

# Stephen T. Downing

Assistant Professor of Management  
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## ACADEMIC APPOINTMENTS

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**University of Missouri, Robert J. Trulaske, Sr. College of Business** 2020 - Pres.  
Assistant Professor of Management (2020 to present)

## EDUCATION

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**Ph.D. National Chiao Tung University, Institute of Business & Management** 2020  
Management (Strategy and Decision Sciences)  
Dissertation: “Competitive Myopia: Redressing Blind Spots in Interindustry Competition”  
Adviser: Jin-Su Kang

**University of Kentucky, Gatton College of Business & Economics** *fall* 2019  
Visiting Ph.D. Student, invited by Walter Ferrier

**Texas A&M University, Mays Business School** *spring* 2019  
Visiting Ph.D. Student, invited by Albert Cannella

**M.B.A. National Chiao Tung University** 2012  
International Business Management  
Thesis: “Keystone Effect on Entry into Two-Sided Markets”

**B.A. Tulane University** 2008  
International Relations; Philosophy – *magna cum laude*, departmental honors in Political Science  
Honors Thesis: “An Impotent Hegemon: The post-9/11 decline of U.S. Influence”

## RESEARCH INTERESTS

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Competitive Dynamics – competitor identification, action repertoires, multimarket contact  
Entrepreneurship – opportunity recognition, venture syndicate cooperation  
Networks – adversarial and cooperative interorganizational ties, cross-industry interdependence  
Language – natural language processing, discourse networks, and content analysis of organizational texts

## PUBLISHED & FORTHCOMING

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- [4] Downing, S. T., Kang, J.-S., & Markman, G. D. (2019) “What You Don’t See Can Hurt You: Awareness Cues to Profile Indirect Competitors.” *Academy of Management Journal*, 62(6): 1872–1900.
- ♦ Media: “Spotting Competitors Before They Become Competitors.” AOM Insights.  
<https://journals.aom.org/doi/10.5465/amj.2018.0048.summary>

- [3] Kang, J.-S., & Downing, S. T. (2015) “Keystone Effect on Entry into Two-Sided Markets: An Analysis of The Market Entry of WiMAX.” *Technological Forecasting & Social Change*. 94, 170–186.
- [2] Kang, J.-S., Kholod, T., & Downing, S. T. (2015) “Analysis of Russia’s Biofuel Knowledge Base: A Comparison with Germany and China.” *Energy Policy*. 85, 182–193.
- [1] Kang, J. S., Chiang, C. F., Huangthanapan, K., & Downing, S. T. (2015) “Corporate Social Responsibility and Sustainability Balanced Scorecard: The Case Study of Family-Owned Hotels.” *International Journal of Hospitality Management*. 48, 124–134.

## RESEARCH IN PROGRESS (Titles Obscured)

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- [1] Downing, S. T., Kang, J.-S., & Lee, H. (Empirical study of multipoint contact and inter-industry competition.) *Submission preparation stage*.
- ♦ Award: An earlier version was accepted for abridged publication in the Best Paper Proceedings (top 10% of accepted papers) at the 2020 Academy of Management Annual Meeting, STR Division.
- [2] Kang, J.-S., Downing, S. T., & Markman, G. (Agent-based study of uncertainty factors influencing rivals’ competitive response timing.) *Submission preparation stage*.
- [3] Downing, S. T., Yu, T., Cannella, A.A., & Kang, J.-S. (Theoretical study of discursive framing in competitive signals.) *Composition stage*.
- [4] Downing, S. T., Kang, J.-S., & Markman, G. (Empirical study of factor market rivalry and product market interactions.) *Data analysis stage*.
- [5] Downing, S. T., Kang, J.-S., & Lee, H. (Empirical study of venture syndicate multipoint contact and category creation.) *Data analysis stage*.
- [6] Downing, S. T., Ferrier, W., & Kang, J.-S. (Methods paper illustrating sequence analysis for strategy research; demonstrations of *SequenceR* software interface, under development.) *Software development stage*.
- [7] Downing, S. T., Yu, T., Cannella, A.A., & Kang, J.-S. (Empirical study of multipoint contact and cooperative signaling in disequilibrium.) *Design stage*.

