

DAVID MASLACH

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ACADEMIC POSITIONS

The Florida State University; College of Business	Tallahassee, FL.
<i>Assistant Professor of Strategic Management</i>	
University of Waterloo, Conrad Business, Entrepreneurship and Technology Centre	Waterloo, CA
<i>Post-doctoral Research Associate</i>	Jan. – June 2012
Richard Ivey School of Business	London, CAN
<i>Research Associate</i>	Jul. – Dec. 2010

EDUCATION

Western University, Richard Ivey School of Business	London, CAN
<i>Doctor of Philosophy (Ph.D.) in Business Administration</i>	June, 2011
Major: General Management (Strategy)	
<i>Dissertation Title:</i> Learning from interorganizational product failure experience in the medical device industry.	

Committee: Dr. Oana Branzei (Co-chair, Strategy), Dr. Claus Rerup (Co-chair, O.B.)
Dr. Mark Zbaracki (Strategy), Dr. You-Ta Chuang (York U., Strategy), Dr.
Simon Parker (Entrepreneurship), and Dr. Youngki Shin (UWO, Economics)

Proposal Com.: Dr. Fernando Olivera (O.B.) and Dr. Stephen Sapp, (Finance and Economics)

University of Waterloo, Department of Engineering	Waterloo, CAN
<i>Masters of Applied Science in Management Science</i>	May, 2005
<i>Thesis Title:</i> Internationalization of high-growth SMEs in Canada and the US	

University of Waterloo, Department of Engineering	Waterloo, CAN
<i>Bachelors of Applied Science in Chemical Engineering</i>	May, 2003
Major: Chemical Engineering with Distinction	
Sociology Minor plus Management Science Option	

RESEARCH INTERESTS

Failure; Innovation; Organizational learning; Advanced technologies; Medical devices

TEACHING INTERESTS

Strategy; Entrepreneurship; Technology Management; Innovation; Organizational Theory

HONORS & REWARDS

Richard Ivey School of Business

2011	Nominated for 2011 CAGS/UMI Distinguished Dissertation Award
2010	8 th West Coast Research Symposium on Technology Entrepreneurship Doctoral Workshop
2010	BPS Dissertation Consortium
2007, 2009, 2011	Academy of Management Outstanding Reviewer Award, BPS Division
2007, 2008	Nominated for Academy of Management Best PhD Reviewer Award, Entrepreneurship Division
2008-2009	Social Sciences and Humanities Research Council Doctoral Fellowship
2008-2009	C.B. Johnston Ontario Graduate Scholarship
2008-2009	Ontario Graduate Scholarship (Declined)
2007-2008	R.G. Barford Ontario Graduate Scholarship
2005-2007	Connor, Clark & Lunn Ontario Graduate Scholarship
2005-2008	Ontario Graduate Scholarship
2005-2009	Ivey PhD Plan for Excellence Scholarship

University of Waterloo

2003-2004	Management Science Entrance Scholarship
1998	7 Undergraduate Awards

RESEARCH AND PUBLICATIONS

Papers Under Review

Maslach, D., O. Branzei, C. Rerup, and M. Zbaracki. "Re-imagining the learning curve: Toward a flow-based theory of learning from others' failures." Revise and resubmit at *Organization Science*.

Maslach, D. "Correct or Cull?: Failure and the exploration of generational and new products." Revise and resubmit at *Strategic Management Journal*.

Working Papers

J. Denrell, C. Liu, and Maslach, D. "Why failed executives should not get fired: Learning, bad management, and bad luck." Working paper.

Maslach, D., O. Branzei, C. Rerup, and M. Zbaracki. "Knowledge spillovers and public welfare." Working paper.

Hora, M. and D. Maslach. "Quick fixes: Organizational learning from failure and the reliability of second generation products." Working paper.

Maslach, D., and R. McNaughton. "Googling Google: Consumer attention to learning speed in emerging technologies." Working paper.

Maslach, D. "Diffusion of (an improving) innovation." Work in progress.

Book Chapters

Maslach, D. R. Sembhi, and R. McNaughton. (2012) "The Effects of Software and Service Orientations on Sales Productivity in Canadian Software Companies from 1993 to 2011." *Lecture Notes in Business Information Processing*. Ed. Michael A. Cusumano, Bala Iyer, and N. Venkatraman. Cambridge: Springer Publishing.

Maslach, D and Rod McNaughton. (2007) "A comparison of the pace and pattern of internationalization by US and Canadian high growth firms." *Small and Medium-Sized Enterprises and the Global Economy*. Ed. Gerald Susman. Northampton, MA: Edward Elgar Publishing. Pg. 157-166.

CONFERENCE PRESENTATIONS AND PROCEEDINGS

Denrell, J., C. Liu, and D. Maslach. "Why failed executives should not get fired: Learning, bad management, and bad luck." DFG-NSF Research Conference on Reckoning with the Risk of Catastrophe, Washington, DC, October 2012.

