

JINA KANG

Professor
Technology Management, Economics and Policy Program (TEMEP)
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Professor, Seoul National University, 2005 – present.
Assistant Professor, California State University, Fullerton, 2002 – 2005.
Advertising Account Executive, Cheil Worldwide Inc., 1989 – 1993.

EDUCATION

Ph.D., The Anderson School, University of California, Los Angeles (UCLA), 2002.
MBA, The Wharton School, University of Pennsylvania (UPenn), 1995.
B.S., Korea Advanced Institute of Science and Technology (KAIST), 1989.

RESEARCH INTERESTS

Strategic Management
Technology & Innovation Management
Entrepreneurship & Hi-tech Industries
Corporate Venture Capital

PUBLICATIONS

International

with S. Joseph Yoon and Gil S. Jo, 'Exploratory Innovation through Gaining Knowledge from Alliance Portfolio: Interplay between Network Structure and Knowledge Composition', *International Journal of Innovation Management*, 26(7), pp. 2250053, 2022.

with Doohee Chung, Marco Jinhwan Kim, 'Influence of alliance portfolio diversity on innovation performance: the role of internal capabilities of value creation', *Review of Managerial Science*, 13(5), pp. 1093-1120, 2019.

with John Han, Klaus Marhold and S. Ryan Shin, 'Human Resources in Technological M&As: Target Firm Inventors' post-M&A Organizational Context.' *Academy of Management Proceedings*, 2018, p. 13784

with Simon U. Lee and Gunno Park, 'The double-edged effects of the corporate venture capital unit's structural autonomy on corporate investors' explorative and exploitative innovation', *Journal of Business Research*, 88, pp. 141-149, 2018.

with Chigu Kim and Chul Lee, 'Determinants of Firm's Innovation-Related External Knowledge Search Strategy: The Role of Potential Absorptive Capacity and Appropriability Regime', *International Journal of Innovation Management*, 22(4), 2018.

with Doohee Chung and Theresa S. Cho, 'The linkage between TMT knowledge diversity and firm-level innovation: the role of organizational search scope and managerial discretion', *International Journal of Technology Management*, 78(3), pp. 208-233, 2018.

with John Han and Klaus Marhold, 'Technological M&A for Core Technology Change: A Feasible Strategy for Incumbent Firms to Overcome the Challenges in the Steel Industry', *Berg- und Hüttenmännische Monatshefte*, 162(9), pp. 397–399, 2017.

with S. Joseph Yoon and Klaus Marhold, 'Linking the Firm's Knowledge Network and Subsequent Exploratory Innovation', *Innovation: Organization & Management*, 19(4), pp. 463-482, 2017.

with S. Shin, John Han and Klaus Marhold, 'Reconfiguring the Firm's Core Technological Portfolio through Open Innovation: Focusing on Technological M&A', *Journal of Knowledge Management (Special Issue)*, 21(3), pp. 571-591, 2017.

with Chul Lee, Gunno Park and Klaus Marhold, 'Top management team's innovation-related characteristics and the firm's explorative R&D: an analysis based on patent data', *Scientometrics*, 111(2), pp.639-663, 2017.

with Klaus Marhold and Marco Kim, 'The Effects of Alliance Portfolio Diversity on Innovation Performance: A Study of Partner and Alliance Characteristics in the Bio-Pharmaceutical Industry', *International Journal of Innovation Management*, 21(1), 2017.

with Sunny Hahn, 'Complementary or Conflicitory?: The Effects of Composition of the Syndicate on Venture Capital-backed IPOs in the U.S. Stock Market', *Economia e Politiaca Industriale (Special Issue)*, 44(1), pp. 77-102, 2017.

with Klaus Marhold, 'The Effects of Internal Technological Diversity and External Uncertainty on Technological Alliance Portfolio Diversity', *Industry and Innovation*, 24(2), pp. 122-142, 2017.

with Bangsil Esther Lee, 'Power of Peripheral Innovations - A Case Study of Amorepacific's Cushion', *Research Technology Management*, 59(4), pp. 21-29, 2016. (Lead Article)

with John Han and Gil S. Jo, 'Is High Quality Knowledge Always Beneficial? Knowledge Overlap and Innovation Performance in Technological M&As', *Journal of Management and Organization*, 35, pp. 1-21, 2016.

with Chul Lee and Gunno Park, ‘The Impact of Convergence between Science and Technology on Innovation’, *Journal of Technology Transfer*, 41(4), pp. 508-530, 2016.

with Gil S. Jo and Gunno Park, ‘Unraveling the Link between Technological M&A and Innovation Performance Using the Concept of Relative Absorptive Capacity’, *Asian Journal of Technology Innovation*, 24(1), pp. 55-76, 2016.

with Seunghwan Song and Marco Kim, ‘The Effects of Ambidextrous Alliances on Product Innovation’ *Journal of Global Scholars of Marketing Science*, 26(1), pp. 4-18, 2016. (An earlier version received Korean Scholars of Marketing Science Doctoral Colloquium ‘Premier’ Award)

with Simon U. Lee, ‘Technological Diversification through Corporate Venture Capital Investments: Creating Various Options to Strengthen Dynamic Capabilities’, *Industry and Innovation*, 22(5), pp. 349-374, 2015. (**Lead Article**)

with Marco Kim and Gunno Park, ‘Two-sided Effects of Embeddedness in Alliance Portfolios’, *International Journal of Innovation Management*, 19(4), 2015.

with Ki H. Kang and Gil S. Jo, ‘External Technology Acquisition: A Double-edged Sword’, *Asian Journal of Technology Innovation*, 23(1), pp.35-52, 2015. (**AJTI’s Most Read Article of All Time & an earlier version received the International Associations for Management of Technology (IAMOT) Best Student Paper Award**)

with Gunno Park and Marco Kim, ‘Competitive Embeddedness: The Impact of Competitive Relations among a Firm’s Current Alliance Partners on its New Alliance Formations’, *International Business Review*, 24(2), pp.196-208, 2015.

with Ki H. Kang, ‘Do External Knowledge Sourcing Modes Matter for Service Innovation? Empirical Evidence from South Korean Service Firms’, *Journal of Product Innovation Management*, 31(1), pp.176-191, 2014.

with Gunno Park, ‘Alliance Addiction: Do Alliance Create Real Benefits?’, *Creativity and Innovation Management*, 22(1), pp.53-66, 2013 (**Selected CIM’s 2013 Tudor Rickards and Susan Moger Best Paper Award runner-up paper**).

with Gunno Park, ‘Entry Conditions, Firm Strategies and Their Relationships to the Innovation Performance of an Emerging Green Industry: The Case of the Solar Cell Industry’, *Asian Journal of Technology Innovation*, 18(2), pp.21-42, 2010. (**AJTI’s Most Read Article of All Time & an earlier version received Korean Academy of Marketing Science Best Conference Paper Award**)

with Ki H. Kang, ‘Does Partner Type Matter in R&D Collaboration for Product Innovation?’, *Technology Analysis & Strategic Management*, 22(8), pp.945-959, 2010.

