

VICTOR P. SEIDEL

Professor and Metropoulos Term Chair in Innovation Management
FW Olin Graduate School of Business, Babson College
Babson Park, Massachusetts, 02457 USA
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FULL-TIME EDUCATION

STANFORD UNIVERSITY

Ph.D., Department of Management Science and Engineering, (awarded January 2006)
Dissertation: *Managing Novel Product Concepts: A Process Theory*
Committee: Robert I. Sutton, Kathleen M. Eisenhardt, and Thomas H. Byers

CAMBRIDGE UNIVERSITY

M.B.A., Cambridge Judge Business School

CORNELL UNIVERSITY

B.S. (with Distinction), Electrical Engineering

PRIMARY ACADEMIC POSITIONS

	BABSON COLLEGE (FW Olin Graduate School of Business)
9/2022 –	Professor of Innovation & Operations Management Metropoulos Term Chair in Innovation Management, 2021-present
8/2017 – 8/2022	Associate Professor Peter M. Black Endowed Faculty Scholar, 2018-2021
1/2014 – 8/2017	Assistant Professor
	OXFORD UNIVERSITY (Saïd Business School & Trinity College)
1/2008 – 8/2013	University Lecturer, tenured* Peter Levine Fellow of Management Studies, 2010-2013
1/2006 – 1/2008	University Lecturer, tenure-track
1/2003 – 1/2006	University Lecturer, pre-Ph.D.

* *At Oxford at the time of employment “university lecturer” was the term for early-career tenure-line faculty.*

VISITING AND AFFILIATE ACADEMIC POSITIONS

9/2013 – present	Associate Scholar, Saïd Business School, University of Oxford
8/2010 – 8/2025	Innovation Fellow, Harvard School of Engineering and Applied Sciences
1/2022 – 8/2022	Visiting Associate Professor, RMIT University (Australia)
9/2018 – 9/2019	Visiting Lazaridis Professor, Wilfrid Laurier University (Canada)
1/2013 – 12/2013	Visiting Assistant Professor, Northeastern University
7/2009 – 8/2009	Visiting Scholar, Santa Fe Institute

SCHOLARLY RECOGNITION

- 2025 Best Article of 2024 Award *Academy of Management Discoveries*
- 2023 Finalist, Best Professional Development Workshop (PDW), Academy of Management, Research Methods Division, for “Visualizing Qualitative Data”
- 2023 Selected for Best Paper Proceedings, Academy of Management Annual Meeting
- 2021 Christer Karlsson Best Paper of Conference Award, Innovation and Product Development Management Conference (IPDMC)
- 2020 Best Reviewer Award, *Academy of Management Discoveries*
- 2018 Babson Faculty Scholarship Award for Empirical Contributions
- 2017 Selected as top ten most impactful articles on “Managing the Front End of Innovation” in *Journal of Product Innovation Management*
- 2016 Best Paper of Conference, 20th DRUID Innovation Conference, Copenhagen.
- 2016 Selected for Best Paper Proceedings, Academy of Management Annual Meeting
- 2016 Research profiled in *Academy of Management Journal* editorial article by Eisenhardt et al. on “Grand Challenges and Inductive Methods”
- 2013 Elected Senior Fellow of the Higher Education Academy, UK
- 2008 Outstanding Service Award, Academy of Management, TIM Division
- 2008 Research profiled in *Harvard Business Review* article by Teresa M. Amabile and Mukti Khair on “Creativity and the Role of the Leader”
- 2006 Christer Karlsson Best Paper of Conference Award, Innovation and Product Development Management Conference (IPDMC Milan)
- 2006 Finalist, Best Dissertation Award, Academy of Management, TIM Division

PUBLICATIONS

- Seidel, V. P., Greenstein, B., and Davenport, T. H. (2026). “AI is changing the rules of entrepreneurship” **Harvard Business Review** (Digital Article), Sept. 9, 2026
- Seidel, V. P. (2026) “Comparing Logics of Organizing across Plato, Aristotle and Machiavelli: Tensions and Implications for Innovation Management and Responsible Innovation” **Prometheus: Critical Studies in Innovation**, 41(2-3), 213-225.
- Erzurumlu, S. S., Osowiecki, W. T., & Seidel, V. P. (2025). “How an Environmental Sustainability Community Fostered Employee-Driven Innovation at Lam Research” **Research-Technology Management**, 68(4), 21–29.
- Spanjol, J, Noble, C.H., Baer, M., Bogers, M. Bohlmann, J. Bouncken, R., Bstieler, L. Luca, L., Garcia, R., Gemser, G., Grewal, D., Hoegl, M., Kuester, S., Kumar, M., Lee, R., Mahr, D., Nakata, C., Ordanini, A., Rindfleisch, A., Seidel V. P., Sorescu, A., Verganti, R., Wetzels, M., (2024) “Fueling innovation management research: Future directions and five forward-looking paths” **Journal of Product Innovation Management** 41(5), 893-948.
- Gillier, T., Seidel, V.P., Kazakci, A., Piat, G. (2024) “Crafting future innovations: The network structure of ideas for visionary product concepts” **Academy of Management Discoveries** 10(4), 611-629. [*Best Article of 2024 Award*]

