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EDUCATION

Ph.D.	National Chiao Tung University, Taiwan Doctoral Candidate in Strategic Management, advised by Jin-Su Kang Mays Business School, Texas A&M University Visiting Ph.D. Student, invited by Albert Cannella Gatton College of Business & Economics, University of Kentucky Visiting Ph.D. Student, invited by Walter Ferrier Dissertation: “Competitive Myopia: Redressing Blind Spots in Competitor Identification and Analysis” As markets and industries converge through unprecedented technology fungibility, scholars and practitioners face an unsettling question: How can firms avoid being blindsided by unexpected competition? Unlike disruptions that emerge from the low-end of the market, this question concerns <i>competitive myopia</i> —i.e., failure to anticipate threats and opportunities from seemingly unrelated domains—and it reveals an outstanding theory-practice gap in the research on competitive dynamics. In this dissertation, I explore the antecedents and consequences of competitive myopia and propose integrating network theory and methods into competitive dynamics to redress certain blind spots. The first essay focuses on awareness (the first construct in the Awareness-Motivation-Capability [AMC] framework) to develop a multilevel, relational <i>hostility profile</i> for identifying which <i>indirect competitors</i> may become tomorrow’s rivals. The second essay extends the analysis of indirect competitors into the context of multimarket contact (MMC), applying a systems approach to address the countervailing influences of mutual forbearance and competitive inertia. Finally, the third essay nuances upstream vs. downstream competitive myopia by investigating how indirect competitors from product markets become direct rivals in factor markets when firms seek capability development for unrelated market entries.	(expected) 2020 Spring 2019 fall 2019
M.B.A.	National Chiao Tung University, Taiwan Concentration: International Business Management	2012
B.A.	Tulane University Majors: International Relations, Philosophy; <i>magna cum laude</i> , departmental honors Honors Thesis: “An Impotent Hegemon: The post-9/11 decline of U.S. Influence”	2008

RESEARCH INTERESTS

Competitive dynamics – especially competitor identification, market entry and acquisitions

Interorganizational networks – exploring cross-industry encounters and multimarket interdependence

PUBLISHED & FORTHCOMING

- [1] Downing, S., Kang, J.-S., & Markman, G. (Forthcoming) “What You Don’t See Can Hurt You: Awareness Cues to Profile Indirect Competitors.” *Academy of Management Journal*.

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

RESEARCH IN PROGRESS

Note: Titles are obscured to protect the double blind review process.

- [1] Kang, J.-S., Downing, S., & Markman, G. (Conceptual and agent-based study of consumer influence on rivals' competitive interactions.) *Submission preparation stage*.
- [2] Downing, S., Kang, J.-S., & Lee, H. (Empirical study of multipoint contact and M&A applying networks of competition.) *Submission preparation stage*.
- [3] Downing, S., Yu, T., Cannella, A.A., & Kang, J.-S. (Mixed methods study of rivals' discursive framings and their influence on competitive aggressiveness.) *Data analysis stage*.
- [4] Downing, S., Kang, J.-S., & Markman, G. (Empirical study of the dual embeddedness of product and factor market rivalry applying networks of competition.) *Data analysis stage*.
- [5] Downing, S., Kang, J.-S., & Lee, H. (Empirical study of multipoint contact and competition in new and emerging market categories.) *Design stage*.
- [6] Kang, J.-S., & Downing, S. (Review of the multiple environments and mechanisms of attack in competitive dynamics literature). *Design stage*.
- [7] Kang, J.-S., & Downing, S. (Quasi-experimental design study of online user embeddedness and offline user action in an e-commerce platform.) *Design stage*.

GRANTS & AWARDS

Ph.D. Student Research Abroad Program Grant	2019
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	
Best Ph.D. Thesis Award	2018
Top prize and monetary award, 11 th annual Topco Scientific Co. Thesis Symposium, Taiwan (media summary in Chinese: http://www.tmi.org.tw/2018/08/2018.html)	
Ph.D. Dissertation Research Grant	2016 - 2017
Taiwan Ministry of Science & Technology, 105-2420-H-009-012-DR	
Management Research Grant	2015 - 2016
Taiwan Ministry of Science & Technology, 104-2410-H-009-050, under J.-S. Kang	
Ph.D. Scholarship	2013 - 2016
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

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

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

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

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

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

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

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

PUBLISHED TEACHING CASES

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

TEACHING EXPERIENCE

National Chiao Tung University, Taiwan			Section Evaluation
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
Shih Chien University, Taiwan			Section Evaluation
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

Co-Founder & Data Science Lead 2015 - 2018

Choco.ly, Taipei (startup CEM SaaS platform)

- ♦ Designed and implemented analytics suite; full-stack web development
- ♦ Iterated customer interviews and user observations via lean startup in pre-revenue stages

Co-Founder & Business Development Manager 2014 - 2015

Choco Design, Taipei (startup digital design agency)

- ♦ Managed new business development, account prospecting, negotiations
- ♦ Exceeded break-even revenue within first year of operation

Sales Account Manager 2012 - 2013

ACTi Corporation, Taipei (IP surveillance camera manufacturer)

- ♦ Oversaw Nordic territory distributor sales during key product lines overhaul
- ♦ Transitioned channel partners onto new policy terms, nurturing key accounts to accelerate growth while minimizing cannibalization

Marketing Intern 2011

PPG Industries, Shanghai & Taipei

- ♦ Completed analysis of Chinese fiberglass export data to inform APAC market development initiatives for the Pittsburgh Formosa Group joint venture

Public Finance Consulting Intern 2007

The PFM Group, New Orleans

- ♦ Drafted budgeting for outcomes and best practices recommendations for City of New Orleans revenue structure, contributing to reduction in expenditures by \$8.1 million

QUANTITATIVE ANALYSIS COMPETENCIES

Experienced in data science and big data methods that advance management research by facilitating greater data granularity and scope, including the following software and technologies:

Methods:

- ♦ Network analysis (ERGM, REM, SAOM)
- ♦ Unsupervised learning and dimensionality reduction (topic models, tensor factorization)
- ♦ Agent-based modelling (discrete choice and game-theoretic simulations)
- ♦ Time series analysis (ARIMA, Markov switching models, Bayesian structural time series)
- ♦ Linear and generalized regression with extensions (OLS, GLM, HLM)

Software & Technologies:

- ♦ Scientific / statistical computing (R, Python, SAS, Matlab, LaTeX, SGE HPC shell scripting)
- ♦ Relational and non-relational databases (MySQL; AWS DynamoDB, MongoDB, Neo4j)
- ♦ Object oriented programming (Python, PHP)
- ♦ Full-stack web development (HTML, CSS, JS/jQuery, LAMP stack, PHP Yii2 framework)
- ♦ Cloud architecture (Amazon Web Services EC2, S3, RDS, Route53, SES, Lambda, etc.)
- ♦ Version control (Git)

PRESENTATIONS

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

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

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

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

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

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

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

SUPPLEMENTAL INFORMATION

Memberships

Academy of Management
Strategic Management Society
Beta Gamma Sigma

Languages

English (native); Chinese (Mandarin; intermediate)