

August 20, 2024

## TODD SAXTON

### Work:

University at Buffalo  
School of Management  
Jacobs #369  
toddsaxt@buffalo.edu

### EDUCATION

#### **INDIANA UNIVERSITY**, Bloomington, IN

1991 to 1995 Ph.D. completed August 1995

Major: Strategy Minor: Entrepreneurship and Innovation

Dissertation: *What Makes Interorganizational Relationships Work? A Longitudinal Assessment of International and Intranational Alliances and Acquisitions*

Committee: Co-Chairs: Dan Dalton, Marc Dollinger

Members: Harv Hegarty, Hans Thorelli

#### **UNIVERSITY OF VIRGINIA**, Charlottesville, VA

1981 to 1985 Bachelor of Arts Degree in Economics, with Distinction, 1985.

#### **CAMBRIDGE UNIVERSITY**, Cambridge, UK

1984 Intensive Study Program Concentrated in Economics & English Literature.

### TEACHING EXPERIENCE

#### **UNIVERSITY AT BUFFALO SCHOOL OF MANAGEMENT**, Buffalo, NY

2024 to *Associate Professor, Entrepreneurship and Innovation (as of August 2024)*

Present

#### **INDIANA UNIVERSITY KELLEY SCHOOL OF BUSINESS**, Bloomington/Indianapolis, IN

1997 to *Indiana Venture Faculty Fellow (2005-Present)*

2024 *Associate Professor, Management and Entrepreneurship (as of July 2005)*

*Assistant Professor, Management (1999-2005; Visiting 1997-1998)*

Strategy, Entrepreneurship

#### **UNIVERSITY OF QUEENSLAND**, Brisbane, Australia

2007 *Visiting Professor, Strategy and Entrepreneurship (Sabbatical)*

#### **UNIVERSITY OF WISCONSIN - MADISON**, Madison, WI

1995 to *Assistant Professor, Department of Management & Human Resources*

1997 Strategy, Organization Theory

#### **UNIVERSITY OF LOUISVILLE**, Louisville, KY

1994 to *Visiting Assistant Professor, Strategic Management*

1995 Strategy

**INDIANA UNIVERSITY, Bloomington, IN**

1991 to 1995 *Associate Instructor, Strategic Management and Entrepreneurship*  
Strategy, Entrepreneurship

**INDUSTRY EXPERIENCE**

**THE REGENSTRIEF INSTITUTE, Indianapolis, IN**

2019 to 2022 *Inaugural Vice President, Business Development for this not-for-profit affiliate of Indiana University focused on health data and services. Joint appointment with the Kelley School. Developed initial plan to turn leading research into commercial activity through startups and partnerships. Role also included exploring research collaborations between Kelley and Regenstrief.*

**STRATEGIC ANALYSIS, INC., Reading, PA**

1989 to 1991 *International management consulting firm specializing in competitor, acquisition and technology analysis and strategic planning, with over 150 employees worldwide. Director (1990-1991), Project Manager (1989-1990). Supervised eight professionals performing a variety of consulting services. Contributed to strategic planning, budgeting, forecasting, cost control, new product development, and sales. Managed international projects involving technology, market, acquisition target, alliance partner, and competitor assessments for Fortune 500 and similar firms. Initiated overhaul of computer and graphics capabilities.*

**MARKOWITZ & MCNAUGHTON, INC., Reston, VA**

1986 to 1989 *Strategic planning consulting firm specializing in acquisition services and market analysis. Group Manager (1987-1989), Project Director (1986-1987), Business Analyst (1985-1986). Managed four professionals and a client base of two dozen companies. Directed acquisition search and market analysis projects, wrote proposals, generated new business, and assisted in the development and implementation of company growth plans. Responsible for recruitment and training from 1987 to 1989.*

**VENTURE EXPERIENCES**

I believe that to be an effective researcher and teacher of entrepreneurship, it is essential to be involved in the practice of entrepreneurship. As such, over the last 15 years I have played a number of roles in the venture community as co-founder, investor, and advocate. Some select roles include:

- *Vice President of Business Development, The Regenstrief Institute. 2019-2022. As a joint appointment with Kelley, I took on the inaugural role to help this not-for-profit develop innovation and commercialization process. The role also includes exploring joint research in the business of medicine. I started the Regenstrief Venture Fellows Program in 2020.*
- *Founding Director, DIVE Program. 2006-2020. Started and ran series of programs connecting our students to startups and the venture community.*
- *Member, IU CTSI Device Think Tank (2020-present). Help IU researchers think through and take next steps regarding how to commercialize and increase impact of their ideas, and connect to potential mentors/partners.*
- *Founding Chief Strategy Officer and Board Member, Diagnotes Inc. 2010-Present. Helped start and fund health IT communication platform for physicians, care teams, and health systems. Company acquired in 2023.*

- *Founder, LSV Ventures*. 2017-2019. Organized a group of physicians and life science innovators to launch ventures from our own ideas and help other entrepreneurs launch their life science startups. Current projects include Murano Health Insights, Recovery Journey, FitGames Five, and Trusted Surgeons/Atlas.
- *Co-Founder and Board Member, SoPE Indiana Chapter*. 2018-Present. Co-founded the Indiana Chapter of the Society of Physician Entrepreneurs, an international not-for-profit supporting networking, education, and resources for life science innovators through location-based chapters.
- *Co-Founder, AngelBom*. 2016-Present. Helped start angel investing group affiliated with VisionTech Angel Partners and the Business of Medicine Program at IU Kelley School.
- *Board Member, VisionTech Angel Partners*. 2010-Present. Serve as Chairman of VisionTech, the largest angel investing group in Indiana.
- *Angel Investor*. 2010-Present. My wife and I have invested over \$300,000 in over 15 startups and early-stage growth firms.

### **PUBLICATIONS: REFEREED ACADEMIC JOURNALS**

Saxton, M.K., Colby, H., Saxton, T. and Pasumarti, V. 2024. How or why? The impact of construal-level theory on COVID-19 vaccine messaging. *Journal of Business Research*, 172. <https://doi.org/10.1016/j.jbusres.2023.114436>.