- Pham, C. & Seidel, V.P. (2023) “How innovation teams reframe problems across two dimensions of a design space” **Academy of Management Proceedings** 2023(1), 11733. [*Extended abstract of “best paper” conference presentation; full paper in review process*]
- Seidel, V.P., Hannigan, T. R. & Phillips, N. (2020) “Rumor communities, social media, and forthcoming innovations: The shaping of technological frames in product market evolution” **Academy of Management Review** 45(2), 304-324.
- Seidel, V. P., Fixson, S. K., Marion, T. J. (2020). Innovating how to learn design thinking, making, and innovation: Incorporating multiple modes in teaching the innovation process. **INFORMS Transactions on Education**, 20(2), 73-84.
- Riedl, C., Seidel, V. P., Woolley, A. W., and Kane, G. C. (2020). Make your crowd smart: A framework for tailoring your crowdsourcing approach to the complexity of your innovation challenge. **MIT Sloan Management Review** 61(4) 45-47.
- Riedl, C. & Seidel, V. P. (2018) “Learning from mixed signals in online innovation communities” **Organization Science** 29(6), 1010-1032.
- Hannigan, T. R., Seidel, V.P. & Yakis-Douglas, B. (2018) “Product innovation rumors as forms of open innovation” **Research Policy** 47(5), 953-964.
- Sims, J. & Seidel, V.P. (2017) “Organizations coupled with communities: The strategic effects on firms engaged in community-coupled open innovation” **Industrial and Corporate Change**, 26(4), 647–665.
- Seidel, V.P., Langner, B, and Sims, J. (2017) “Dominant communities and dominant designs: Community-based innovation in the context of the technology life cycle” **Strategic Organization** 15(2), 220-241
- Seidel, V.P., Packalen, K.A., & O’Mahony, S. (2016) “Help me do it on my own: How entrepreneurs manage autonomy and constraint within incubator organizations” **Research in the Sociology of Organizations**, vol. 47, 277-309
- Seidel, V. P. & Langner, B. (2015) “Using an online community for vehicle design: Project variety and motivations to participate” **Industrial and Corporate Change**. 24(3) 635-653.
- Langner, B. & Seidel, V. P. (2015) “Sustaining the flow of external ideas: The role of dual social identity across communities and organizations” **Journal of Product Innovation Management** 32(4) 522-538.
- Seidel, V. P. & Fixson, S.K. (2015) “Design thinking for non-designers” in *“Design Thinking and Design,”* K. Scott Swan, Michael Luchs, and Abbie Griffin, Eds. New York: Wiley, 143-155.
- Fixson, S. K., Seidel, V.P., & Bailey, J. (2015) “Creating space for innovation: The role of a “design zone” within a business school.” in Crittenden, V., Esper, K., Karst, N., and Slegers, R., Eds.

“Evolving entrepreneurial education: Innovation in the Babson classroom.” Bingley, U.K.: Emerald Publishing, 217-234.

Seidel, V. P., & O’Mahony, S. (2014) “Managing the repertoire: Stories, metaphors, prototypes and concept coherence in product innovation” **Organization Science**, 25(3), 691-712.

Seidel, V.P. & Fixson, S. K. (2013) “Adopting design thinking in novice multidisciplinary teams: The application and limits of design methods and reflexive practices” **Journal of Product Innovation Management** 30(S1), 19-33.

Langner, B. & Seidel, V. P. (2009) “Collaborative Concept Development Using Supplier Competitions: Insights from the Automotive Industry” **Journal of Engineering & Technology Management** 26(1-2), 1-14.

Seidel, V. P. (2007). Concept Shifting and the Radical Product Development Process. **Journal of Product Innovation Management**, 24(6), 522-33.

Seidel, V. & Pinto, J. (2005). Social Science Strategies for User-Focused Innovation and Design Management. **Design Management Review**, 16(4), 35-40.

Seidel, V. (2000). Moving from Design to Strategy: The Four Roles of Design-Led Strategy Consulting. **Design Management Journal**, 11(2), 73-79.

WORKING PAPERS

Hannigan, T., M. Ventresca, M. J. & Seidel, V. P. “Meaning in advance of a market: Applying network text analysis to study product propositions in nascent markets”

Langner, B., Seidel, V. P., and Farchi, T. E., “Recreational labor in online innovation contests”

Cattaneo, G. and Seidel, V. P. “Representations, competencies, and identity: How incumbent innovation teams use product and process representations when market logics shift.”