## GRANTS & AWARDS

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<b>Ph.D. Student Research Abroad Program Grant</b>	<b>2019</b>
One-year international research and travel stipend from National Chiao Tung University and Taiwan Ministry of Education to visit Texas A&M and University of Kentucky	
<b>Best Ph.D. Thesis Award</b>	<b>2018</b>
Top prize and monetary award, 11 <sup>th</sup> annual Topco Scientific Co. Thesis Symposium	
♦ Media: Award coverage (in Chinese) <a href="http://www.tmi.org.tw/2018/08/2018.html">http://www.tmi.org.tw/2018/08/2018.html</a>	
<b>Ph.D. Dissertation Research Grant</b>	<b>2016 - 2017</b>
Taiwan Ministry of Science & Technology, 105-2420-H-009-012-DR	
<b>Management Research Grant</b>	<b>2015 - 2016</b>
Taiwan Ministry of Science & Technology, 104-2410-H-009-050, under J.-S. Kang	
<b>Ph.D. Scholarship</b>	<b>2013 - 2016</b>
Taiwan Ministry of Education scholarship	

**Dimerco Corp. M.B.A. Leader Award**  
Monetary award for ranking top 3 in MBA class

2011

**Tulane Distinguished Scholar Award**  
Undergraduate academic half-scholarship

2004 - 2008

## CONFERENCE PAPERS

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Downing, S. T., Kang, J.-S., & Lee, H. (2020) "Competitive Dynamics of Interindustry Systems: How Structure and Conduct Coevolve." 80<sup>th</sup> Annual Meeting of the Academy of Management, Online. STR Division Best Paper Proceedings (Top 10% of accepted papers).

Downing, S. T., Kang, J.-S., & Lee, H. (2020) "Competitive Dynamics of Interindustry Systems: How Structure and Conduct Coevolve." The 2020 Competitive Dynamics Conference, Helsinki.

Downing, S. T., Kang, J.-S., & Markman, G. (2019) "Attacks, Buyer Engagement, and the Target Response-Nonresponse Spectrum." 79<sup>th</sup> Annual Meeting of the Academy of Management, Boston.

Kang, J.-S., Downing, S. T., & Markman, G. (2019) "Strategic Nonresponse: The Mediating Role of Buyer Engagement." 39<sup>th</sup> Annual Strategic Management Society Conference, Minneapolis.

Downing, S. T., Kang, J.-S., & Markman, G. (2019) "Nonresponse Asymmetry: How Buyer Engagement Influences Attacker-Target Dynamics." Global Strategy and Emerging Markets Conference, Dallas.

Downing, S. T., Kang, J.-S., & Markman, G. (2017) "Emergent Awareness: Competitive dynamics beyond rivalry." 37<sup>th</sup> Annual Strategic Management Society Conference, Houston.

Downing, S. T., Kang, J.-S., & Markman, G. (2017) "Competitive Dynamics: Of whom should you be aware?" 77<sup>th</sup> Annual Meeting of the Academy of Management, Atlanta.

Downing, S. T., Kang, J.-S., & Hsu, C.L. (2016) "Network Risk: Assessing the threat of envelopment." 36<sup>th</sup> Annual Strategic Management Society Conference, Berlin.

Downing, S. T. & Kang, J.-S. (2015) "Characteristics demand and platform competition: A game-theoretic argument for strategic CSR". 35<sup>th</sup> Annual Strategic Management Society Conference, Denver.

## SOFTWARE

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**SequenceR** <https://github.com/sdownin/sequencer>

- ♦ Desktop app (prototype) for user-friendly sequence analysis intended to help broaden the use of sequence analysis methodologies to non-programmers in the social sciences
- ♦ Developed in collaboration with Professor Walter Ferrier, University of Kentucky; and Associate Professor Jin-Su Kang, National Chiao Tung University.

## TEACHING CASES

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Kang, J.-S., and Downing, S. T. (2015). "Cconma.com in South Korea: An innovative e-commerce platform." *Ivey Cases*. No. 9B15M020.

