ARKADIY V. SAKHARTOV

Strategy, Entrepreneurship, and International Business Area
Department of Business Administration, Gies College of Business
University of Illinois at Urbana-Champaign
493 Wohlers Hall, 1206 S. Sixth Street, Champaign, IL, 61820
Phone: (217) 300 8232, e-mail: arkadiys@illinois.edu

EDUCATIONAL BACKGROUND

Doctor of Philosophy, Management, Krannert Graduate School of Management, Purdue University, 2012.

- Committee: Timothy B. Folta (Chair), Thomas H. Brush, Marvin Lieberman, Jeffrey J. Reuer.
- Dissertation: "Investigations into redeployability of corporate resources."

Master of Science, World Economy, Russian Foreign Trade Academy, 1999, *Cum Laude*.

Bachelor of Science, Mechanical Engineering, South Ural State University, 1995, *Cum Laude*.

ACADEMIC EMPLOYMENT HISTORY

Associate Professor (with tenure), Strategy, Entrepreneurship, and International Business Area, Department of Business Administration, Gies College of Business, University of Illinois at Urbana-Champaign, 2021–present.

Academic Co-director, The Hoeft Technology and Management Program, Gies College of Business and Grainger College of Engineering, University of Illinois at Urbana-Champaign, 2020–present.

Faculty Scholar, Office of Risk Management & Insurance Research (ORMIR), Gies College of Business, University of Illinois at Urbana-Champaign, 2023–present.

Scholar, Illinois Strategic Organizations Initiative (ISOI), Gies College of Business, University of Illinois at Urbana-Champaign, 2021–present.

Assistant Professor, Strategy, Entrepreneurship, and International Business Area, Department of Business Administration, Gies College of Business, University of Illinois at Urbana-Champaign, 2018–2021.

Assistant Professor, Management Department, The Wharton School, University of Pennsylvania, 2012–2018.

Research Assistant, Department of Management, Krannert Graduate School of Management, Purdue University, 2008–2012.

ACADEMIC HONORS AND AWARDS

A. Research

- Scholars Travel Fund Award, University of Illinois at Urbana-Champaign, 2023.
- Senior faculty research grant, Department of Business Administration, University of Illinois at Urbana-Champaign, 2023.
- Excellence in Research for Senior Faculty, Department of Business Administration, Gies College of Business, University of Illinois at Urbana-Champaign, 2022.
- Keynote Speaker, Academy of Management Paper Development Workshop "Resources, Capabilities, and Competitive Advantage in the Digital Era," Seattle, 2022.
- Scholars Travel Fund Award, University of Illinois at Urbana-Champaign, 2022 (two awards).
- Keynote Speaker, Krannert Doctoral Research Symposium, Purdue University, 2021.
- Corporate Strategy Best Paper Finalist (with Shihao Zhou, Weiliang Zhang, and Xi Chen), Strategic Management Society, 2021.
- Travel grant, the University of Illinois European Union Center (EUC), 2020.
- Junior faculty research grant, Department of Business Administration, University of Illinois at Urbana-Champaign, 2020.
- International Conference Travel Grant, Illinois International Programs, University of Illinois at Urbana-Champaign, 2019.
- Scholars Travel Fund Award, University of Illinois at Urbana-Champaign, 2019 (two awards).
- Distinguished speaker, symposium "Internal resource redeployability and the theory of the multibusiness firm," Academy of Management Meeting, Anaheim, 2016.

B. Teaching

- List of Teachers Ranked as Excellent (BADM 367, Management of Innovation and Technology, undergraduate elective course), Gies College of Business, University of Illinois at Urbana-Champaign, Fall 2023.
- List of Teachers Ranked as Excellent (BADM 590, Strategy Brown Bag Seminar with Ph.D. students), Gies College of Business, University of Illinois at Urbana-Champaign, Fall 2021.
- University of Illinois Unsung Hero, University of Illinois' Student Alumni Ambassadors, Spring 2021.
- List of Teachers Ranked as Excellent (BADM 449, Strategic Management/Business Policy, undergraduate capstone course), Gies College of Business, University of Illinois at Urbana-Champaign, Spring 2021.
- List of Teachers Ranked as Excellent (BADM 591, Proseminar in Strategy), Gies College of Business, University of Illinois at Urbana-Champaign, Spring 2021.
- List of Teachers Ranked as Excellent (BADM 591, Proseminar in Strategy), Gies College of Business, University of Illinois at Urbana-Champaign, Fall 2020.
- List of Teachers Ranked as Excellent (BADM 590, Strategy Brown Bag Seminar with Ph.D. students), Gies College of Business, University of Illinois at Urbana-Champaign, Fall 2020.