Seidel, V. P. and Riedl, C. “How creative versus technical constraints affect exploring a design space”

Seidel, V. P. “Effects of Sustainability Orientation and Responsible Innovation: Evidence from Global Mining Firms”

PRIMARY PRESENTATIONS AT CONFERENCES AND INVITED SEMINARS

2026 Academy of Management Annual Conference, Philadelphia

2025 GIIP3 Conference, Shanghai; Innovation and Product Development Management Conference, Porto; European Group for Organizational Studies (EGOS), Athens

- 2024 Academy of Management, Chicago; European Group for Organizational Studies (EGOS), Milan; ACM Collective Intelligence [Organizing Committee and Session Chair], MIT Global Summit on Mine Tailings Innovation
- 2023 Academy of Management, Boston; Innovation and Product Development Management Conference, Lucco
- 2022 RMIT University [Distinguished Research Seminar]; Academy of Management, Seattle
- 2021 Innovation and Product Development Management Conference (IPDMC); Academy of Management; European Group for Organizational Studies (EGOS); Keynote Speaker, JPIM Idea Development Workshop
- 2020 Innovation and Product Development Management Conference (IPDMC); Academy of Management; Oxford Platform Economy Seminar
- 2019 Organization Science Winter Conference, Phoenix; West Coast Research Symposium, Stanford; Seminars at: Boston College, UMass Boston, Wilfrid Laurier University.
- 2018 Academy of Management, Chicago
- 2017 Organization Science Winter Conference, Park City; EIASM Product Development Management Conference, Reykjavik.
- 2016 Academy of Management, Anaheim; UT Austin workshop on Creative Strategizing; Copenhagen Business School/DRUID; Harvard Business School “Digital Seminar”; Mines Paris Tech Design & Innovation Invited Seminar
- 2015 Academy of Management, Vancouver; Oxford “Crowds and Innovation” conference
- 2014 Academy of Management, Philadelphia; Wharton PVMI; Harvard Open & User Innovation Conference
- 2013 Academy of Management, Orlando; DRUID/Barcelona; EGOS Montreal
- 2012 Academy of Management, Boston; UC Davis Qualitative Research Conference
- 2011 Academy of Management, San Antonio, EGOS Gothenburg, EIASM Product Development Management Conference.
- 2010 Academy of Management, Montreal; EGOS Lisbon; MIT Sloan; University of Venice
- 2009 Academy of Management, Chicago; EIASM Product Development Conference
- 2008 Academy of Management, Anaheim; DRUID/Copenhagen; University of Maryland; Santa Fe Institute

- 2007 Academy of Management, Philadelphia; European Science Foundation, Milan; University College Dublin; Imperial College; ETH-Zurich; EPFL-Lausanne; London Business School; Harvard Business School
- 2006 Academy of Management, Atlanta; EIASM Product Development Conference, Milan; Stanford; Cambridge; London School of Economics; University of Tokyo

PRIMARY TEACHING

<i>Undergraduate</i>	<i>Institution and years</i>
Introduction to Management	Oxford (2003-2012)
Strategic Management	Oxford (2003-2012)
Innovation	Northeastern (2013)
Innovation in Science and Engineering*	Harvard SEAS (2010-2021)
* Received Derek Bok Center Certificate for Teaching Excellence Award, 2015	

<i>Masters / MBA</i>	
Strategy & Innovation	Oxford (2005-2013)
Entrepreneurship & Technology Ventures	Oxford (2003-2007)
Operations & Information Management	Babson (2014-present)
Product Design and Development	Babson (2014-present)
Leading Entrepreneurial Action Project	Babson (2015-present)

<i>Executive Education</i>	
Strategy & Innovation Post-Graduate Diploma	Oxford (2007-present)

<i>Doctoral</i>	
Organization Theory	London Business School (2011)

DOCTORAL STUDENTS SUPERVISED, HOSTED, AND EXAMINED

Cristina Pham	Hosted	Politecnico Milano
Timothy Hannigan	Supervised	Oxford
Benedikt Langner	Supervised	Oxford
Giacomo Cattaneo	Hosted	U. Aarhus, Denmark
Basak Yakis Douglas	Examined	Oxford
George Chondrakis	Examined	Oxford
Claudio Biscaro	Examined	University of Venice
Jana Thiel	Examined	EPFL, Switzerland
Mihaela Stan	Examined	London Business School

NON-ACADEMIC PROFESSIONAL POSITIONS

1998 – 1999	IBM European Marketing & Sales Headquarters Manager, European Tactical Marketing, Custom Logic Products	<i>Geneva, Switzerland</i>
1988 – 1997	IBM Microelectronics	<i>Vermont, USA</i>

Manager, Business Planning Department (1996-1997)
Technical Advisor to the Director of ASIC Logic Products (1995)
Product Development Engineer and Product Qualification Engineer (1988-1995)

PART-TIME EDUCATION

HARVARD LAW SCHOOL

Certificate in Patent Law (May 2025)

Semester-long examined course on (I) patent law and (II) implications for innovation in global public health; jointly delivered with World Intellectual Property Organization (WIPO).