Wesley, C.L., Kong, T.D., Lubojacky, C.J., Saxton, M.K. & Saxton, T. 2022. Will the startup succeed in your eyes? Venture evaluation of resource providers during entrepreneurs' informational signaling. *Journal of Business Venturing*, 37: 5, doi: <https://doi.org/10.1016/j.jbusvent.2022.106229>.

Saxton, T., Wesley, C.L. & Saxton, M.K. 2016. Venture advocate behaviors and the emerging enterprise. *Strategic Entrepreneurship Journal*, 10: 107-125.

Monsen, E., Patzelt, H. & Saxton, T. 2010. Beyond simple utility: Incentive design and tradeoffs for corporate employee-entrepreneurs. *Entrepreneurship Theory and Practice*. January: 105-130.

Saxton, M. Kim, Saxton, T., Steen, J. & Verreynne, M.L. 2010. Failure To Launch: Resource Logic for Early Venture Failure, *Prometheus, Critical Studies in Innovation*, 28:1, 15-27.

Gibson, C. & Saxton, T. 2005. Thinking outside the black box: Outcomes of team decisions with third-party intervention. *Small Group Research*, 36: 208-236.

Willing, S.J., Gunderman, R.B., Cochran, P.L, & Saxton, T. 2005. The polity of academic medicine: Evidence-based democracy. *The Journal of the American College of Radiology*. 2:4, 358-368.

Willing, S.J., Gunderman, R.B., Cochran, P.L, & Saxton, T. 2004. The polity of academic medicine: A critical analysis of autocratic governance. *The Journal of the American College of Radiology*, 1: 972-980.

Carow, K., Heron, R. & Saxton, T. 2004. Does the early bird get the worm? An empirical investigation of early-mover advantages in acquisitions. *Strategic Management Journal*, 25: 563-585.

Lyles, M.A., Saxton, T. & Watson, K. 2004. Venture survival in a transitional economy. *Journal of Management*, 30:3, 351-375.

Saxton, T. & Dollinger, M. 2004. Target reputation and appropriability: Picking and deploying resources in acquisitions. *Journal of Management*, 30:1, 123-147.

Jambulingam, T. & Saxton, T. 2002. The impact of transaction structure, interfirm synergies, and motives on performance of interfirm transactions in the pharmaceutical industry. *Journal of Pharmaceutical Marketing and Management*, 15:1, 73-95.

Saxton, T. 1997. The effects of partner and relationship characteristics on alliance outcomes. *Academy of Management Journal*, 40:2, 443-461.

Dollinger, M., Golden, P., & Saxton, T. 1997. The effect of reputation on the decision to joint venture. *Strategic Management Journal*, 18:2, 127-140.

Dollinger, M., Saxton T. & Golden, P. 1995. Intolerance of ambiguity and the decision to form an alliance. *Psychological Reports*, 77, 1197-1198.

Saxton, T. 1995. The impact of third parties on strategic decision making: Roles, timing and organizational outcomes. *Journal of Organizational Change Management*, 8:3, 47-62.

#### **BOOKS, BOOK CHAPTERS AND OTHER JOURNAL ARTICLES**

Jambulingam, T. & Saxton, T. 2021. Strategic alliance and acquisition performance: Impact of interfirm synergies and motives in the bio-pharmaceutical industry. *Journal of Commercial Biotechnology*, December.

Schleyer, T., Zappone, S., Wells-Myers, C. & Saxton, T. 2021. Effective interdisciplinary teams. In *Clinical Informatics Study Guide: Text and Review*, Brian Dixon, Springer.

Saxton, T., Saxton, M.K. & Cloran, M.E. 2019. *The Titanic Effect: Successfully Navigating the Uncertainties that Sink Most Startups*. Morgan James: New York.

Saxton, T. 2014. Finding opportunity in chaos: Strategic lessons for the embattled healthcare administrator. *Hospital and Health Networks*.

Saxton, M.K. & Saxton, T. 2010. Venture launch and growth as a status-building process. In Jone L. Pearce (ed.) *Status in Management and Organizations*, pp. 191-211, Cambridge University Press: Cambridge, UK.

Saxton, T. 2004. Acquisitions and intangible resources: Reputations as a mobile and transferable asset. In *Advances in Mergers and Acquisitions*; Cooper, C.L. & Finkelstein, S. Elsevier/JAI: Oxford, UK.

Saxton, T. & Hiatt, T. 2004. Success for New Ventures. *The Business Handbook Next Generation of Business Thinkers*, Chowdhury, S. Ed. Wiley: Hoboken, NJ, 760-771.

Saxton, T. 1998. The M&A Game. *Journal of Management Inquiry*, 7:1, 86-90.

Dollinger, M.J. & Saxton, T. 1996. Interregional strategic alliances of Great Lakes manufacturing firms: The effect of regional reputation on joint venturing. Ameritech Institute for Development Strategies, Bloomington IN.

Saxton, T. 1989. The acquisition search process - A case study. In Kolb, G.D. (ed.), *The Corporate Acquisition Planner*. New York: Executive Enterprises Publications.

### **OTHER NON-REFEREED PUBLICATIONS**

Kim Saxton and Todd Saxton (2024) "Kim and Todd Saxton, Kim Saxton and Todd Saxton: Entrepreneurs don't need to go it alone," *Indianapolis Business Journal*, <https://www.ibj.com/articles/kim-saxton-and-todd-saxton-entrepreneurs-dont-need-to-go-it-alone/>, April 19, 2024.

Kim Saxton and Todd Saxton (2024) "Kim and Todd Saxton: Make sure our scale-ups have support they need," *Indianapolis Business Journal*, <https://www.ibj.com/articles/entrepreneurship-make-sure-our-scale-ups-have-support-they-need/>, February 9, 2024.

Kim Saxton and Todd Saxton (2023) "Kim and Todd Saxton, The myths that hold back healthcare innovation," *Indianapolis Business Journal*, <https://www.ibj.com/articles/the-myths-that-hold-back-health-care-innovation/>, December 15, 2023.