- List of Teachers Ranked as Excellent (BADM 449, Strategic Management/Business Policy, undergraduate capstone course), Gies College of Business, University of Illinois at Urbana-Champaign, Spring 2020.
- List of Teachers Ranked as Outstanding (BADM 449, Strategic Management/Business Policy, undergraduate capstone course), Gies College of Business, University of Illinois at Urbana-Champaign, Spring 2019.
- Distinguished Graduate Student Instructor, Krannert Certificate for Distinguished Teaching, Krannert Graduate School of Management, Purdue University, 2010.

C. Service

- Outstanding Editorial Board Member, *Strategic Management Journal*, 2020.
- Outstanding Editorial Board Member, *Strategic Management Journal*, 2019.
- Outstanding Editorial Board Member, *Strategic Management Journal*, 2017.
- Dean's Office Ph.D. Student Service Award, Krannert Graduate School of Management, Purdue University, 2012.

RESEARCH

A. Refereed journal publications

[1] Sakhartov AV. 2023. Corporate diversification, economies of scope, and the risk-return relationship. *Academy of Management Review*. Forthcoming.

[2] Sakhartov AV, Reuer JJ. 2023. Resource redeployment in corporate acquisitions: Going beyond horizontal acquisitions. *Long Range Planning*. **56**(6) (Special Issue "Mergers and Acquisitions: Time for a Theory Rejuvenation of the Field").

[3] Sakhartov AV, Reuer JJ. 2023. Is synergy a barrier to business exit? *Strategic Management Review*. Forthcoming.

[4] Sakhartov AV. 2022. Corporate diversification and risk: Portfolio effects and resource redeployability. *Strategy Science*. **7**(4): 317−329.

[5] Feldman ER, Sakhartov AV (authors listed alphabetically). 2021. Resource redeployment and divestiture as strategic alternatives. *Organization Science*. **33**(3): 926–945.

[6] Reuer JJ, Sakhartov AV (authors listed alphabetically). 2021. Economies of scope and optimal due diligence in corporate acquisitions. *Organization Science* **32**(4): 1100–1119.

[7] Feldman ER, Sakhartov AV (authors listed alphabetically). 2021. Prospective on Corporate Renewal. *Strategic Management Review* **2**(2): 193–204.

[8] Sakhartov AV. 2018. Stock market undervaluation of resource redeployability. *Strategic Management Journal* **39**(4): 1059–1082.

[9] Sakhartov AV. 2017. Economies of scope, relatedness, and the dynamics of corporate diversification. *Strategic Management Journal* **38**(11): 2168–2188.

[10] Sakhartov AV, Folta TB. 2015. Getting beyond relatedness as a driver of corporate value. *Strategic Management Journal* **36**(13): 1939–1959.

[11] Sakhartov AV, Folta TB. 2014. Resource relatedness, redeployability, and firm value. *Strategic Management Journal* **35**(12): 1781–1797.

[12] Sakhartov AV, Folta TB. 2013. Rationalizing organizational change: A need for comparative testing. *Organization Science* **24**(4): 1140–1156.

B. Refereed book chapters

[13] Sakhartov AV. 2023. Innovation in the use of a firm's resources: The redeployability paradox. *Innovation: Flexibility, Organization and Strategy*, ed. Lenos Trigeorgis. Conditionally accepted.

C. Other publications

[14] Folta TB, Sakhartov AV. 2015. Hedging strategies. In Teece D, Augier M (eds.), *Palgrave Encyclopedia of Strategic Management*, Palgrave MacMillan: London.

D. Work in Progress

[15] Sakhartov AV, Reuer JJ. 2023. Modes of expansion of foreign subsidiaries by multinational corporations. Manuscript in revision for the third round of review at *Strategic Management Journal*.