With Mooweon Rhee and Ki H. Kang, ‘Revisiting Knowledge Transfer: Effects of Knowledge Characteristics on Organizational Effort for Knowledge Transfer’, *Expert Systems with Applications*, 37(12), pp.8155-8160, 2010.

with Allan Afuah, ‘Profiting from Innovations: The Role of New Game Strategies in the Case of Lipitor of the US Pharmaceutical Industry’, *R&D Management*, 40(2), pp.124-137, 2010.

with Gunno Park, 'The Effects of Teacher Firms' Characteristics and Student Firms' Absorptive Capacity on Firm Performance in Technology Alliances', *International Journal of Innovation Management*, 13(3), pp.393-409, 2009.

with Ki H. Kang, 'How Do Firms Source External Knowledge for Innovation? Analysing Effects of Different Knowledge Sourcing Methods', *International Journal of Innovation Management*, 13(1), pp.1-17, 2009.

with Marvin Lieberman, 'How to Measure Company Productivity Using Value-Added: A Focus on Pohang Steel (POSCO)', *Asia Pacific Journal of Management*, 25(2), pp.209-224, 2008.

'Testing Impact of Knowledge Characteristics and Relationship Ties on Project Performance', *Journal of Knowledge Management*, 11(3), pp.126-144, 2007.

Domestic

with Yura Jung and Chul Lee, 'Contributions of Overseas R&D Subsidiaries on Headquarters Innovation Performance: The Moderating Roles of Social Embeddedness and Knowledge Digestibility', *Yonsei Business Review*, 57(2), pp 141-175, 2020.

with E. Jung and Chul Lee, 'Research for Bio-diversity Maintenance and Firm's Sustainable Growth', *Journal of Korea Technology Innovation Society*, 12(1), pp 51-74, 2017.

with Yichang Kim and Simon U. Lee, 'Appropriate Alliance Network Structure and the Properties of Partner Firms for Successful Knowledge Transfer', *Yonsei Business Review*, 53(2), pp. 303-341, 2016 (*Yonsei Business Review's Best Paper of the Year Excellence Prize*).

with S. Joseph Yoon and Gil S. Jo, 'Alliance Portfolios and Firm Performance: Focusing on the Interaction between Resources and Bargaining Power', *International Business Journal*, 26(2), pp.63-97, 2015.

with Ki H. Kang and Seungchul Choi, 'How Does Knowledge Depth/Breadth Moderate between Alliance Intensity and Innovative Performance?' *Journal of Strategic Management*, 18(1), pp.31-55, 2015.

with Sulah Cho and Ki H. Kang, 'How Do Research Capabilities and Financial Resources Affect Professors' Entrepreneurship? : Using the Speed of University Spin-off Formations', *Journal of Technology Innovation*, 19(2), pp.99-128, 2011 (*Received JTI's Best Paper Award*).

with Joo Sung Lee, Sung Woo Cho and Hee Dong Yang, 'The MS/MBA Dual Degree Program: An Examination of U.S. Schools and Analysis of Implementation in Korean Schools', *Korean Business Review*, 12(1), pp.161-179, 2008.

'Privatization: A Transitional Analysis using Property Rights Theory and Political Market Theory', *Korean Management Review*, 33(6), pp.1689-1709, 2004.

CONFERENCE PRESENTATIONS

International

with Simon U. Lee, Gunno Park, and Klaus Marhold, Managerial Attention and CVC Portfolio Diversification: Investigating Organizational Determinants. Academy of Management Annual Meeting, Boston, 2019.

with S. Shin, John Han, and Klaus Marhold, Effects of Incumbent Firms M&A activity on the Entrepreneurial Ecosystem: The Interplay of Government Sponsorship and Innovativeness of Startups. Academy of Management Annual Meeting, Boston, 2019.

with John Han, Klaus Marhold, and S. Shin, Human Resources in Technological M&As: Target Firm Inventors' post- M&A Organizational Context. Academy of Management Annual Meeting, Chicago, 2018 (*Best paper status in the Technology and Innovation Management Division*).

with S. Shin and John Han, Establishing a co-prospering venture ecosystem in Industry 4.0: Focusing on the role of incumbent firms' technological M&As, The International Schumpeter Society Conference, Seoul, 2018.

with John Han, S. Shin and Klaus Marhold, 'Realizing core technological portfolio change through technological M&A', IAMOT, Vienna, 2017.

with Sunny Hahn, 'Strategic Determinants of Partner Selection in Syndicates: Using the Corporate Venture Capitals', SMS Special Conference, Hong Kong, 2016.

with Bangsil Esther Lee, 'The Hidden Potential of Peripheral Innovation', Korean Scholars of Marketing Science Fall International Conference, Seoul, 2016 (*Doctoral Dissertation Competition Honorable Mention for Bangsil Esther Lee, a Ph.D. candidate*).

with S. Shin, John Han, and Klaus Marhold, 'Reconfiguring the Firm's Core Technological Portfolio through Open Innovation: Focusing on Technological M&A', Korean Scholars of Marketing Science Fall International Conference, Seoul, 2016.

with S. Shin, John Han, and Klaus Marhold, 'Reconfiguring the Firm's Core Technological Portfolio through Technological M&A: Focusing on the Target Firm's Knowledge Characteristics', International Conference on Innovation Studies, Beijing, 2016.

with Klaus Marhold, 'Research on the Diversity of R&D Alliance Portfolios: Determinants and Effects on Innovation Performance', Korean Scholars of Marketing Science Fall International Conference, Seoul, 2015 (*Doctoral Dissertation Competition Premier Award for Klaus Marhold, a Ph.D. candidate*).

with John Han, 'Inventor Retention: The Key to Acquire Target Firms' Knowledge through Technological M&As', Korean Scholars of Marketing Science Fall International Conference, Seoul, 2015.