Maslach, D. R. Sembhi, and R. McNaughton. "The Effects of Software and Service Orientations on Sales Productivity in Canadian Software Companies from 1993 to 2011." *Proceedings of the International Conference on Software Business*. MIT, Boston, MA., June 2012.

Denrell, J., C. Liu, and D. Maslach. "Why failed executives should not get fired: Learning, bad management, and bad luck." *Carnegie School of Organizational Learning*, Pacific Grove, CA., April 2012.

Maslach, D. "Correct or Cull?: Failure and the exploration of generational and new products." *Academy of Management*, San Antonio, TX., August 2011.

Hora, M. and Maslach, D. "Quick fixes: Organizational learning from product failure and the related reliability of subsequent new products." *Academy of Management*, San Antonio, TX., August 2011.

Maslach, D. "Correct or Cull?: Failure and the exploration of generational and new products." *Carnegie School of Organizational Learning*, Pacific Grove, CA., April 2011.

Hora, M. and Maslach, D. "Quick fixes: Organizational learning from product failure and the related reliability of subsequent new products." *Carnegie School of Organizational Learning*, Pacific Grove, CA., April 2011.

Maslach, D., O. Branzei, C. Rerup, and M. Zbaracki. "The timing paradox: Interorganizational learning with competitor reporting delays." *Medici Summer School in Management Studies*, Florence, IT., June 2010.

Maslach, D. and O. Branzei. "Tuning experiential and interorganizational learning from failure." *Cognition in the Rough. Academy of Management*, Chicago, IL., August 2009.

Maslach, D. and O. Branzei. "Learning to fail in the medical device industry." *Academy of Management*, Chicago, IL., August 2009.

Maslach, D. O. Branzei, and C. Rerup. "Learning to fail in the medical device industry." *Organization Science Winter Conference XV*, Steamboat Springs, CO., February 2009.

Maslach, D. "Understanding organizational memory, routines, and real options." *Academy of International Business*, Indianapolis, June 2007.

Maslach, D., Ramsey, E., Rouse, M., and P. Ibbotson. "Environmental uncertainty: Does it drive or derail small and medium-sized enterprise internationalization performance?" *McGill International Entrepreneurship Conference*, Montreal, September 2006.

McNaughton, R. and David Maslach. "The Effects of Home Market Size on SME Internationalisation: A Comparison of High Growth SMEs in Canada and the US." *Penn State Third Klein Symposium on the Management of Technology*, Philadelphia, October 2005.

Maslach, D. and Rod McNaughton. "The Effects of Home Market Size on SME Internationalisation: A Comparison of High Growth SMEs in Canada and the US." *McGill International Entrepreneurship Conference*, Montreal, September 2004.

INVITED PRESENTATIONS

2012: The University of Waterloo, The Sloan School at Massachusetts Institute of Technology, The Wharton School at University of Pennsylvania / Leonard Davis Institute of Health Economics

2011: Wilfred Laurier University, Florida State University, Georgia Tech. (First presenter: Manpreet Hora), Oregon State University, University College London

EXTERNAL RESEARCH GRANTS

Ivey Medical Technology Innovation. 2011 MITACS Network of Centers of Excellence, with S. Parker and K. Leitch. \$10,000.

WORKSHOPS

2010 Managing Rare Events and Learning from the Unexpected. Medici Summer School in Management Studies, Florence, IT.

2011 Creator, *Medical Technology Innovation Symposium*, London, ON.
Highlights: 160 participants and speakers included CEOs/Presidents, VPs, and Partners

Richard Ivey School of Business
2006-2008 Facilities Coordinator, PhD Association

Ad hoc Reviewer
2012 *Industrial and Corporate Change*

Academy of Management
2007-2012 Reviewer, Business Policy and Strategy, Entrepreneurship, and Organization and Management Theory
2011 Session Chair, "*Learning and absorptive capacity*," Business Policy and Strategy
2008 Reviewer, Carolyn Dexter Award for the Best International Paper
2007 Session Chair, Entrepreneurship

Reviewer for Acad. of International Bus. (2006, 2007), Southern Management Assoc. (2006)

CONSULTING EXPERIENCE

2011 London Economic Development Corp. Medical Device Cluster Strategy

INDUSTRY EXPERIENCE

2004-2005 Finance and Information Management Coordinator, Ontario Ministry of Health and Long Term Care (Finance and Information Management Division, Divisional Decision Support Unit), Toronto, ON.
2001, 2002 Intern Engineer, AspenTech Inc. (formerly Hyprotech Ltd.), Calgary, AB
2001-2003 Research Assistant, UW Chemical Engineering (Statistics), Waterloo, ON.
2001-2002 R&D. Assistant, RWDI Inc., Guelph, ON.
2000 Student Engineer, PPG Canada Inc. (Flat Glass Division), Owen Sound, ON.
1999 Student Process Engineer, Drossbach North America, Trenton, ON.
1998 Student Lab. Tech., Weyerhaeuser Inc., Dryden, ON.