[16] Zhou S, Zhang W, Sakhartov AV, Chen X. 2023. The impacts of ecosystem dissimilarity on the multihoming of digital products: Evidence from mobile apps. Manuscript in revision for the second round of review at *Management Information Systems Quarterly*.

- Finalist for the SMS Corporate Strategy Interest Group Best Paper Award.

[17] Sakhartov AV, Li TX, Reuer JJ, Hawk A. 2023. Resource redeployment and its determinants: Empirical evidence from the oil-drilling industry. Manuscript in revision for the third round of review at *Strategic Management Journal*.

[18] Sakhartov AV, Helfat CE. 2023. Resource redeployment in multi-business firms: Centralized or decentralized? Manuscript in the first round of review (after reject and resubmit) at *Strategic Management Journal*.

[19] Ao J, Mahoney JT, Sakhartov AV. 2023. The antecedents and consequences of resource redeployment: A systematic review. Manuscript in the first round of review at *Strategic Management Review*.

[20] Li TX, Reuer JJ, Sakhartov AV (authors listed alphabetically). 2023. Flexible resource allocation strategies: Resource idling and resource redeployment. Manuscript in revision for the second round of review at *Strategic Management Journal*

[21] Ao J, Sakhartov AV, Mahoney JT. 2023. *Key Factors for Hit Movie Sequels: Human Resource Redeployment in Hollywood*. Working paper.

[22] Sakhartov AV, Mahoney JT, Reuer JJ. 2023. *Real Options Reasoning, Real Options Pricing, Real Options… Nothing: Twenty Years after Real Options Lost the Debate.* Manuscript prepared for initial submission to *Academy of Management Review*.

[23] Sakhartov AV. 2023. *On Paradoxical Persistence of Hybrid Entrepreneurship*. Initial results and early draft.

[24] Sakhartov AV. 2023. *Risk versus Returns in Popular Resource Allocation Strategies*. Initial results and early draft.

[25] Li TX, Reuer JJ, Sakhartov AV (authors listed alphabetically). 2023. *Staged Exit*. Initial results.

[26] Li TX, Feldman ER, Reuer JJ, Sakhartov AV (except for the first author, authors listed alphabetically). 2023. *Resource Redeployment and Divestiture in the Oil-drilling industry*. Initial results and early draft.

PRESENTATIONS AT SEMINARS AND CONFERENCES

Flexible resource allocation strategies: Resource idling and resource redeployment (with Li TX, Reuer JJ).

- Workshop "Using Formal Models in Management Research," Academy of Management Meeting, Boston, 2023.
- Industry Studies Association Conference, Columbus, 2023.
- 26th International Conference on Real Options, Durham, United Kingdom, 2023.
- Theoretical Organization Models Conference, Boston, 2023.

The impacts of ecosystem dissimilarity on the multihoming of digital products: Evidence from mobile apps (with Zhou S, Zhang W, Sakhartov AV, Chen X).

- Academy of Management Meeting, Seattle, 2022.

Resource redeployment and its determinants: Empirical evidence from the oil-drilling industry (with Li TX, Reuer JJ, and Hawk A).

- Corporate Strategy and Innovation Conference at The Wharton School, 2022.
- Industry Studies Association Conference, Philadelphia, 2022.

Corporate diversification, economies of scope, and the risk-return relationship.

- Strategy Science Conference, online, 2021.
- Academy of Management Meeting, online, 2021.
- Theoretical Organization Models Conference, online, 2021.

Resource redeployment in corporate acquisitions: Going beyond horizontal acquisitions (with Reuer JJ).

- Academy of Management symposium on resource redeployment and employee mobility, online, 2021.
- 24th International Conference on Real Options, online, 2021.

Is synergy a barrier to business exit? (with Reuer JJ).

- Academy of Management Meeting, Seattle, 2022.

Expansion modes of foreign subsidiaries by multinational corporations (with Reuer JJ).

- The Ambassador Crawford College of Business and Entrepreneurship, Kent State University, 2024.
- Corporate Strategy and Innovation Conference at The Wharton School, 2023.
- 24th International Conference on Real Options, online, 2021.
- Theoretical Organization Models Conference, online, 2020.

Economies of scope and optimal due diligence in corporate acquisitions (with Reuer JJ).