with Doogie Chung, 'The Influence of TMT Knowledge Specificity and Search Behavior on Firm Innovation: A Contingency Perspective', Academy of Management Annual Meeting, Vancouver, British Columbia, 2015.

with Marco Jinhwan Kim, S. Hwan Song and Klaus Marhold, 'Increasing the Innovation Effectiveness of Exploratory Alliances: An Empirical Study on Korean Manufacturing Firms', Asia Academy of Management Conference, Hong Kong, 2015.

with Sunny Hahn, 'Corporate Venture Capital Syndicate Investment and Partner Selection', Korean Scholars of Marketing Science International Conference, Seoul, 2014.

with Gil S. Jo, 'Impacts of Knowledge Base on Post-M&A Innovation Performance', Asia Association of Learning, Innovation, and Co-evolution Studies International Conference, Daegu, 2014 (***Best Student Paper Award for Gil S. Jo, a Ph.D. candidate***).

with Marco Kim, 'Exploration and Exploitation in Alliance Portfolios Based on Network Structure', Korean Scholars of Marketing Science Fall International Conference, Seoul, 2013 (***Best Conference Paper Award***).

with Simon U. Lee, 'The Advantage of Corporate Venture Capital Investment in the Investor's Technological Diversity', Korean Scholars of Marketing Science Spring International Conference, Seoul, 2013.

with Gunno Park and Marco Kim, 'The Influence of Competitive Relations among Current Partners on Firm's New Alliance Formation', Asia Academy of Management Conference, Seoul, 2012.

with Klaus Marhold, 'Leveraging Innovation Resources: The Firm's International Experience and Entry Mode Choice', Korean Scholars of Marketing Science Fall International Conference, Seoul, 2012 (***Best Conference Paper Award***).

'Online Teaching as a Tool for Global Engineering Education: From the Experience of the Global Education Center for Engineers (GECE)', Annual Colloquium on International Engineering Education, Newport, RI, 2012 (***Invited***).

with Sunny Hahn, 'Balancing the Value-Added through Syndication in Venture Capital Investments', Asia Pacific Innovation Conference, Seoul, 2012.

with Martin Hong, 'The Effect of Knowledge Speed of Technology Catch-up', Global Marketing Conference, Seoul, 2012.

with Gunno Park and Marco Jinhwan Kim, 'Competitive Embeddedness in Alliance Portfolio and its Effect on Alliance Formation', Global Marketing Conference, Seoul, 2012.

with Gil S. Jo and Gunno Park, 'The Impact of Technological M&A on Innovation Performance: Evidence from the Biopharmaceutical Industry', Global Marketing Conference, Seoul, 2012.

with Martin Hong and Marco Kim, 'The Effect of Laggards' Ambidextrous Learning on Improving the Speed of Technological Catch-up', International Schumpeter Society Conference, Brisbane, 2012.

'Global Education Center for Engineers (GECE): Training Engineers for a Globalizing World', Annual Colloquium on International Engineering Education, Provo, UT, 2011 (***Invited***).

with Marco Kim and Gunno Park, ‘Competitive Embeddedness: The Impact of Competition among Partners on Firm’s New Alliance Formation in Alliance Portfolio’, Korean Scholars of Marketing Science Fall International Conference, Seoul, 2011.

with Younghoon Yun, ‘Different Sources of Knowledge and Role of R&D Departments on Product Innovation’, Korean Scholars of Marketing Science Spring International Conference, Seoul, 2011.

with Ki H. Kang, ‘External Technology Sourcing & Internal R&D Capabilities: Complements vs. Substitutes for Technology Innovation’, International Associations for Management of Technology, Miami, 2011 (*Best Student Paper Award for Ki Kang, a Ph.D. candidate*).

with Gunno Park, ‘Alliance Addiction: Do Alliances Create Real Benefits?’, International Associations for Management of Technology, Miami, 2011.

with Gunno Park, ‘Trends in Green Technology and Innovation Worldwide’, Korean Scholars of Marketing Science Fall International Conference, Seoul, 2010 (*Invited*).

with Ki H. Kang, ‘External Technology Sourcing & Internal R&D Capabilities: Complements vs. Substitutes for Technology Innovation’, Korean Scholars of Marketing Science Fall International Conference, Seoul, 2010.

with Ki H. Kang, ‘The Role of Transfer Modes for Utilizing External Sources in Service Innovation’, Global Marketing Conference, Tokyo, 2010.

with Gunno Park, ‘Entry Conditions, Firm Strategies, and its Relationships on Innovation Performance in Emerging Green Industry’, Korean Scholars of Marketing Science Spring International Conference, Seoul, 2010 (*Best Conference Paper Award*).

with Gunno Park, ‘Effects of Entry Conditions on Green Technology Innovation Performance: Solar Cell Industry Worldwide’, Academy of Management Annual Meeting, Chicago, 2009.

with Ki H. Kang, ‘How Do Firms Source External Knowledge for Innovation?: Analyzing Effects of Different Knowledge Sourcing Methods’, Asia Academy of Management, Taipei, 2008.

‘R&D-Location Effect in University-Industry Collaboration: A Strategic Approach’, EuroMOT2008, Nice, 2008 (*Plenary Session*).

‘Beyond Imitation and Complementary Assets: The Role of New Game Strategies and Positioning for Firms to Profit from Innovations’, Korean Scholars of Marketing Science international Conference, Seoul, 2008.

with Allan Afuah, ‘Profiting from Innovations: The Role of New Game Strategies in a Firm’, Academy of Management Annual Meeting, Philadelphia, 2007.

with Allan Afuah, ‘How Can Innovating Firms Profit from its Innovation?: The Role of New Game Strategies’, Asia Academy of Management Conference, Tokyo, 2006.

‘The Knowledge Advantage: Testing the Impact of Knowledge Characteristics and Relationship Ties on Project Performance’, Annual Western Academy of Management Conference, Palm Springs, 2003.

‘Your Initial Knowledge or Tireless Networking?: A Computational Model of Human Capital and Social Capital in Knowledge Accumulation’, Annual Meeting of the American Sociological Association, Chicago, 1999.

‘Privatization: A Transitional Analysis of Property Rights Theory and Political Market Theory in the Steel Industry’, International Federation of Scholarly Associations of Management Conference, Madrid, 1998.