## TEACHING EXPERIENCE

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<b>National Chiao Tung University, Taiwan</b>			<b>Section Evaluation</b>
2018 Summer	<i>TA</i> (Masters)	Strategic Management 6157 (22 students)	4.81 / 5
2018 Spring	<i>Guest Lecturer</i> (Masters)	Network Strategies: Methods and Applications 6167 “Introducing the R statistical computing language for network analysis”	n/a
2017 Fall	<i>Guest Lecturer</i> (Masters)	Network Strategies: Methods and Applications 6167 “Introducing the R statistical computing language for network analysis”	n/a
<b>Shih Chien University, Taiwan</b>			<b>Section Evaluation</b>
2017 Spring	<i>Guest Lecturer</i> (Masters)	Digital Marketing	n/a
2017 Spring	<i>Guest Lecturer</i> (Undergrad)	Research Methodology	n/a
2017 Spring	<i>Guest Lecturer</i> (Undergrad)	International Business Management	n/a

## ENTREPRENEURIAL & PROFESSIONAL EXPERIENCE

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<b>Co-Founder</b> Choco.ly, Taipei (startup CEM SaaS platform)		<b>2015 - 2018</b>
<ul style="list-style-type: none"><li>◆ Designed and implemented analytics suite; full-stack web development</li><li>◆ Iterated customer interviews and user observations via lean startup in pre-revenue stages</li></ul>		
<b>Co-Founder</b> Choco Design, Taipei (startup digital design agency)		<b>2014 - 2015</b>
<ul style="list-style-type: none"><li>◆ Managed new business development, account prospecting, negotiations</li><li>◆ Exceeded break-even revenue within first year of operation</li></ul>		
<b>Sales Account Manager</b> ACTi Corporation, Taipei (IP surveillance camera manufacturer)		<b>2012 - 2013</b>
<ul style="list-style-type: none"><li>◆ Oversaw Nordic territory distributor sales during key product lines overhaul</li><li>◆ Transitioned channel partners onto new policy terms, nurturing key accounts to accelerate growth while minimizing cannibalization</li></ul>		
<b>Marketing Intern</b> PPG Industries, Shanghai & Taipei		<b>2011</b>
<ul style="list-style-type: none"><li>◆ Completed analysis of Chinese fiberglass export data to inform APAC market development initiatives for the Pittsburgh Formosa Group joint venture</li></ul>		
<b>Public Finance Consulting Intern</b> The PFM Group, New Orleans		<b>2007</b>
<ul style="list-style-type: none"><li>◆ Drafted budgeting for outcomes and best practices recommendations for City of New Orleans revenue structure, contributing to reduction in expenditures by \$8.1 million</li></ul>		

## PRESENTATIONS

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Downing, S. T., Kang, J.-S., & Lee, H. 2020. Competitive Dynamics of Interindustry Systems: How Structure and Conduct Coevolve. Academy of Management Meeting, Online (global virtual session).

Downing, S. T., Kang, J.-S. & Markman, G. D. 2019. Attacks, Buyer Engagement and the Target Response-Nonresponse Spectrum. Academy of Management Meeting, Boston, MA. (Discussion Session Chair)

Kang, J-S., Downing, S. T., & Markman, G. D. 2019. Strategic Nonresponse: The Mediating Role of Buyer Engagement. Strategic Management Society, Minneapolis, MN.

Downing, S. T., Kang, J-S., & Markman, G. D. 2019. "Nonresponse Asymmetry: How Buyer Engagement Influences Attacker-Target Dynamics." Global Strategy and Emerging Markets Conference, Dallas, TX.

Downing, S. T., Kang, J-S. & Markman, G. D. 2017. Competitive dynamics: Of whom should you be aware? Academy of Management Meeting, Atlanta, GA.

Downing, S. T., Kang, J-S. & Markman, G. D. 2017. Emergent awareness: Competitive dynamics beyond rivalry. Strategic Management Society, Houston, TX.

Downing, S. T., Kang, J-S. & Hsu, C.L. 2016. Network Risk: Assessing the threat of envelopment. Strategic Management Society, Berlin.

Downing, S. T., Kang, J-S. 2015. Characteristics demand and platform competition: A game-theoretic argument for strategic CSR. Strategic Management Society, Denver.

## **SERVICE**

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### **Reviewer**

Academy of Management Perspectives, ad-hoc

Academy of Management Annual Meeting, volunteer

Strategic Management Society Conference, volunteer

### **Memberships**

Academy of Management

Strategic Management Society

Beta Gamma Sigma