- Strategy Science Conference, Salt Lake City, 2019.
- Theoretical Organization Models Conference, Frankfurt, Germany, 2019.
- Academy of Management Meeting, Boston, 2019.
- 23rd International Conference on Real Options, London, U.K., 2019.
- Strategic Management Society Meeting, Minneapolis, 2019.
- Corporate Strategy and Innovation Conference at The Wharton School, 2019.
- Brownbag seminar, Management Department, McCombs School of Business, University of Texas at Austin, 2019.

Resource redeployment and divestiture as strategic alternatives (with Feldman ER).

- HEC Paris, Jouy-en-Josas, France, 2019.
- "Resource Redeployment and Corporate Strategy" symposium, Academy of Management Meeting, Boston, 2019.
- Theoretical Organization Models Conference, Frankfurt, Germany, 2019.
- Vienna Conference on Strategy, Organizational Design, and Innovation, Austria, 2019.
- Tilburg University, Tilburg, The Netherlands, 2019.
- *Strategic Management Review* Special Conference on Corporate Renewal, New York City, 2019.
- Strategic Management Society Meeting, Minneapolis, 2019.
- HEC Lausanne, Lausanne, Switzerland, 2018.

Resource redeployment in multi-business firms: Centralized or decentralized? (with Helfat CE).

- Strategic Management Society Special Conference, Frankfurt, Germany, 2019.
- Firm and Industry Evolution: Creation and Redeployment of Capabilities" symposium, Academy of Management Meeting, Boston, 2019.
- "Industry Dynamics and Organizational Adaptation" symposium, Academy of Management Meeting, Atlanta, 2017.
- Theoretical Organization Models Conference, Cambridge, 2016.
- Academy of Management Meeting, Anaheim, 2016.
- Work-in-progress seminar, The Wharton School, University of Pennsylvania, 2016.
- 19th International Conference on Real Options, Athens, Greece, 2015.
- Strategic Management Society Special Conference, St. Gallen, Switzerland, 2015.
- Rapid research session, The Wharton School, University of Pennsylvania, 2015.

Stock market undervaluation of resource redeployability.

- Leeds School of Business, University of Colorado Boulder, 2018.
- Utah-BYU Winter Strategy Conference, Park City, 2017.
- Harvard Business School, 2017.
- Carlson School of Management, University of Minnesota, 2017.
- Theoretical Organization Models Conference, Rome, Italy, 2017.
- Department of Economics and Business, University of Catania, Italy, 2017.
- Fisher College of Business, Ohio State University, 2017.
- College of Business Administration, University of Illinois at Urbana-Champaign, 2017.
- Warwick Business School, University of Warwick, U.K., 2016.
- Department of Management and Technology, Bocconi University, 2016.
- INFORMS Meeting, Nashville, 2016.
- National University of Singapore Business School, Singapore, 2016.
- Hong Kong University of Science and Technology Business School, 2016.
- Department of Management Science & Engineering, Stanford University, 2016.
- Vienna Conference on Strategy, Organizational Design, and Innovation, Vienna, Austria, 2015.
- 11th Atlanta Competitive Advantage Conference, Atlanta, 2014.
- 18th International Conference on Real Options, Medellin, Colombia, 2014.
- Tuck Junior Faculty Summer Camp, Dartmouth College, Hanover, 2013.
- Academy of Management Meeting, Orlando, 2013.
- Competitive Strategy Junior Faculty and Paper Development Workshop, Strategic Management Society Meeting, Atlanta, 2013.
- Bowman series seminar, The Wharton School, University of Pennsylvania, 2013.

Resource redeployability and the theory of the firm.

- 21st International Conference on Real Options, Boston, 2017.
- Tuck Junior Faculty Summer Camp, Dartmouth College, Hanover, 2017.

The need for selective intervention: flexible corporate structure for multi-business firms.

- Rapid research session, The Wharton School, University of Pennsylvania, 2017.

Corporate diversification and risk: Portfolio effects and resource redeployability.