Kim Saxton and Todd Saxton (2023) "Kim and Todd Saxton, Look Close to Home for Innovations, but don't forget the Innovators!," *Indianapolis Business Journal*, <https://www.ibj.com/articles/kim-todd-saxton-think-twice-before-seeking-a-patent-for-your-idea/>, November 3, 2023.

Kim Saxton and Todd Saxton (2023) "Kim and Todd Saxton, "What Stops Entrepreneurs from Moving Forward? *Indianapolis Business Journal*, <https://www.ibj.com/articles/kim-and-todd-saxton-what-stops-entrepreneurs-from-moving-forward/>, September 22, 2023.

Kim Saxton and Todd Saxton (2023) "Kim and Todd Saxton: Entrepreneurs Create Their Opportunities," *Indianapolis Business Journal*, <https://www.ibj.com/articles/kim-and-todd-saxton-entrepreneurs-create-their-opportunities/>, June 2, 2023.

Kim Saxton and Todd Saxton (2023) "Kim and Todd Saxton: Observing Lessons from a 111-year-old Failure," *Indianapolis Business Journal*, <https://www.ibj.com/articles/observing-lessons-from-a-111-year-old-failure/>, April 13, 2023.

Kim Saxton and Todd Saxton (2023) "Kim and Todd Saxton: The Power of Inflection Points in Your Venture Journey," *Indianapolis Business Journal*, <https://www.ibj.com/articles/kim-and-todd-saxton-the-power-of-inflection-points-in-your-venture-journey/>, February 10, 2023.

Kim Saxton and Todd Saxton (2022) "Kim and Todd Saxton: A Pitch isn't Always About Money," *Indianapolis Business Journal*, <https://www.ibj.com/articles/a-successful-pitch-isnt-always-about-money/>, November 22, 2022.

Kim Saxton and Todd Saxton (2022) "Kim and Todd Saxton: When Should Startups Build or Buy?" *Indianapolis Business Journal*, <https://www.ibj.com/articles/when-should-startups-build-rather-than-buy/>, September 23, 2022.

Kim Saxton and Todd Saxton (2022) “Kim and Todd Saxton: Successful Startups are Typically Team Efforts,” *Indianapolis Business Journal*, <https://www.ibj.com/articles/successful-startups-are-typically-team-efforts>, August 5, 2022.

Kim Saxton and Todd Saxton 2022. Kim and Todd Saxton: So You Want To Be An Intrapreneur? Here’s How. <https://www.ibj.com/articles/so-you-want-to-be-an-intrapreneur-heres-how>, May 6, 2022.

Kim Saxton and Todd Saxton 2022. In the workplace: Go for the gold! But maybe not every time. <https://www.ibj.com/articles/go-for-the-gold-but-maybe-not-every-time>, March 4, 2022.

Kim Saxton and Todd Saxton 2021. Kim and Todd Saxton: Are You Working On Your Business or In It? *Indianapolis Business Journal*, <https://www.ibj.com/articles/are-you-working-on-your-business-or-in-it>, December 31, 2021.

Kim Saxton and Todd Saxton 2021. Kim and Todd Saxton: Who Can Be an Entrepreneur? Almost Any of Us. *Indianapolis Business Journal*, <https://www.ibj.com/articles/who-can-be-an-entrepreneur-almost-any-of-us>, November 5, 2021.

Kim Saxton and Todd Saxton 2021. Kim and Todd Saxton: What Businesses Can Learn From Rock Climbing. *Indianapolis Business Journal*, <https://www.ibj.com/articles/what-businesses-can-learn-from-rock-climbing>, September 3, 2021.

Kim Saxton and Todd Saxton 2021. In the workplace: Cultivating the power of Many for Innovation. *Indianapolis Business Journal*, <https://www.ibj.com/articles/cultivating-the-power-of-many-for-innovation>, July 9, 2021.

Kim Saxton and Todd Saxton 2021. 2021 Innovation Issue: Kim and Todd Saxton on the Myths of Disruption. *Indianapolis Business Journal*, <https://www.ibj.com/articles/2021-innovation-issue-kim-and-todd-saxton-want-to-be-a-disruptor-dont-be-fooled-by-these-four-myths>, May 28, 2021.

Kim Saxton and Todd Saxton 2021. In the Workplace: The Popular Business Terms We Should Drop. *Indianapolis Business Journal*, <https://www.ibj.com/articles/in-the-workplace-the-popular-business-terms-we-should-drop>, April 16, 2021.

Kim Saxton and Todd Saxton 2021. Kim and Todd Saxton: Small Businesses, Startups Will Lead Economy After COVID. *Indianapolis Business Journal*, <https://www.ibj.com/articles/small-businesses-startups-will-lead-economy-after-covid>, February 26, 2021.

Kim Saxton and Todd Saxton 2020. You Should Make Time Now to Plan For 2021. *Indianapolis Business Journal*, <https://www.ibj.com/articles/you-should-make-time-now-to-plan-for-2021>, December 11, 2020.

Kim Saxton and Todd Saxton 2020. This Is Why It’s Never ‘Just Business.’ *Indianapolis Business Journal*, <https://www.ibj.com/articles/this-is-why-its-never-just-business>, October 16, 2020.

Saxton, T. 2020. To be a great innovator, learn to embrace and thrive in uncertainty. The Conversation: 9/15/2020. Over 31,000 readers to date. Picked up by *Fast Company* among other outlets.

Kim Saxton and Todd Saxton 2020. You Can Fix Some Of Remote Work's Drawbacks. Indianapolis Business Journal, <https://www.ibj.com/articles/you-can-fix-some-of-remote-works-drawbacks>, August 14, 2020.

Kim Saxton and Todd Saxton 2020. Smart Decisions Are Built On Farsighted Thinking. Indianapolis Business Journal, <https://www.ibj.com/articles/smart-decisions-are-built-on-farsighted-thinking>, June 12, 2020.