HARVARD EXTENSION SCHOOL

Master of Liberal Arts (A.L.M.), Sustainability (February 2025)

Ten course part-time graduate program included: *Life Cycle Analysis, Product Stewardship, Product Social Metrics, Environmental Systems Analysis, Environmental Law, and Natural Resource Materials.*

Master's Thesis: *Effects of Sustainability Leadership and Innovation on Responsible Mining*

Graduate Certificate, Philosophy and Ethics (May 2019)

Four course part-time graduate program, consisting of: *Ethical reasoning, Existentialism, Enlightenment Philosophy and Classical Western Thought, Philosophy of Comparative Economic Systems.*

OXFORD UNIVERSITY

Post-Graduate Diploma (PGDip.) in Learning and Teaching in Higher Education (February 2013)

One-year part-time program, delivered by Oxford Learning Institute and Faculty of Education.

Thesis: *Designing Higher Education Curricula in Innovation & Entrepreneurship*

RENSSELAER POLYTECHNIC INSTITUTE

Master of Science (M.S.) in Engineering Science. Concentration: Manufacturing Systems

Engineering. Studies funded and supported while employed by IBM.

PATENTS

“Apparatus for testing circuits and/or burning-in chips” US Patent 5,635,847 (and related method patent: 5,530,375).

“Field Programmable Memory Array” US Patent 5,914,906 (and five related US and further international patents), with Joseph Iadanza, Ralph Kilmoyer, Michael Laramie, and Terrance Zitttrisch.

REPRESENTATIVE INSTITUTIONAL SERVICE

Saïd Business School, University of Oxford

2006	Chair of Examinations Board for Economics & Management
2007-2008	Founding academic co-director, Oxford Entrepreneurship Center
2009-2010	Doctoral Admissions Committee

Babson College

2015-2020	Senator, Faculty Senate
2015-2016	Task Force Co-chair, Academic Master Plan
2016-2020	Faculty representative, Board of Trustees Committee on Campus Planning
2016-2018	Faculty representative, Weissman Foundry Advisory Committee
2018	Babson Graduate School Service Award
2018-present	Weissman Foundry Faculty Fellow
2018-2019	Senate Executive Committee
2022-present	Babson Faculty Research Fund Committee
2024	Provost Search Committee

Harvard College

2010-2021	Judging Panelist, Annual i3 Innovation Competition
2013-2019	Judge and Presenter, Harvard Synergy Social Incubator Conference
2014-present	Judging Panelist, Annual Harvard/National Collegiate Research Conf.

EXTERNAL REVIEW COMMITTEES

2013	Harvard University, Winthrop House <i>As commissioned by the Dean of the Faculty of Arts and Sciences</i>
2018	Brown University, Business, Entrepreneurship & Organizations program <i>As commissioned by the Office of the Provost</i>

REPRESENTATIVE PROFESSIONAL ACTIVITIES

Associate Editor	<i>Journal of Product Innovation Management (2025-present)</i>
Editorial Boards	<i>Journal of Product Innovation Management (2008-present)</i> <i>Academy of Management Discoveries (2020-present)</i> <i>Strategic Organization (2022-present)</i>
Representative journal reviewing	<i>Administrative Science Quarterly, Academy of Management Journal, Academy of Management Review, Organization Science, Strategic Management Journal</i>
Funding reviewing	National Science Foundation (NSF), 2021 French National Research Agency (ANR), 2021
Representative Academy Service	Elected Member of Executive Committee, Technology & Innovation Management Division, Academy of Management (2006-2008) TIM Doctoral Consortium Faculty Mentor (2021) Co-organizer (with S. Fixson and T. Marion), Semi-Annual Professional Development Workshops on “Innovating how we teach innovation,” Technology & Innovation Management Division, Academy of Management (2014, 2015, 2016, 2018, 2020, 2022, 2024)

PDMA Dissertation Proposal Award Reviewer (2020), ACM Collective
Intelligence CI'24 Program Committee (2024)

Memberships

Academy of Management (USA)

Product Development Management Association (USA)

Royal Society of Arts, Manufactures, and Commerce (UK)

Senior Fellow, Higher Education Academy (UK)