- Workshop "Corporate Strategy: Creating and Capturing Value with Strategic Interdependencies," Academy of Management Meeting, Boston, 2023.
- The Alliance Manchester Business School of the University of Manchester (UK), 2023.
- INQUIRE Conference in Honor of Kathleen Eisenhardt, Chicago 2023.
- Panel "How to Contribute to Strategic Management Theory through Modeling," Strategic Management Division of the Academy of Management, 2021.
- Krannert School of Management, Purdue University, 2021.
  Vienna Conference on Strategy, Organizational Design, and Innovation, Vienna, Austria, 2017.
- Academy of Management Meeting, Atlanta, 2017.
- 20th International Conference on Real Options, Oslo-Trondheim, Norway, 2016.

- Theoretical Organization Models Conference, Cambridge, 2016.
- Strategic Management Society Meeting, Denver, 2015.

Economies of scope, relatedness, and the dynamics of corporate diversification.

- 21th International Conference on Real Options, Boston, 2017.
- 2nd Wharton-INSEAD Corporate Strategy Ph.D. Camp, The Wharton School, University of Pennsylvania, 2017.
- Rutgers Business School Newark and New Brunswick, 2016.
- INSEAD, France, 2016.
- DRUID-Asia Inaugural Conference on Asian Innovation, Singapore, 2016.
- 12th Atlanta Competitive Advantage Conference, Atlanta, 2015.
- Leeds School of Business, University of Colorado Boulder, 2015.
- Stephen M. Ross School of Business, University of Michigan, 2015.
- Warrington College of Business Administration, University of Florida, 2015.
- Frankfurt School of Finance & Management, Germany, 2015.
- Strategic Organizational Design Unit, University of Southern Denmark, Denmark, 2015.
- College of Business Administration, University of Illinois at Urbana-Champaign, 2015.
- 18th International Conference on Real Options, Medellin, Colombia, 2014.
- Rapid research session, The Wharton School, University of Pennsylvania, 2014.

When should corporate managers strive to strategize?

- Tuck Junior Faculty Summer Camp, Dartmouth College, Hanover, 2016.
- Behavioral Strategy Conference, Stern School of Business, New York University, 2015.

Challenges of testing elaborated theory in corporate strategy.

- Tuck Junior Faculty Summer Camp, Dartmouth College, Hanover, 2015.

Topics in corporate strategy: The need to elaborate theory.

- Tuck Junior Faculty Summer Camp, Dartmouth College, Hanover, 2014.

Getting beyond relatedness as a driver of corporate value (with Folta TB).

- Robinson College of Business, Georgia State University, 2012.
- The Wharton School, University of Pennsylvania, 2012.
- 6th Mid-Atlantic Strategy Colloquium, Chapel Hill, 2011.

Resource relatedness, redeployability, and firm value (with Folta TB).

- Strategy Workshop, Krannert School of Management, Purdue University, 2011.
- Academy of Management Meeting, San Antonio, 2011.

Investigations into redeployability of corporate resources.

- Doctoral Student Workshop, West Coast Research Symposium on Technology Entrepreneurship, University of Washington, Seattle, 2011.
- Doctoral Consortium, Business Policy and Strategy Division, Academy of Management Meeting, San Antonio, 2011.

Rationalizing organizational change: A need for comparative testing (with Folta TB).

- Strategy Workshop, Krannert School of Management, Purdue University, 2009.
- Strategic Management Society Meeting, Washington D.C., 2009.

SESSION CHAIR OR PANELIST

- Chairperson, paper session "Oil and Gas Options," 26th International Conference on Real Options, Durham, United Kingdom, 2023.
- Chairperson, panel "Resource Redeployments, Energy Transitions, and the Bottom Line," Industry Studies Association Conference, Philadelphia, 2022.
- Chairperson, teaching session "Resource Relatedness, Redeployability, and Firm Value," Ph.D. summer school, Theoretical Organization Models Society, online, 2021.
- Chairperson, paper session "Acquisitions & Cooperation," 24th International Conference on Real Options, online, 2021.
- Chairperson, paper session "Resource Access and Reconfiguration in New Ventures," Strategic Management Society Meeting, online, 2021.
- Chairperson, paper session "Theoretical Advances in Corporate Strategy," Strategic Management Society Meeting, online, 2021.
- Chairperson, paper session "Real Options," Strategic Management Society Meeting, Minneapolis, 2019.
- Chairperson, paper session "Formal Theories," Strategic Management Society Special Conference, Frankfurt, Germany, 2019.
- Chairperson, paper session "Corporate Finance Topics," 23rd International Conference on Real Options, London, U.K., 2019.
- Panelist, session "Distinguishing and explaining sources of economic value in alliances and M&A," Strategic Management Society Special Conference, Costa Rica, 2017.
- Chairperson, paper session "Innovation and investment timing," 20th International Conference on Real Options, Oslo, Norway, 2016.
- Chairperson, paper session "Staged investment, venture capital, and corporate structure," 19th International Conference on Real Options, Athens, Greece, 2015.
- Chairperson, paper session "Strategic Perspectives," 18th International Conference on Real Options, Medellin, Colombia, 2014.
- Chairperson, paper session "Modeling Competition," Strategic Management Society Meeting, Atlanta, 2013.