Saxton, Todd and M. Kim Saxton 2020. How to Help Your Startup Thrive in Disrupted Market Conditions. StartupNation.com, <https://startupnation.com/grow-your-business/thrive-disrupted-market-conditions/>, April 15, 2020.

Kim Saxton and Todd Saxton 2020. You Can Be An Early-Stage Investor—And Startups Need You. Indianapolis Business Journal, <https://www.ibj.com/articles/you-can-be-an-early-stage-investor-and-startups-need-you>, April 10, 2020.

Saxton, Todd and M. Kim Saxton 2020. Side Hustling... Which Kind Should You Have: Hobby Hustle, Side Ride, Or Gateway Gig? YoungUpstarts.com, <http://www.youngupstarts.com/2020/03/31/side-hustling-which-kind-should-you-have-hobby-hustle-side-ride-or-gateway-gig/>, March 31, 2020.

Saxton, Todd and M. Kim Saxton 2020. Have You Found the Right Way to Price Your Offering? SuccessfulBusinessNews.com, <https://www.successfulbusinessnews.com/index.php/sales-marketing/item/4214-have-you-found-the-right-way-to-price-your-offering>, March 23, 2020.

Saxton, Todd and M. Kim Saxton 2020. How And When To Pivot Your Business. TheSelfEmployed.com, [https://www.theselected.com/start\\_ups/how-and-when-to-pivot-your-business/](https://www.theselected.com/start_ups/how-and-when-to-pivot-your-business/), March 16, 2020.

Kim Saxton and Todd Saxton 2020. When Does A Side Hustle Become Your Main Gig? Indianapolis Business Journal, <https://www.ibj.com/articles/when-does-a-side-hustle-become-your-main-gig>, February 14, 2020.

Saxton, T. 2013. Continuity and opportunity through chaos: Embracing innovation in healthcare delivery. Diagnotes website white paper. [www.diagnotes.com](http://www.diagnotes.com).

Saxton, T. 1997. The value of reputation. *Measurements*, published by Walker Information, Indianapolis, IN.

### **OTHER RESEARCH IN PROGRESS**

Saxton, M Kim, Todd Saxton and Erik Monsen. The Power of Persuasion: New Venture Presentations and Audience Support. Reject and Resubmit, Resubmitted January 2024, *Journal of Business Venturing*.

Wesley, Curtis, Connor Lubojacky, M. Kim Saxton, and Todd Saxton. "Paper 12\_23\_1 (title withheld in deference to the review process)," submitted to *Journal of Management*, December 2023.

Colby, Helen, M. Kim Saxton, Todd Saxton and Eneida Mendonca. Messaging to Increase COVID-19 Vaccination Rates. A multi-stage research project including online experiments, field experiments with the Hamilton County Public Health Department and CareSource Indiana, and online media sentiment analysis that includes working with current MBA students, colleagues from the IU School of Medicine and The Regenstrief Institute and public health partners.

(With Kim Saxton). Pitch Perfect? Humor and affect in venture pitching. Theoretical and empirical research on the role of humor in entrepreneurial launch and success.

(With Kim Saxton, John Busenbark, Jim Davis, Matt Allen). Strategy and success of small and new ventures. Longitudinal database of firm strategy and survival.

### **RESEARCH GRANTS**

2022, Regenstrief research grant (\$1,200) to secure Indiana CHIRP data on vaccinations.

2021, Kelley School Business and IU School of Medicine research grant (\$16,000) to support a field experiment in COVID-19 vaccine messaging.

2021, Co-PI U.S. Department of State U.S. Embassy Nairobi, Public Diplomacy Section, "Promoting Economic Prosperity through Business Innovation and Entrepreneurship in Kenya" with Barbara Cutillo, Todd Saxton and Ian McIntosh, Indiana University and Charles Legat, Moi University. Not Funded.

### **UNPUBLISHED CASES**

- Saxton, T. and Saxton, M.K. 2022, updated yearly. O<sub>2</sub> Now: An Unexpected Journey
- Saxton, T. 2015, updated yearly. Farm Direct: Innovating in local foods.
- Saxton, T. 2014, updated yearly. Life Sports: Coach Troy and triathlon training.
- Saxton, M.K. and Saxton, T. 2008. Zipp Speed Weaponry: Maintaining Leadership in Performance Cycling

### **PRESENTATIONS, PROCEEDINGS & POSTER SESSIONS**

Saxton, M. Kim, Todd Saxton, and Erik Mosen, The Power of Persuasion: New Venture Presentations and Audience Support, Accepted for the Academy of Management Annual Meeting, August 9, 2024, Chicago, IL.

Saxton, Todd, M. Kim Saxton, and Thomas Murdock, Creative Strategies to Support Entrepreneurial Students, VentureWell Open24, March 19, 2024, San Diego, CA.

Saxton, M. Kim and Todd Saxton, How to Jump Start Students into Venture Ideation, VentureWell Open24, March 19, 2024, San Diego, CA.

Saxton, M. Kim, Todd Saxton, and Oscar Moralez 2022. Startups in the Medical Field. Indiana University Medical Scientist Training Program (IU MSTP) Annual Retreat, July 9, 2022, Bloomington, IN.



Saxton, M. Kim and Todd Saxton 2020. Successfully Navigating Uncertainty. The Alliance Quarterly Meeting, The Alliance of Indianapolis, Zoom, November 19, 2020, Indianapolis, IN.

Saxton, M. Kim and Todd Saxton 2020. The Titanic Effect with Drs. Todd and Kim Saxton. Rotary Club of Indianapolis, July 21, 2020, Indianapolis, IN.

Saxton, M. Kim and Todd Saxton 2020. TIM Talk: Why Scientists are Good at Navigating the Uncertainties that Sink Most Startups. MIT Virtual Reunions, May 30, 2020, Cambridge, MA.

Saxton, M. Kim and Todd Saxton 2020. Rapid Recovery Series, Session II: Navigating the Uncertainties of COVID and Beyond. Indy Chamber Rapid Recovery Series, May 28, 2020, Indianapolis, IN.