Domestic

with H. Kong and J. Lee, ‘Organizational Search and R&D Investment: The Moderating Roles of Pay Policy at TMT Group, Pay Dispersion and Long-Term Incentive’, Korea Society of Strategic Management, Convergence Conference, August 2020.

with G. Kim and S. Shin, ‘Social network, knowledge network, and R&D researchers’ exploratory innovation in technological merger’, The Korea Society for Innovation Management & Economics, Winter Conference, February 2019.

with G. Kim, S. Shin, ‘Creating novel technology through tech M&A: The role of Intrafirm social collaboration network and knowledge network’, Korea Society of Strategic Management, Fall Conference, 2018.

with Miona Aleksic, S. Shin, Klaus Marhold, ‘Entrepreneurs’ pre-venture experience and the performance of their technology-based ventures: the moderating role of motivation and venture innovativeness’, Korea Society of Strategic Management, Spring Conference, May 2018.

with S. Shin, John Han and Klaus Marhold, ‘Overlapped inventors in technological M&As: the role of their retention on the firm’s post-M&A innovation rates and impact’, Korean Academic Society of Business Administration Conference, Gwangju, 2017.

with Hanbeen Lee, ‘Enhancing the value of innovation using new knowledge: From the perspective of knowledge network’, Korean Academic Society of Business Administration Conference, Gwangju, 2017.

with Young. S. Ham, ‘How the target inventor’s knowledge network characteristics affect the post-M&A innovation performance’, Korean Academic Society of Business Administration Conference, Gwangju, 2017.

with Simon U. Lee, Gunno Park and Klaus Marhold, ‘Organizational Determinants of Corporate Venture Capital’s Portfolio Diversification: The Roles of TMT Homogeneity, Organizational Slack, and Structural Autonomy’, Korea Society of Strategic Management, Spring Conference, 2017.

with Simon U. Lee, Gunno Park and Klaus Marhold, ‘Obstacles to Corporate Venture Capital’s Technological Portfolio Diversity: Moderating Role of Structural Autonomy on CV Unit’, The

Korea Society for Innovation Management & Economics, Summer Integration Scientific Meeting, 2016.

with Chul Lee and Klaus Marhold, 'Top Management Team Characteristics, Organizational Slack and the Direction of the Organization's R&D Activity', The Korea Society of Strategic Management, Spring Conference, 2016.

with S. Shin and John Han, 'Uncovering the Firm Characteristics of Technological M&A Success: What Makes Acquirer Firms Benefit from Unrelated Knowledge?', The Korea Society for Innovation Management & Economics, Winter Conference, 2016.

with E. Jung, 'Research on the Effects of Intra-organizational Migration of Team Members on Organizational Learning', The Korea Society for Innovation Management & Economics, Fall Conference, 2015.

with Klaus Marhold, 'Internal and External Determinants of Alliance Portfolio Diversity', The Korea Society for Innovation Management & Economics, Summer Conference, 2015.

with Sunny Hahn, 'Strategic Determinants of Corporate Venture Capital Partner Selection and their Impact on Syndicate Formation', The Korea Society of Strategic Management, Spring Conference, 2015.

with John Han and Gil S. Jo, 'Reinterpretation of the Effects of Technological Overlap in Technological M&A', The Korea Society for Innovation Management & Economics, Winter Conference, 2015.

with Gil S. Jo, 'Alliance Portfolios and Firm Performance: Based on the Effects of Resources and Bargaining Power', The Korea Society of Strategic Management, Fall Conference, 2014.

with Chul Lee and Klaus Marhold, 'Analysis of Alliance and Patent Citation Networks', The Korean Operations Research and Management Science Society, Summer Integration Scientific Meeting, 2013.

with Chul Lee, 'Research on the Impact of Knowledge Relationship on the Innovation Performance of Strategic Alliances: Focusing on the High-Tech Industry', The Korea Society for Innovation Management & Economics, Fall Conference, 2012.

with Gil S. Jo and Gunno Park, 'Understanding the Rationale of Strategic Technological M&A: the Effect of Inter-firm Difference', The Korea Society of Strategic Management, Fall Conference, 2012.

with Kyan Quac and Gunno Park, 'External Technological Knowledge Sourcing through Knowledge Search and Transfer Stage: Focus on M&A and Alliance', The Korea Society of Strategic Management, Summer Integration Scientific Meeting, 2011.

with Seungchul Choi and Ki H. Kang, 'How Do Knowledge Breadth and Depth Moderate Alliance Intensity on Innovation Performance?', The Korea Society for Innovation Management & Economics, Summer Integration Scientific Meeting, 2011.

With Gunno Park, ‘Impact of Alliance Experience on Future Alliance Formations and Internal R&D Capabilities’, The Korea Society of Strategic Management, Spring Conference, 2011.

with Jinseok Hwang, ‘What is Important to Increase Open Platform Adoption?: Model from 2X2 Game Reflecting Network Externalities’, The Korea Society for Innovation Management & Economics, Winter Conference, 2011.

with Gil S. Jo, ‘Does Human Resources Allocation Matter in Post-Merger and Acquisition Innovative Performance?’, The Korea Society for Innovation Management & Economics, Winter Conference, 2011.

with Ki H. Kang, ‘Dynamic Knowledge Transfer Through Dyadic R&D Networks’, The Korea Society of Strategic Management, Summer Integration Scientific Meeting, 2010.

with Gunno Park, ‘Effects of Initial Conditions on Firm Growth: Solar Cell Industry’, The Korea Society of Strategic Management, Summer Integration Scientific Meeting, 2009.

with Ki H. Kang, ‘R&D Collaboration Partner Selection and Technology Innovation Performance’, The Korea Society of Strategic Management, Spring Conference, 2009.

with Gunno Park, ‘The Effects of Partner Characteristics and Absorptive Capacity on Innovation Performance in Technology Alliance’, The Korean Institute of Industrial Engineers & The Korean Operations Research and Management Science Society, Spring Joint Meeting, 2008.

with Ki H. Kang, ‘Factors Affecting on Performance of a Firm’s Technological Innovation in the Era of Open Innovation’, The Korean Society of Strategic Management, Spring Conference, 2008.

‘Beyond Imitability and Complementary Assets: The Role of New Game Strategy in the Positioning of Firms to Profit from Innovation’, The Korea Society of Strategic Management, Spring Conference, 2006.

