very strong 4.73 over this six year time period. The course was very effective in serving growing demand for technology education in the late 1990s/early 2000s. He wrote two textbooks during this time period (Innovation Management: Strategies, Implementation, and Profits [1998; 2nd Edition, 2003] and *IU*), and leveraged them very effectively in his course.

In 2003 Professor Afuah published a new text entitled Business Models: A Strategic Management Approach. The book also contained eight cases written by students under Professor Afuah's supervision. He used this book as the basis for a new elective, "New Game Business Models," which he first offered under an experimental number (742) in 2001 and 2003 and under

the 675 number from 2005 forward. He also published a textbook in 2009 based on material from the Business Models text (Strategic Innovation: New Game Strategies for Competitive Advantage, 2009). This book also contains 12 cases, several of which were written by students under Professor Afuah's supervision. The new elective was very well received, with an average rating of 4.65 across 13 sections from 2001 to 2008.

In recent years Professor Afuah has taught six sections of the core Strategy course in the daytime MBA program. His average rating in the New Game Business Models course over this time period was 4.17. Students' recent written comments about the MBA elective are generally positive about the course materials, including Professor Afuah's cases and textbooks.

Research: Professor Afuah has a good cumulative scholarly record, including the total impact of his books and scholarly papers, and the recognized importance of his recent stream of research on crowdsourcing. Two of Professor Afuah's books have had a very significant impact on the strategic management field, as indicated by their cumulative citations. Professor Afuah's early scholarly papers on technology management have stood the test of time and are still recognized for their significant role in developing an ecological perspective on technology strategy. In total, Professor Afuah's publications have received approximately 5350 citations in Google Scholar. This would be a very high citation count for a recently promoted strategy professor; there are very few associate professors of strategy with a higher citation count.

Professor Afuah's recent stream of work on crowdsourcing includes several papers published in top management journals over the most recent three-year period. The 2012 paper on crowdsourcing published in *Academy of Management Review (AMR)* has received particular recognition in the scholarly community for its quality and potential contribution to the management literature. This paper received the prestigious *AMR* Best Paper Award in 2012, which designates the best paper published in *AMR* that year, and has already received 125 citations in Google Scholar. Professor Afuah was recently invited to write an article on crowdsourcing for the *Academy of Management Annals*.

Recent and Significant Publications:

Open innovation and firm profitability: Back to the future. With Marcel Bogers. Revised and resubmitted to *Academy of Management Annals*.

Business Model Innovation: Concepts, Analysis, and Cases. 2014. Routledge: New York.

Are network effects really all about size? The role of structure and conduct. *Strategic Management Journal*, Vol. 34, No.3, 2013. pp: 257–273. (Lead article in March 2013 issue.)

Crowdsourcing as a solution to distant search. (with Christopher Tucci). *Academy of Management Review*, Vol. 37, No. 3, 2012, pp: 355-375. 2012 AMR Best Paper of the Year.

Dynamic boundaries of the firm: Are firms better off being vertically integrated in the face of a technological change? 2001. *Academy of Management Journal*, Vol 44, No. 6, 2001. pp. 1211-1228.

Service: Professor Afuah has made various service contributions to the Ross School and the University of Michigan. He served as co-chair of the strategy group from 2001-2003, and has served on four committees at the Ross School since receiving tenure, including the Community Values Committee (since 2013), the Diversity and Inclusion Committee (since 2012), the Research Committee (2001-2002), and the Curriculum and Teaching Committee (2002-2010). Prior to receiving tenure, he chaired a task force to improve yields on admissions to the Ross School. He has also served on two committees at the university level since 2013: the Provost's Global Challenges Committee and the University of Michigan Grievances Committee. He has also served on fifteen dissertation committees (eleven at Michigan).

External Reviewers:

Reviewer A: "In addition to being impressed with Alan's [sic] research, I remember being impressed with the strength of his commitment to do high quality research that helps to make the world a better place. In my view, Alan [sic] is achieving his goal of doing high quality work that has an impact. Alan's [sic] external service is exceptional. Alan [sic] appears to be an effective teacher. I strongly support promoting him to the rank of Professor with tenure."

Reviewer B: "The streams of research developed by Allan...clearly...are building on each other and also responding over time to new phenomenon of interest in the technology and innovation field. It is quite clear that Allan brings insights perhaps from teaching to his research, and book writing endeavors. It also looks like he refines these ideas in his research after thinking broadly about the important research questions and phenomenon that are underway in practice. I think at ..., Allan's research record, including the impact of the books and links of the record to management practice, would merit promotion to Full professor."


Reviewer C: "I have no doubt that the quality of Professor Afuah's scholarly contributions warrants his promotion to Full Professor. What strikes me about Allan's work is that it is both very strong conceptually and highly relevant in terms of its business implications. At ..., Allan Afuah's research record would lead to his promotion to Full Professor. Overall, Allan Afuah's research and teaching accomplishments justify a promotion to Full Professor. ...I support such a promotion without any reservations."

Reviewer D: "He is especially well-known in the area of technology strategy for his research on ecosystems and value creation, and his newer research on crowdsourcing...is some of the most insightful work in this important new area of scholarship. He also is a phenomenal teacher and educator. For these reasons, I believe that Professor Afuah deserves to be promoted to the rank of Professor."

Reviewer E: "...Professor Afuah has made a unique set of contributions to the field of technological innovation and strategy. He has been adept at applying a variety of analytical lenses to important new phenomena, and his work has been extremely helpful to others (including me...). In my opinion, this is the appropriate time for promotion, and I strongly recommend that you now promote him to full Professor."

Summary of Recommendation:

On the strength of his cumulative contributions on the research, teaching and service dimensions, and particularly the demonstrable total impact of his research and writings, we believe Professor Afuah meets the criteria for promotion. With this in mind, I recommend Allan N. Afuah for promotion to professor of corporate strategy and international business, with tenure, Stephen M. Ross School of Business.



Alison Davis-Blake

Edward J. Frey Dean of Business

Stephen M. Ross School of Business

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