Saxton, M. Kim and Todd Saxton 2020. The Titanic Effect for Pre-Revenue Startups. IUPUI JagStarts Program, March 2, 2020, Indianapolis, IN.

Saxton, Todd and M. Kim Saxton 2019. Don't Let The Titanic Effect Sink Your Startup. Dimension Mill, November 18, 2019, Bloomington, IN.

Saxton, Todd and M. Kim Saxton 2019. Don't Let The Titanic Effect Sink Your Startup. 49 Fridays Columbus Chamber of Commerce, November 15, 2019, Columbus, IN.

Saxton, Todd and M. Kim Saxton 2019. Don't Let The Titanic Effect Sink Startups. SoPE Nashville Chapter, November 6, 2019, Nashville, TN.

Saxton, Todd and M. Kim Saxton. Don't Let The Titanic Effect Sink Your Startup. IU & Purdue Club of San Francisco, October 23, 2019, San Francisco, CA, Uber headquarters.

Saxton, Todd, and M. Kim Saxton 2019. Don't Let The Titanic Effect Sink Startups. SCORE Indiana Chapter, September 10, 2019, Indianapolis, IN.

Saxton, Todd, M. Kim Saxton, and Michael Cloran 2019. Don't Let The Titanic Effect Sink Your Startup. Startup Ladies, August 21, 2019, Indianapolis, IN.

Saxton, Todd, M. Kim Saxton, and Michael Cloran 2019. Don't Let The Titanic Effect Sink Your Startup. SOPE Indianapolis Meeting, Society of Physician Entrepreneurs, August 15, 2019, Indianapolis, IN.

Saxton, Todd, and M. Kim Saxton 2019. Don't Let The Titanic Effect Sink Your Startup. SOPE Boston Meeting, Society of Physician Entrepreneurs, August 12, 2019, Boston, MA

Saxton, Todd 2019. A stitch in time? Hidden Debts and Startup Failure. Academy of Management Annual Meeting, August 10, 2019, Boston MA.

Saxton, Todd and M. Kim Saxton 2019. The Titanic Effect: Successfully Navigating the Uncertainties That Sink Most Startups. SoPE Physician MBA Retreat, August 3, 2019, Newport Beach, CA.

Saxton, Todd and M. Kim Saxton 2019. The Titanic Effect for New Ventures. Techstars Sports Accelerator, July 17, 2019, Indianapolis, IN.

Saxton, Todd, M. Kim Saxton, 2019. The Titanic Effect: Successfully Navigating the Uncertainties that Sink Most Startups. SoPE National Capital Chapter, May 8, 2019, Washington, DC.

Saxton, Todd, M. Kim Saxton 2019. Investing in Startups? Don't Put Money into Sinking Ships! Venture Club of Indiana April Luncheon Meeting, April 4, 2019, Indianapolis, IN.

Saxton, Todd and M. Kim Saxton 2019. The Titanic Effect for New Ventures. Purdue University Anvil, March 26, 2019, West Lafayette, IN.

Saxton, Todd and M. Kim Saxton 2018. New Venture Creation and Investing for Physicians. Elevate Ventures Southwest Indiana Workshop, Comfort by the Cross-Eyed Cricket, August 16, 2018, Evansville, IN.

Lubojacky, Connor, M. Kim Saxton, Todd Saxton and Curtis Wesley 2018. New Venture Funding Decisions Among Informal Relationships in an Entrepreneurial Ecosystem. Academy of Management Annual Meeting, August 12, 2018, Chicago, IL.

Saxton, Todd and M. Kim Saxton 2018. Systematically Navigating Uncertainty and the Titanic Effect. IU Innovation & Commercialization Office Lunch and Learn, April 24, 2018, Indianapolis, IN.

Wesley, Curtis, Todd Saxton and Kim Saxton 2017. New Venture Funding Decisions Among Relationships in an Entrepreneurial Ecosystem. Strategic Management Society 27<sup>th</sup> Annual Conference, October 28-32, 2017, Houston, TX.

Wesley, Curtis, John Busenbark, Todd Saxton and Kim Saxton 2017. Should I Give or Should I Go? Uncertainty, Risk and Intangible Resources. Entrepreneurship and Collaboration Conference, University of Colorado, February 17-18, 2017, Boulder, CO.

Saxton, Todd 2016. Innovation + Talent: DIVE, IU Kelley Students, and the Innovation Ecosystem. University Economic Development Association Annual Conference, October Roanoke, VA.

Wesley, Curtis, Todd Saxton, M. Kim Saxton and John Busenbark 2014. Risk Tolerance, Information Uncertainty, and Exchange Orientation: An Investigation of their Roles in Social Exchanges. Southern Management Association Annual Meetings, November 11-15, 2014, Savannah, GA.

Wesley, Curtis, Todd Saxton, M. Kim Saxton and John Busenbark 2014. Risk Tolerance, Information Uncertainty, and Exchange Orientation: An Investigation of their Roles in Social Exchanges. Strategic Management Society Madrid Conference, September 20-23, 2014, Madrid, Spain.

Busenbark, John, Curtis Wesley, Todd Saxton and M. Kim Saxton 2014. Information Uncertainty, Risk, and Orientation: Examining Organizational Social Exchanges. Academy of Management Meeting, August 1-5, 2014, Philadelphia, PA.

Saxton, Todd, M. Kim Saxton and Erik Monsen 2014. The Lillikoi Effect: Passion and Venture Community Support," the 2014 AOM Entrepreneurship Research Exemplars Conference, March 6-8, 2014, Keystone, CO.

Wesley, Curtis, Todd Saxton, M. Kim Saxton and John Busenbark 2014. Risk Tolerance, Information Uncertainty, and Exchange Orientation: An Investigation of their Roles in Social Exchanges. AOM Entrepreneurship Research Exemplars Conference, March 6-8, 2014, Keystone, CO.