KEYNOTES, INVITED LECTURES AND SEMINARS

- Keynote Speech, Developing Teaching / Research Statements “Be That Innovator”, Asian Deans' Forum 2018, The Rising Stars: Women in Engineering Workshop at HKUST, Hong Kong, 2018.
- ‘Corporate strategy and social responsibility’, WCCP(World Class Convergence Program) Special lecture, Graduate School of Convergence Science and Technology, Seoul National University, May, 2018.
- ‘Industry 4.0: Women's Challenges’, Special Seminar, Institute for Gender Research, Seoul National University, October, 2018.
- ‘Technology Management and Strategy’, EE Seminar (4-Gwa Seminar), Department of Electrical and Computer Engineering, Seoul National University, October, 2015.
- ‘Three Keywords in Technology Strategy in the 21st Century’, 5th International Society for Professional Innovation Management Innovation Symposium, Seoul, 2012.

- ‘Three Keywords for Technology Strategy’, Advanced Industrial Safety Strategy Program, Seoul National University, May 2012.
- Commencement Speech at Technology Management, Economics and Policy Program (TEMEP), Seoul National University, February 2012.
- ‘Apple vs. Sony: Same Dream but Different Interpretation’, 2nd Workshop at Science, Technology and Society (STS) Research Group, Seoul National University, January 2012.
- ‘Strategy for Oil Industry: 5-Forces and Value Chain Analysis’, Resource Development Academy, Seoul National University, December 2011.
- ‘Tools in Strategy’, 2nd KISTEP-SNU Education Program, Seoul National University, October 2011.
- ‘Tools in Strategy’, Korean Society of Food and Agriculture Information Science Evening Academy, Seoul National University, August 2011.
- ‘Strategies for Oil Industry with Respect to 5-Forces Analysis’, Korea Energy Board, Seoul, 2010.
- ‘Technology Management in Energy Industries: with Emphasis on 5-Forces Analysis’, Briefing Session on Building Cyber Laboratories, Global Education Center for Engineers, Seoul National University, 2010.
- ‘Strategy for Oil industry : with Respect to 5-Forces Analysis’, Resource Development Academy, Seoul National University, 2010.
- ‘Undergraduates’ Research Participation’, Summer Academic Council, College of Liberal Studies, Seoul National University, 2009.
- ‘Management and Strategy’, Advanced Industrial Strategy Program, Seoul National university, 2009.
- ‘Technology and Strategy’, Advanced Industrial Strategy Program, Seoul National University, 2009.
- ‘Strategy and Innovation Management’, Korean Language and Culture Learning Program for Diplomats, Graduate School of Public Administration, Seoul National University, 2007.
- ‘MS Engineering/MBA and Professional MEng/MBA Program: The Cases of Foreign Schools and Analysis of Implementation in Korean Schools’, Korean Academic Society of Business Administration Spring Symposium, 2007.
- ‘The Role of Strategy in Diplomacy’, Graduate School of Public Administration, Seoul National University, 2007.
- ‘Characteristics of 2008 Budget Fund’, Knowledge Center for Public Administration and Policy & Korea Institute of Public Affairs, 2007.
- ‘What is Strategic Management?: Understanding and Application of Strategy on Innovation and Science’, The School of Chemical and Biological Engineering, Seoul National University, 2006.
- ‘Strategy and Innovation: Role of New Game Strategies in Positioning of Innovation’, KAIST, 2006.

TEACHING

- Strategy and Practice of Firm-level Innovation, Seoul National University, 2015 – present.

- Case Studies on Strategic Management of Technology, Seoul National University, 2014 – present.
- Strategic Management of Technology, Seoul National University, 2005- present.
- Analysis on Technology and Strategy, Seoul National University, 2009- present.
- Strategy of Knowledge Management, Seoul National University, 2006- present.
- Management of Technology Organization, Seoul National University, 2004-2005.
- Seminar in Strategic Management, Seoul National University, 2004-2005.
- Global Technology Strategy, Seoul National University, 2006.
- Theory and Practice of Knowledge Management, Seoul National University, 2006-2007.
- Technological Innovation, Seoul National University, 2008.
- Seminar on Emerging Technologies, Seoul National University, 2008.
- Dissertation Research, Seoul National University, 2004- present.
- MBA Core Strategy, California State University Fullerton (CSUF), 2002-2005.
- Capstone Strategy, California State University Fullerton (CSUF), 2002-2005.
- Capstone Strategy, California State University Northridge (CSUN), 2002.
- Capstone Strategy, University of Southern California (USC), 2001

SERVICE

Academic

- Vice President, The Korean Association of Small Business Studies, 2024-2025.
- Inaugural editorial Board, Mobility Research, Korean Society of Mobility Technology, 2020-present.
- Board of Directors, Faculty Council, College of Engineering, Seoul National University, 2020-2022.
- Board, Planning Committee, College of Engineering, Seoul National University, 2020-2022.
- Editorial Board, Korean Management Review, 2019-present.
- Committee Member, Rising Scholar Award Selection Committee, Korean Strategic Management Society, 2019.
- Vice-chair & Chair of summer conference, Korean Strategic Management Society, 2017-2020.
- Coordinator Professor, TEMEP Seoul National University, 2017.
- Invited Advisor, Harvard Business Review (HBR) Advisory Council, 2016-present.
- Executive Director, Korean Strategic Management Society, 2015-2016.
- Executive Board of Director (Technology & Marketing Strategy Special Interest Group Chair), Korean Scholars of Marketing Science, 2015-present.
- Board of Directors, Design & Brand Management Society, 2015-2018.
- Board of Directors, The Korea Society for Innovation Management & Economics, 2010-present.
- Editorial Board, The Korean Operations Research and Management Science Society, 2008-present.