PROFESSIONAL AFFILIATIONS AND MEMBERSHIPS

- Theoretical Organization Models Society, 2016–present.
- Real Options Group, 2014–present.
- Organization Science Section at INFORMS, 2013–present.
- Academy of Management, 2009–present.
- Strategic Management Society, 2009–present.

SERVICE ACTIVITIES

A. Broader academic community

- Reviewer for Associate Professor tenure case: Old Dominion University, 2023.
- Editorial board member: *Academy of Management Review*, 2023–present; *Strategic Management Journal*, 2014–present; *Strategy Science*, 2016–present; *Strategic Management Review*, 2019–present.
- Program Chair, Corporate Strategy Interest Group, Strategic Management Society, 2023.
- Associate Program Chair, Corporate Strategy Interest Group, Strategic Management Society, 2022.
- Discussant, paper session "Acquisitions & Cooperation," 24th International Conference on Real Options, online, 2021.
- Discussant, paper session "Resource Suspension, Expansion & Exchange Options," 24th International Conference on Real Options, online, 2021.
- Co-organizer, Paper Development Workshop for Doctoral Students, Strategic Management Society Meeting, online, 2020.
- Co-editor, *Strategic Management Review* Special Issue on Corporate Renewal, forthcoming.
- Co-organizer, *Strategic Management Review* Special Conference on Corporate Renewal, New York City, 2019.
- Representative-at-Large, Corporate Strategy Interest Group, Strategic Management Society, 2019–2020.
- Research committee member, Strategic Management division, Academy of Management, 2017–2019.
- Co-organizer, "Allocating corporate resources: The need for new theory" symposium, Academy of Management Meeting, Atlanta, 2017.
- Reviewer for grant application, Science of Organizations Program, National Science Foundation, 2016.
- Discussant, Theoretical Organization Models brownbag session for Ph.D. students, online, 2020.
- Discussant, paper session "Building partnerships," DRUID–Asia Inaugural Conference on Asian Innovation, Singapore, 2016.
- Discussant, panel "Real options: Current state, challenges, and future prospects," 20th International Conference on Real Options, Oslo, Norway, 2016.
- Discussant, Theoretical Organization Models Conference, Cambridge, 2016.
- Discussant, panel "Good managers should not strategize," Behavioral Strategy Conference, Stern School of Business, New York University, New York, 2015.
- Evaluator in research grant committee, Centre for Advanced Studies, Higher School of Economics, Moscow, Russia, 2013.

- Ad hoc reviewer: *Strategic Management Journal*, 2011–2014; *Journal of Management*, 2014–present; *Management Science*, 2014–present; *Organization Science*, 2015–present; *Industrial and Corporate Change*, 2019–present; *Academy of Management Journal*, 2020–present; *Journal of Management Studies*, 2020–present; *Strategic Organization*, 2023–present; *Long Range Planning*, 2023–present; Academy of Management and Strategic Management Society Meetings, 2015–present.