Saxton, T., Saxton, M.K., Wesley, C.L. & Busenbark, J.A. 2013. Activating the ecosystem: Venture advocate behaviors and the emergent firm. First International Entrepreneurship Research Exemplars Conference: Entrepreneurial Ecosystems and the Diffusion of Startups. Catania, Italy.

Allen, M., Davis, J., Saxton, M.K., & Saxton, T. 2009. In search of a meaningful classification scheme: Towards a typology of small and new firms. Academy of Management Meetings, Chicago, IL.

Monsen, E. & Saxton, T. 2009. Issues and applications of the entrepreneurial orientation construct. Academy of Management Meetings, Chicago, IL.

Saxton, M.K. and Saxton, T. 2009. Staying on the path to launch: Factors that encourage venture advocate behaviors. Babson College Entrepreneurship Research Conference (BCERC), Boston MA.

Saxton, M.K., Saxton, T., Steen, J. & Verreynne, M.L. 2008. Failure to launch: Why and when some ventures lose their way on the path to success. Australian Graduate School of Entrepreneurship Research Conference (AGSE).

Monsen, E., Patzelt, H. & Saxton, T. 2007. Motivation And Participation In Corporate Entrepreneurship: The Moderating Effects Of Risk, Effort, And Reward. Babson College Entrepreneurship Research Conference (BCERC). **Best paper awarded 2008.**

Saxton, T. 2007. Building a vibrant venture community. Keynote address at the Stock Exchange of Thailand, July 2007 in collaboration with NIDA, Bangkok, Thailand.

Saxton, T. 2006. Reputation and new venture success. Max Planck summer entrepreneurship research conference, Jena, Germany.

Saxton, M.K., Saxton, T. & Spaulding, M. 2006. The interplay between brand image and corporate reputation in the pharmaceutical industry. Presented at the 10<sup>th</sup> international conference on reputation, image, identity, and competitiveness, New York NY.

Saxton, T., Sherwood, A., Inkpen, A., & Holzinger, I. 2006. Trust, reputation, and alliance outcomes. Presented at the 10<sup>th</sup> international conference on reputation, image, identity, and competitiveness, New York NY.

Carow, K. Heron, R & Saxton, T. 2002. Better early or never? An empirical investigation of pioneering advantages in the corporate practice of acquisitions. Strategic Management Society meetings, Paris, France. **Nominated for Best Paper award.**

Saxton, T. & Dollinger, M. 2002. Target reputation and appropriability: Picking and deploying resources in acquisitions. Strategic Management Society meetings, Paris, France.

Carow, K. Heron, R. & Saxton, T. 2002. On Pioneers: Do early movers outperform other acquirers? Academy of Management Meetings, Denver, Colorado.

Saxton, T. & Sherwood, A. 2000. Culture clash or culture club? Exploring relationships between cultural distance, mode of entry, and performance of acquisitions and alliances. Strategic Management Society meetings, Vancouver, BC.

Lyles, M.A., Watson, K. & Saxton, T 1999. Survival in a transitional economy: SMEs in Hungary. Academy of Management Meetings, Chicago, Illinois.

Gibson, C. & Saxton, T. 1999. Consultants in the Cupboard: How third-party involvement affects team strategic decision outcomes. Academy of Management Meetings, Chicago, Illinois.

Lyles, M.A., Watson, K. & Saxton, T 1999. The emergence of the private sector in a transitional economy: SMEs and their survival in Hungary. Strategic Management Society, Berlin, Germany.  
**Nominated for best paper award.**

Saxton, T., Lee, K G. & Saxton, M.K. 1999. Socially responsible behavior and reputation: Doing good just isn't good enough. Reputation Management Conference, San Juan, Puerto Rico.

Holzinger, I. & Saxton, T. 1998. Cultural orienteering: Internal and external sources for navigating firm-level international transactions. Academy of International Business, Vienna.

Saxton, T. & Ellstrand, A. 1998. The mirror has two faces: Determinants of self versus competitor perceptions of reputation. Strategic Management Society, Orlando, Florida.

Inkpen, A. & Saxton, T. 1998. Why alliance trust matters: Defining and measuring trust in interorganizational relationships. Academy of Management Meetings, San Diego, California.

Saxton, T. & Holzinger, I. 1998. Is trust the chicken or the egg? The interrelationships between trust, reputation, and alliance performance. Academy of Management Meetings, San Diego, California.

Kim, J. & Saxton, T. 1998. Teaching the elephant to forget: Strategic implications of organizational unlearning. Academy of Management Meetings, San Diego, California.

Saxton, T. 1998. Understanding the perceptions of all stakeholders. The Conference Board Stakeholder Measurement Conference, Chicago, Illinois.

Saxton, M.K. & Saxton, T. 1998. Measuring the link between corporate reputation and stakeholder support. Second International Conference on Reputation, Image and Competitiveness, Amsterdam, the Netherlands.

Saxton, T. & Holzinger, I. 1997. Individual and firm experience in alliances and acquisitions: Implications for transaction processes and performance. Strategic Management Society, Barcelona, Spain.

Jambulingam, T. & Saxton, T. 1997. The impact of transaction structure, interfirm synergies, and motives on acquisition and alliance performance: An empirical study in the pharmaceutical industry. American Marketing Association Winter conference, St. Petersburg, Florida.

Ellstrand, A. & Saxton, T. 1996. The influence of internal versus external corporate resources: The ins and outs of firm performance. Strategic Management Society, Phoenix, Arizona.

Saxton, T. 1996. Doing the right deals or doing deals right: The effect of pre- and post-transaction factors on acquisition performance. Academy of Management Meetings, Cincinnati, Ohio.

Saxton, T. 1996. The role of third parties in acquisitions and alliances. Academy of Management Meetings, Cincinnati, Ohio.

Golden, P., M. Dollinger and T. Saxton 1995. Reputation of small firms. Academy of Management Meetings, Vancouver, B.C.

Schwebach, G., Saxton, M.K. & Saxton, T. 1995. Creating knowledge from competitive intelligence: Difficulties in global research. American Marketing Association Summer Educators' Conference, Washington, D.C.