- Board of Directors, Korea Association for Cultural Economics, 2014-present.
- Editorial Board, Journal of Global Scholars of Marketing Science(JGSMS), 2014-2018.
- Committee Member, International Relations Commission, National Academy Engineering of Korea, 2015-2018.
- Editorial Board, International Journal of Management Science (IJMS), 2008-2012.
- Editorial Review Board, Journal of Global Scholars of Marketing Science(JGSMS), 2009-2012.
- Associate Editor, Seoul Gongdae (The Periodical of College of Engineering, Seoul National University), 2010-2012.
- Committee Member, Components and Materials Development Commission, The Ministry of Trade, Industry and Energy, 2014-2017.
- Board of Directors, Faculty Council, College of Engineering, Seoul National University, 2015-2018.
- Board of Directors, Faculty Council, College of Engineering, Seoul National University, 2012-2013.
- Committee, Council for Major Selection & Evaluation, College of Liberal Studies, Seoul National University, 2010-present.
- Reviewer for international journals and events such as Asian Academy of Management (AAoM), Journal of Management and Organization (JMO), Industry and Innovation (I&I), Creativity and Innovation Management (CIM), Technology Analysis and Strategic Management (TASM), International Journal of Technology Management (IJTM), Asian Journal of Technology Innovation (AJTI), Swiss National Science Foundation (SNFS).
- Reviewer for domestic journals such as Journal of Strategic Management (JSM), Journal of the Korean Operation Research and Management Science (JKORMS), Journal of Technology Innovation (JTI), Yonsei Business Review (YBR).

Professional

- Independent Director, S-OIL, 2025-
- Independent Director, Hyundai Mobis, 2021-2025
- Committee, Autonomous Business Adjustment Council, Ministry of Small and Medium Business Administrations and Startups, 2020-present
- Committee Member, College of Technology Planning Committee, Seoul National University, 2020-present
- Committee Member, Gender Equality Promotion Committee, Seoul National University, 2019-2021
- Committee Member, Major Selection Committee, College of Liberal Studies, Seoul National University, 2010-2022
- Commencement Address for Class of 2020, Seoul National University TEMEP, February 2020
- Committee, Small and Medium Business Innovation Network Forum, 2020-present
- Civilian Member, Presidential Committee of Materials, Parts, and Equipments Competitiveness, 2019-2020.
- Civilian Member, Procurement Confirmation, Ministry of National Defense, 2019 – 2021.

- Board Member, Korea Commission for Corporate Partnership, 2019 – 2021.
- Committee Member, Faculty Personnel Committee, Seoul National University, 2019-present.
- Committee Member, Faculty Recruitment Gender Equality Committee, Seoul National University, 2019-present.
- Independent Director, OCI, 2019 – 2025.
- National Representative, AIEA-NBER Conference, Kuala Lumpur, August 2018.
- Board of Directors, Seoul National University Engineering School Faculty Council, 2020-22.
- Representative, Seoul National University Women Faculty Council, 2017-present.
- Op-Ed Contributor, The Segye Daily Newspaper Science Review, 2016-2017.
- Supervisor, Korea Engineering Deans Council Meeting, Seoul National University, Seoul, August 2016.
- Advisory Board, Gwacheon Development Commission, 2011-2014.
- Civilian Committee, Executive Recommendation Commission, Korea Airports Corporation, 2014.
- Judge, Jang Yeong-sil Technology Innovation Award Specialty Commission, Korea Industrial Technology Association (KOITA), 2014.
- Advisory Board, Steel Forum, Hyundai Steel, 2011-2013.
- Advisory Board, Entrepreneurship Center, The Dong-A Daily Newspaper, 2010-2013.
- Korea Energy Board, member, 2010-2013
- Civilian Committee, Presidential Committee of Green Growth, Awarded Presidential Citation (#189038) 2011-2013.
- Head of International Relations, Global Education Center for Engineers, 2010-2013.
- Committee Member, Academic Council, College of Engineering, Seoul National University, 2012.
- Reviewer, Paper Review for Advanced Industrial Strategy Program (AIP), Seoul National University, Seoul, February 2011.
- Committee Member, Academic Council, College of Liberal Studies, Seoul National University, 2010.
- Judge, Researcher Network Support Project, National Research Foundation, 2010.
- Judge, The Inaugural MBA Case Competition by Money Today, 2010.
- Organizing Chair, TEMEP Workshop, 2006-2010.
- Board of Directors, Korea Scholars of Marketing Science, 2008-2009.
- Editorial Board, Seoul Gongdae (The Periodical of College of Engineering, Seoul National University), 2008-2009.
- Op-Ed Contributor, Maeil Business Newsletter Editorial, 2009.
- Head of Public Relations, Global Center Practice Commission, 2009.
- Member, Global Center Construction Commission, 2009.
- Member of the Board, Insu Foundation, 2009.
- Member, Global Center Arrangement Commission, 2008.

- Judge, The 1st Competition for Global Contents Strategy, Korean Academic Society of Business Administration, 2007.
- Committee Member, Management Assessment on Affiliates of Korea Electric Power Corporation, 2007.
- Committee Member, Future Planning Commission, Seoul National University, 2005-2006.
- Ad hoc Reviewer, Research Policy Special Issue, Asian Academy of Management, Strategic Management Society, Academy of Management, 2006.
- Selection Committee, 2004 Annual Instructional Innovation Award, California state University, Fullerton, 2004.
- Selection Committee, Richard A. Goodman Award for Excellence in Strategic Planning, The Association for Strategic Planning, Los Angeles, USA, 2001-2002.
- Advertising Account Executive, Cheil Worldwide Inc. (a Samsung company), 1989 – 1993.
- Intern, GE Singapore, 1985 summer.

Conference Chair and Discussant

- Session Chair, The Korea Society of Strategic Management Spring Conference, Korea University, Seoul, April 2023.
- Forum Chair, The 29th Seoul Journal of Economics International Symposium, Seoul National University, Seoul, October 2022.
- Session Chair, The Korea Society of Strategic Management Spring Conference, Hanyang University, Seoul, April 2022.
- Panelist, Academy of Entrepreneurship Conference, Seoul, December 2020.
- Session Chair, Korea Management Association Fall Conference, Seoul, November 2020.
- Panelist, Korea Balanced Development Policy Fair, Chungju, November 2020.
- Panelist, Symposium on COVID-19, SNU Faculty Council, September 2020.
- Panelist, Korea Management Association Convergence Conference, Songdo Convensia Incheon, August 2020.
- Discussion Panelist, Inaugural Small- and Medium-Business Technology Innovation Forum, Seoul Westin Chosun Hotel, July 2020.
- Discussant, The Korean Association of Small Business Studies & the National Assembly's Policy Seminar on Small Venture Business' Environmental Strategy for Innovation & Growth, National Parliament, Seoul, December 2019.
- Session Chair, 2019 Global Innovative Growth Forum (GIGF), November 2019.
- Discussant, The Korea Society of Strategic Management Summer Integrated Conference, Jeongseon, August 2019.
- Track Chair and Session Chair, Industry 4.0 and Innovation Strategy Track, Global Fashion Management Conference (GFMC), Paris, July 2019.
- Session Chair, 2019 Spring TEMEP & Korea Society of Innovation Workshop, Seoul, May 2019.
- Panelist and Session Chair, The Korea Society of Strategic Management Spring Conference, Seoul, April 2019.
- Discussant, The Korea Society of Strategic Management Fall Conference, Seoul, November 2018.