B. Department

- Doctoral dissertation committees, Department of Business Administration:
  - Member: Jae Yoo (WestTexas A&M University), 2021; Mingrue (Nate) Xu (WestTexas A&M University), 2023.
  - Co-chair: Weiliang Zhang (University of Science and Technology of China), 2022; Jiayue (Julie) Ao (University of International Business and Economics, China), 2023.
- Reviewer of teaching of a candidate for Associate Professor tenure case, 2023.
- Reviewer for the 3rd year teaching evaluation of a tenure-track faculty, 2023.
- Recruitment committee (search for tenure track faculty), Strategy, Entrepreneurship, and International Business Area, Department of Business Administration, 2021.
- Academic integrity committee, Department of Business Administration, 2020.
- Strategy Ph.D. research seminar coordinator, Entrepreneurship, and International Business Area, Department of Business Administration, Fall 2020, Fall 2021.
- Affirmative action committee, Department of Business Administration, 2019.
- Research seminar coordinator, Strategy, Entrepreneurship, and International Business Area, Department of Business Administration, 2019−2021.
- Reader, second-year paper of Ph.D. student (Phebo Wibbens), Management Department, The Wharton School, University of Pennsylvania, 2015.
- Seminar committee member, Management Department, The Wharton School, University of Pennsylvania, 2014–2015.
- Coordinator of junior faculty peer group, Management Department, The Wharton School, University of Pennsylvania, 2014–2015.

C. College

- President, Krannert Doctoral Student Association, Krannert Graduate School of Management, Purdue University, 2011–2012.

D. University

- Recruitment committee (search for Program Director), The Hoeft Technology and Management Program, 2021.
- Reviewer, Campus Research Board application, University of Illinois at Urbana-Champaign, 2019.

TEACHING

A. Gies College of Business, University of Illinois at Urbana-Champaign

- TMGT/BADM 367, Management of Innovation and Technology, undergraduate course, The Hoeft Technology and Management Program, Fall 2023.
- BADM 367, Management of Innovation and Technology, undergraduate elective course, Fall 2023.
- TMGT/BADM 461, Technology, Engineering, and Management Final Project, undergraduate capstone project course, The Hoeft Technology and Management Program, Spring 2024, Spring 2023, Spring 2022, Spring 2021.
- BADM 591, Proseminar in Strategy with Ph.D. students, Spring 2021, Fall 2020, Spring 2020.
- BADM 590, Strategy Brown Bag Seminar with Ph.D. students, Fall 2022, Fall 2021, Fall 2020.
- BADM 449, Strategic Management/Business Policy, undergraduate capstone course, Spring 2022, Spring 2021, Spring 2020, Spring 2019.
- BADM 590, Research Topics in Corporate Strategy, Ph.D. course (new), Spring 2023, Spring 2021, Spring 2019.

B. HEC Paris

- Corporate Strategy and Formal Theory, Ph.D. course (new), HEC Paris, March 2019.

C. The Wharton School, University of Pennsylvania

- MGMT 249/721, Corporate Development: Mergers and Acquisitions, undergraduate/MBA elective course, 2017, 2015, 2014.
- MGMT 899, Independent Study (Executive MBA program), 2016.
- MGMT 701, Strategy and Competitive Advantage, MBA elective, 2013.

D. Krannert School of Management, Purdue University

- MGMT 451, Strategic Management, undergraduate capstone course, 2010.

MEDIA COVERAGE

Similar But Different: Exploring the Value of Non-Horizontal Mergers. *Gies Business: news*. https://giesbusiness.illinois.edu/news/2023/03/22/similar-but-different-exploring-the-value-of-non-horizontal-mergers.

Episode 35: Arkadiy Sakhartov. *Strategic Management Proseminar* (YouTube Channel of Richard Makadok).

Growth vs. profits: Uber's cash burn dilemma. *Knowledge@Wharton*, January 24, 2017.

Why Google's Pixel is more about strategy than smartphones. *Knowledge@Wharton*, November 15, 2016.

Kitchen to grocery store: What makes a food startup work? *Knowledge@Wharton*, June 3, 2016.

Fresh from Google Glass partnership, VSP eyes high–tech wearables. *San Francisco Chronicle*, September 14, 2015.

Conglomerates give Bay Area food companies a wider reach. *San Francisco Chronicle*, September 12, 2015.

Will buying a hospice keep the Washington Post Co. off life support? *Knowledge@Wharton*, October 24, 2012.

BUSINESS EXPERIENCE

Chief Financial Officer, KMS Holding, Russia, Moscow, 2000–2006.

Finance Director, Finservis Limited, Chelyabinsk, Russia, 1995–1997.