Saxton, T. 1994. Reasons for alliance failure: Progeny, prodigies, and pitfalls. Southern Management Association annual meeting, New Orleans, LA.

Saxton, T., Saxton, M.K., & Dollinger, M. 1994. Determinants of strategic alliance activity: An empirical examination of the role of executive characteristics and firm reputation in interorganizational activities. Academy of Management annual meeting, Dallas, TX.

Saxton, T. 1994. The impact of third parties on strategic decision making: Roles, timing and organizational outcomes. Academy of Management annual meeting, Dallas, TX.

Saxton, T. 1994. Using third parties in strategic decisions: Why, when, & how? Society for Competitive Intelligence Professionals (SCIP) annual meeting, Boston, MA. *Encore Speaker*.

Saxton, T. & Hegarty, H. 1993. Reputation and strategic management: Past, present and future. Southern Management Association annual meeting, Atlanta, GA.

Saxton, T. 1993. Third parties and strategic decision making: Improving organizational outcomes through selective integration of third party perspectives. Institute of Behavioral and Applied Management Annual Meeting, Denver, CO.

Saxton, T. & Saxton, M. 1993. The environment: Elements, levels, and reality as reflected in letters to shareholders. Midwest Academy of Management annual meeting, Indianapolis, IN.

Saxton, T. 1993. Advantage through strategic alliances: When to partner with competitors. SCIP annual meeting, Los Angeles, CA.

Dollinger, M. & Saxton, T. 1992. Interregional strategic alliances of great lakes manufacturing firms: The effect of regional reputation on joint venturing. Ameritech Fellowship Presentation.

Saxton, T. 1992. Dimensions of corporate strategy: A framework for analyzing strategic management issues. Midwest Academy of Management annual meeting, Chicago, IL.

Saxton, T. & Deckman, B. 1991. Global competitor intelligence. Seminar, Society for the Advancement of Materials Processing and Engineering (SAMPE), annual meeting, San Diego, CA.

Deckman, B. & Saxton, T. 1990. Profits in advanced materials. Seminar, SAMPE, annual meeting, Anaheim, CA.

Saxton, T. 1987. The acquisition search process: A case study. Executive Enterprises Merger and Acquisition Seminar.

### **PODCASTS AND WEBINARS**

Saxton, M. Kim and Todd Saxton, "[Award Winning Professors & Authors Kim and Todd Saxton](#)," Famous Interviews with Joe Dimino, October 17, 2023.

Saxton, Todd and M. Kim Saxton, "[Monday Morning Coffee with Drs. Todd and Ki Saxton](#)," Inside the Firm Podcast, October 9, 2023.

Saxton, Todd and M. Kim Saxton, "[Episode 054 - Lessons Learned from Helping Launch 100s of Physician-led Startups](#)," From MD to Entrepreneur with Dr. Pranay Parikh, May 31, 2023.

Saxton, M. Kim and Todd Saxton, "[Navigating Icebergs: Insights from Startup Experts Drs. Todd & Kim Saxton](#)," The CTO Show with Mehmet, April 14, 2023.

Saxton, M. Kim and Todd Saxton, "[A Guide to Building a Successful Business: How to Manage Risk & Navigate the Ocean of Startups with Dr. Kim & Todd Saxton Authors of The Titanic Effect](#)," People Explained Podcast, February 6, 2023.

Saxton, M. Kim and Todd Saxton, "[Tips About Building a Startup in 2023 – How to Succeed with a Startup](#)," Walk in Victory Podcast, November 30, 2022.

Saxton, M. Kim and Todd Saxton, "[Season 2, Episode 6: The Professors Guide to Startups](#)," The Growth-Minded Accountant Podcast, September 21, 2022.

Saxton, M. Kim and Todd Saxton, "[What Sources Of Failure Should Lawyers Plan For?](#)" Counsel Cast Podcast, July 19, 2022.

Saxton, M. Kim and Todd Saxton, "[Episode 39 - What Determines Whether A Startup Will Fail Or Succeed In The Market?](#)", Mind the Innovation Podcast, May 24, 2022.

Saxton, M. Kim and Todd Saxton, "[The Warning Signs Of Failed Startups](#)", When It Worked Podcast, April 5, 2022.

Saxton, M. Kim and Todd Saxton, "[Drs. Todd and Kim Saxton](#)", Life Science Success, February 28, 2022.

Saxton, M. Kim, "[#611 How To Do Work You Love During a Global Pandemic](#)", The Small Business Radio Show with Barry Moltz, November 23, 2020.

Saxton, M. Kim and Todd Saxton, IU Research Impact, "[Working From Home And Political Ads](#)", August 24, 2020.

Saxton, M. Kim and Todd Saxton, "[Purdue Foundry Grounds Remote - Todd and Kim Saxton, The Titanic Effect](#)", Purdue Foundry Grounds, August 21, 2020.

Saxton, M. Kim and Todd Saxton, "[We're burning out on remote work and video calls. Here's how to get focused.](#)" The IBJ Podcast, August 16, 2020.

Saxton, M. Kim and Todd Saxton, "[The Titanic Effect with Kim and Todd Saxton](#)", The Startup Hustle, June 17, 2020.

Saxton, M. Kim and Todd Saxton, "[Startup Success and Failure - Drs. Todd & Kim Saxton](#)", The Mark Struczewski Podcast, June 5, 2020.

Saxton, M. Kim and Todd Saxton, "[Kim and Todd Saxton- How Businesses Can Avoid The Titanic Effect](#)", Creative Warriors Podcast with Jeffrey Shaw, May 21, 2020.

Interview with Todd Saxton and M. Kim Saxton, "[Tips for Businesses to Weather Short-Term Disruptions and Come Out Ahead](#)", SEMA eNews, April 23, 2020.

Saxton, M. Kim and Todd Saxton, "[Co-Founding with Investors](#)", None of Our Businesses with Tye Carr, April 17, 2020.

Saxton, M. Kim and Todd Saxton, "[How To Rethink Your Business Model To Keep Your Organization Afloat | Ep. 127](#)", Kelley's The ROI Podcast, March 31, 2020.