- Innovation and Strategy Session Chair & Track Chair, Innovation and Strategy, Global Marketing Conference (GMC), Tokyo, July 2018 .
- Track Chair, Technology Innovation Management, Global Marketing Conference (GMC), Vienna, May 2017.
- Session Chair, SMS Special Conference, Hong Kong, December 2016.
- Track Chair, Korean Scholars of Marketing Science Fall International Conference, Seoul, November 2016.
- Session Chair, Korean Scholars of Marketing Science Fall International Conference, Seoul, November 2016.
- Discussant, The Korea Society of Strategic Management Summer Integrated Conference, Busan, August 2016.
- Host, The 4th Korea-ASEAN Engineering Forum Banquet, National Academy of Engineering of Korea, Seoul, July 2016.
- Discussant, The Korea Society of Strategic Management Spring Conference, Seoul, April 2016.
- Table Chair, Korea Engineering Deans Council Discussion, Seoul, January 2016.
- Discussant, Korean Scholars of Marketing Science Fall International Conference, Seoul, November 2015
- Discussant, Lecture by the Co-winner of 2014 Schumpeter Prize on “Institutions, Innovation and Capitalism”, Seoul, October 2015.
- Discussant, The 5th Australia Korea Innovation Workshop, The National Academy of Engineering of Korea (NAEK) & Australian Academy of Technological Science and Engineering (ATSE), Seoul, October 2015.
- Discussant, Korean Scholars of Marketing Science Fall International Conference, Seoul, November 2014.
- Session Chair, Pre- Asia Association of Learning, Innovation, and Co-evolution Studies International Symposium, Seoul, September 2014.
- Discussant, AIEA-NBER Conference, Daejeon, Korea, August 2014.
- Session Chair, Korean Scholars of Marketing Science Fall International Conference, Seoul, December 2012.
- Local Organizing Committee, Asia Pacific Innovation Conference, Seoul, October 2012
- Session Chair, Global Marketing Conference, Seoul, July 2012.
- Host, ‘Nobel Prize Winners’ Meeting with Young Scientists’, National Science and Technology Commission, Hanyang University, Seoul, April 2012.
- Discussant, Business Administration Integration Scientific Meeting, Yongpyong, August 2011.
- Session Chair, 20th International Conference on Management of Technology, Miami, FL, April 2011.
- Discussant, The 13th Meeting of Presidential Committee of Green Growth and the 4th Evaluation Conference, Seoul Government Complex, Seoul, December 2011.
- Discussant, The 3rd Civilian Committee Workshop of Presidential Committee of Green Growth, Gonjam, November 2011.
- Discussant, The 12th Meeting of Presidential Committee of Green Growth and the 2nd Evaluation Conference, Seoul Government Complex, Seoul, October 2011.

- Session Chair, The Korea Society for Innovation Management & Economics, Winter Conference, Yongpyeong, February 2011.
- Discussant, Korean Scholars of Marketing Science Fall International Conference, Seoul, November 2010.
- Session Chair, International Symposium on Research-oriented Undergraduate Education, Seoul National University, Seoul, June 2010.
- Discussant, Korean Scholars of Marketing Science Spring International Conference, Seoul, May 2010
- Discussant, Korean Academy Of Management, Spring Conference, Seoul, April 2010.
- Discussant, Business Administration Integration Scientific Meeting, Korean Academy Of Management, Yongpyong, August 2009.
- Discussant, The Korea Society of Strategic Management, Business Administration Integration Scientific Meeting, Yongpyong, August 2009.
- Session Chair, 18th International Conference on Management of Technology, Orlando, April 2009.
- Discussant, Invitation of JD. Karen Pak Laub on ‘Strategic Enhancement of U.S. Patent Portfolio by Korean Companies’, JW Marriott Hotel, Seoul, October 2008.
- Host and Discussant, Workshop on ‘An Insider’s Guide to Getting Published in Research Journals’, Seoul National University, Seoul, 2008.
- Discussant, The 2nd International Meeting of Global Seoul Forum on ‘Strategy for the City of Seoul: Cultureconomics’, The National Academy of Sciences & Seoul Metropolitan Government, The Shilla Hotel, Seoul, January, 2008.
- Discussant, 2008 Asia Pacific Journal of Management Conference, Kaohsiung, December 2008.
- Session Chair, SNU ITPP-ICU ITTP-Nile University International Workshop on ICT Policy Management: A New Paradigm in the Globalization Era, Nile University, Giza, June 2008.
- Session Chair, SNU ITPP-ICU ITTP International Conference on Ubiquitous Collaboration Towards Knowledge Society, Ramada Plaza Hotel, Tunis, June 2008.
- Discussant, The 349th Policy & Knowledge Forum of Knowledge Center for Public Administration and Policy, Seoul National University, Seoul, October 2007.
- Session Chair, International Workshop on ICT Development: Human Resources and Technology Outlook, Hanoi, February 2007.
- Session Chair, 5th Asia Academy of Management Conference, Tokyo, December 2006.
- Session Chair, Western Organization Management Teaching Conference, Graziadio School of Business, Pepperdine University, Malibu, February 2004.
- Session Chair, 44th Annual Western Academy of Management Conference, Palm Springs, April 2003.