RESEARCH ABSTRACTS

Dissertation: Learning from interorganizational product failure experience in the medical device industry.

Abstract: My thesis examines if a firm learns to reduce its own annual rate of product failures (e.g., experiences fewer product-related adverse events) by attending to the product failures and new product introductions of its competitors. I develop and test relationships between (1) inter-organizational learning from product failures, (2) product failure reporting delays, and (3) new product introductions. Regression analysis of 98,576 manufacturing firm-year

observations from the medical device industry over a ten-year period (1998 to 2008) supports my proposed model. My thesis contributes to the inter-organizational learning literature by: (1) modelling learning from others' product failures, (2) highlighting the effects of reporting delays, and (3) showing how others' new product introductions can distract.

Maslach, D., O. Branzei, C. Rerup, and M. Zbaracki. "Re-imagining the learning curve: Toward a flow-based theory of learning from others' failures."

Abstract. Organizations learn from experience. Sometimes, however, experience arrives with delay. We build a flow-based view of learning from experience to explore how organizations in the medical device industry learn vicariously from others' product failures that are reported with delay. Our flow-based view marries the classic learning curve approach with more contemporary learning approaches to account for the periodicity, heterogeneity, and stochasticity of experience. We use the flow-based view to show that shorter delays incent observers of others' failures to learn "richly." Yet, the learning benefits of fast vicarious access to others' failure experience apply mainly when firms are confronted with multiple failures. Observers with fast access to others' isolated failures appear not to learn. Counter-intuitively, our findings show that delays also can help observers learn richly from others' isolated failures. Our flow-based theory of experience predicts that vicarious learning is more effective when observers have fast access to multiple failures and slow access to isolated failures.

Maslach, D. "Correct or Cull?: Failure and the exploration of generational and new products."

Abstract. Technological innovation can be characterized as a firm-level adaptive process of trial-and-error search. Although research is relatively clear that managers use past failures to inform future innovation, it is unclear when firms will respond by either avoiding past failures or correcting past failures. Building on theories about search, this article attempts to provide clarity to this issue by investigating the conditions under which medical device manufacturers respond to past failures by creating new products or introducing generational products. I find that firms generally avoid past failures through the exploration of new products, but failed exploration drives failure correction through the development of generational products. Thus, technological search seems to be contingent on the ability to learn from failure.

Maslach, D., O. Branzei, C. Rerup, and M. Zbaracki. "Knowledge spillovers and public welfare."

Abstract. We explore the impact of interorganizational learning from a competitor's new product introductions on safety and innovation in the medical device industry. This paper suggests that a competitor's new product introductions can reduce a firm's own product failure rates because new product introduction reports transfer codified knowledge of product design and attract organizational attention. We show how private innovations can spillover into public safety.

J. Denrell, C. Liu, and Maslach, D. “Bad management versus bad luck: Why failed executives should not get fired?”

Abstract. Organizations often respond to extreme failures by firing the executives in charge. We argue that extreme failures are more informative about the characters of the system that experience failure than the ability of the executives in charge. Firing the executives can be suboptimal because they do not necessarily have the lowest expected ability. We show that our complex systems model of organizations predicts behavior in (1) the qualifying position of 2011 Formula One racing drivers, (2) the executive termination in 5,277 medical device firms from 1997-2010, and (3) a multi-period experiment with 200 subjects. Nevertheless, since our finding is highly counterintuitive to how people evaluate extreme performances, failed executives are likely to keep getting fired for their bad luck.

Hora, M. and D. Maslach “Quick fixes: Organizational learning from failure and the reliability of second generation products.”

Abstract. In this empirical study, we look to see if mean-time-between-failures speed up new product development. We argue that failures closer together decrease product reliability in second generation products, while it speeds up new product development in first generation products.

Maslach, D., and R. McNaughton. “Googling Google: Consumer attention to learning speed in emerging technologies.”

Abstract. It is said that firms pay attention performance-feedback to ensure they are continuously improving. Further, faster updating based on this performance-feedback is said to benefit the firm in emerging technological markets. We explore an alternative explanation: Consumers adopt a firm’s products and services based performance-feedback, thereby endogenously driving the relationship between performance-feedback and firm performance. Our Google Trends data of Canadian software developers from 2004 to 2011 suggests that consumers attend to performance-feedback. In emerging technological markets, we show that consumers attend to slow learning firms that fail and consumers do not pay attention to slow learners that succeed. We discuss (1) why our results resolve inconsistencies in past simulation and empirical findings about fast learning, and (2) the role of consumer attention in firm-level expansion to distant markets in a technology networked world.

Maslach, D. “Diffusion of (an improving) innovation.”

Abstract. I present a simulation of diffusion in which the innovation is improving over time. I also provide empirical results from a novel natural experiment of the manufacturer adoption of privatized regulatory procedures. The results indicate the diffusion of an innovation is largely a function of improvements to the technology.