PROJECTS

- The representation and status of female professor at SNU: Focusing on the change of women faculty council since 1989, Research on university development policy, Seoul National University, 2019.
- Strategies for technological change in Industry 4.0: Knowledge element analysis using deep learning, National Research Foundation, 2018-2019.
- Research on firms' advanced technology sourcing strategy in Industry 4.0: Focusing on the foreign R&D subsidiary model, National Research Foundation, 2017-2018.
- Developing a Technological M&A Model for Creative Economy, National Research Foundation, 2016-2017.
- Model development for Innovation of the Engineering College, Korea Institute of S&T Evaluation and Planning (KISTEP) & Seoul National University, 2016.
- ABS Strategy Corresponding to Nagoya Protocol: Resource-based View, National Institute of Biological Resources, 2015.
- Preserving Biodiversity and Sustainable Firm Strategy: CSR and CSV Perspective, National Institute of Biological Resources, 2014.
- M&A of Venture Firms for the Creative Economy, National Research Foundation, 2014-2015.
- Corporate Venture Capital (CVC) Investment for a Sustainable Venture Ecosystem, National Research Foundation, 2013-2014.
- The 4th Year Project on Global Education Center for Engineers, Co-Researcher, The Ministry of Education, Science and Technology, 2012-2013.
- The 3rd Year Project on Global Education Center for Engineers, Co-Researcher, The Ministry of Education, Science and Technology, 2011-2012.
- Solar PV Policies in Asian region, Research Head, The Ministry of Knowledge Economy, 2010-2011.
- The 2nd Year Project on Global Education Center for Engineers, Co-Researcher, The Ministry of Education, Science and Technology, 2010-2011.
- Re-exploration of Knowledge Transfer: The Effect of Knowledge Characteristics on the Organizational Effort for Knowledge Transfer, Research Head, College of Engineering - Education and Research Foundation, Seoul National University, 2009-2010.
- Business for Installation and Operation of 'Management of Technology (MOT)' degree course, 2009-2010.
- Evaluation of Faculty Achievements in the Interdisciplinary Era, Participating Professor, The Ministry of Education, Science and Technology, 2009-2010.
- The 1st Year Project on Global Education Center for Engineers, Co-Researcher, The Ministry of Education, Science and Technology, 2009-2010.
- National Support for R&D Legislation, Co-Researcher, The Ministry of Education, Science and Technology, 2008.
- Fund for New Faculty Settlement, College of Engineering, Seoul National University, 2008-2009.
- Competition in the IT Industry Following the Korea - U.S. FTA, Research Head, Korea Telecommunications Operators Association, 2007-2008.

PRESS

- ‘Open Innovation Hurdles, The dark side of industry-academia cooperation’, KOFST Science and Technology, December 2016.
- ‘Can Trump Stop the Era of Electric Vehicle?’, Segye Daily Newspaper, December 2016.
- ‘Open Innovation through Industry-University Collaboration, Lessons from Coca Cola and IBM Case’, Segye Daily Newspaper, November 2016.
- ‘U.S. Sugar Scandal, The Argument of Business Ethics’, Science Prism, Segye Daily Newspaper, October 2016.
- ‘New linkage of ‘BMW+Intel+Baidu’ with IoT’. Science Prism, Segye Daily Newspaper, August 2016.
- ‘How to lead ‘Dominant Design’’. Science Review, Segye Daily Newspaper, July 2016.
- ‘Disruptive Innovation - A lesson of Netflix’. Science Review, Segye Daily Newspaper, June 2016.
- ‘The way of living of ‘Giant Company’ in the new world’, Science Review, Segye Daily Newspaper, May 2016.
- ‘Can you trust your life with a self-driving car?’ Science Review, Segye Daily Newspaper, March 2016.
- ‘Balancing Value creation and appropriation in alliance network’, Dong-A Business Review, March 2016 (With S. Joseph Yoon).
- ‘When Smaller is Better’, Science Review, Segye Daily Newspaper, February 2016.
- ‘The Success Guide in the Interdisciplinary Era’, KT Issue Crunch, May 2012.
- ‘3 Keywords for Technology Innovation: Optimum, Holistic Approach, Convergence’, Dong-A Business Review, March 2012 (with Gunno Park and Marco Kim).
- ‘Open Innovation: Cure or Poison?’, Dong-A Business Review, November 2011.
- ‘Do not Open Your Core Technology’, The Dong-A Daily Newspaper. October 2011.
- ‘How to Evolve the Academy’, Maeil Business Newspaper Column, September 2009.
- ‘Put Priority on Creativity than English Education’, Maeil Business Newspaper Column, May 2009.
- ‘Take the Road not Taken’, Maeil Business Newspaper Column, April 2009.
- ‘Green on’ Green Growth Policy’, Maeil Business Newspaper Column, March 2009.
- ‘Lesson from the Success of Intel’, Maeil Business Newspaper Column, February 2009.
- ‘There is Nothing New under the Sun’, Maeil Business Newspaper Column, January 2009.

HONORS

- Best Paper of the Conference Awards (with G. Kim, S. Shin), Korea Society of Strategic Management, Fall Conference, November 2018.
- Best Proposal for Blockchain Strategy Research (for G Kim and S. Shin), Korea Society of Strategic Management, Fall Conference, November 2018

- Best Paper of the Year Excellence Prize (with Yichang Kim and Simon U. Lee), Yonsei Business Review, December 2016.
- Doctoral Dissertation Competition Honorable Mention (for Bangsil Esther Lee, Ph.D. candidate), Korean Scholars of Marketing Science Fall International Conference, November 2016.
- Doctoral Dissertation Competition Premier Award (for Klaus Marhold, Ph.D. candidate), Korean Scholars of Marketing Science Fall International Conference, November 2015.
- Best Student Paper Award (for Gil S. Jo, Ph.D. candidate), Asia Association of Learning, Innovation, and Co-evolution Studies International Conference, September 2014.
- The 2013 Tudor Rickards and Susan Moger Best Paper Award Runner-up Paper, ‘Alliance Addiction: Do Alliances Create Real Benefits?’ Creativity and Innovation Management, 22(1), pp.53-66, 2013.
- Doctoral Colloquium Premier Award (for Marco Jinhwan Kim, Ph.D. candidate), Korean Scholars of Marketing Science Fall International Conference, November 2013.
- Presidential Citation. Implementation Merit of Green Growth Policy (No. 189038), February 2013.
- Best Paper Award (with Sulah Cho, Ki H. Kang), Journal of Technology Innovation, February 2013.
- Best Conference Paper Award (with Klaus Marhold, Ph.D. candidate), Korean Scholars of Marketing Science Fall International Conference, December 2012.
- Best Student Paper Award (for Ki Kang, Ph.D. candidate), The 20th International Conference on Management of Technology, International Associations for Management of Technology, April 2011.
- Best Conference Paper Award (with Gunno Park, Ph.D. candidate), Korean Scholars of Marketing Science Spring International Conference, May 2010.
- New Faculty Grant, Seoul National University, 2008.
- New Faculty Professional Development Grant, Dean’s Faculty Research Fund, California State University, Fullerton, 2003.
- Full Scholarship, The Anderson School, UCLA, 1995-2002.
- National Honor Society, 1984.