Saxton, M. Kim and Todd Saxton, "[Ep 302 Titanic Effect with Drs. Kim and Todd Saxton](#)", The How of Business, March 30, 2020.

Saxton, M. Kim and Todd Saxton, "[Positive Effects of COVID-19 On Businesses](#)", The Price of Business Radio, March 17, 2020.

Saxton, M. Kim and Todd Saxton, "[How To Prepare For The Unknown - Three Strategies From Mountain Biking](#)", Smart Hustle with Ramon Ray, March 16, 2020.

Saxton, M. Kim and Todd Saxton, "[Avoiding the Startup Icebergs](#)", Radio America/CT Small Business Toolkit, February 25, 2020.

Saxton, M. Kim and Todd Saxton, "[EP 18 - A Conversation With Dr. Kim & Todd Saxton](#)", Talented Humans Podcast with Jay Flores, February 25, 2020.

Saxton, Todd and M. Kim Saxton, Only The Brave Have Fun with Jasbir Arora:

- December 19, 2019 "[EP34 Part3: What Are The Biggest Icebergs in MVP, Launch & Growth and Scaling stage?](#)"
- December 10, 2019 "[EP34 Part 2: What are the Biggest Icebergs in the Pre-Revenue Stage](#)"
- December 4, 2019 "[EP 34 Part 1: Risk vs. Uncertainty and Stages of a Startup](#)"

Saxton, Todd and M. Kim Saxton, [“How to Avoid Debtbergs in Your Business,”](#) The Startup Life with Dominic Lawson, December 14, 2019.

Saxton, Todd and M. Kim Saxton, [“The Titanic Effect with Kim and Todd Saxton”](#) The Entrepreneur’s MBA with Adam Kipnes, December 5, 2019.

Saxton, Todd and M. Kim Saxton, 10 Minute Mindset with Mario Porreca:

- November 21, 2019 [“The Titanic Effect”](#)
- November 20, 2019 [“Being on the Beach and Digging Holes in the Sand of Entrepreneurialism”](#)

Saxton, Todd and M. Kim Saxton, The Successful Pitch with John Livesay, [“The Titanic Effect: Helping Startups Navigate Through Icebergs,”](#) November 6, 2019.

Saxton, Todd and M. Kim Saxton, JumbleThink with Michael Woodward [“Building Better Startups”](#) September 3, 2019.

Saxton, Todd and M. Kim Saxton, Society of Physician Entrepreneurs Webinar Series, [“The Titanic Effect: Successfully Navigating the Uncertainties that Sink Most Startups”](#), September 17, 2019.

Saxton, Todd and M. Kim Saxton, Indianapolis Business Journal Podcast [“Avoiding the Icebergs that Can Sink Your Startup,”](#) July 22, 2019.

Saxton, Todd and M. Kim Saxton, School for Startups Radio, [“Titanic Todd and Kim Saxton,”](#) June 24, 2019.

Saxton, Todd and M. Kim Saxton, The Kelley ROI Podcast, [“How to Avoid Startup Icebergs”](#), June 3, 2019.

Saxton, Todd, M. Kim Saxton and Michael Cloran, Powderkeg Podcast, [“How Successful Startup Teams Avoid Startup Failure”](#), April 2, 2019.

### **HONORS, AWARDS, AND OTHER ACTIVITIES**

*Best Professor Award in MBA program, multiple years 1999-2022.* Recognized by Kelley School and Student Advisory Board for being among the top five Professors in the MBA program.

*DIVE Founding Director (2006-2020).* Created and ran Discovery, Innovation, and Ventures Enterprise, a set of activities and programs for a select group of our Evening MBA students with an interest in venturing. Evolved into an MBA-wide program in 2021.

*Editorial Review Board, Academy of Management Review (2000-2003, 2008-2017).*

*UEDA (University Economic Development Association) finalist, Talent Development for the Innovation Economy, 2016.* One of three finalists for linking university activity to economic development through the DIVE program.



*Recipient, 2016, Chancellor's Award for Civic Engagement.* IUPUI award for the faculty member who meaningfully connects research, education, and service in the local community. Annual salary supplement included.

*UEDA (University Economic Development Association) finalist, Civic Engagement, 2015.* One of three finalists for linking university activity to economic development through the DIVE program.

*Editorial Review Board, Academy of Management Journal (2008-2012).*

*Best Paper Award, Babson Entrepreneurship Research Conference 2007.*

*Entrepreneurship Division Outstanding Reviewer Award 2006.*

*Eli Lilly Teaching Award, Indiana University Kelley School of Business Indianapolis, 2003.* Voted top graduate instructor by students; \$2,500 award.

*Trustees Teaching Award, Indiana University, 2002.* \$2,500 award for top teaching evaluations by students.

Nominated for *SMS best paper* award for paper on early mover advantages in acquisitions.

Nominated for *SMS best paper* award for paper on new Hungarian ventures.

*BPS Outstanding Reviewer Award.* Recognized by largest division in the Academy of Management for quality and quantity of reviews performed for 1999 annual meetings.

*Chancellor's Award for teaching.* Recognized by Indiana University for teaching evaluations among top 25% in the University.

*Professor of the Year, 1996-1997, University of Wisconsin--Madison.* Selected best professor in graduate program by students in first year of teaching MBA's.

*Advisor, UW-Madison Big 10 strategy case competition finalist.* Advisor to team representing UW-Madison in Big 10 strategy case competition held at Ohio State. Team came in second place overall. Activities included selecting and training team members.

*Advisor and Member, UW-Madison Midwest soccer invitational tournament.* Team advanced to final round in this invitational tournament held at the University of Illinois--Urbana-Champaign.

*Honorable Mention Best Paper Award, Association of Management Consulting Firms, 1994.* The impact of third parties on strategic decision making: Roles, timing and organizational outcomes. Academy of Management annual meeting, Dallas, TX.

*Encore Speaker, SCIP national meetings, 1994.* Invited speaker for having outstanding evaluations for 1993 presentation. Top 10% of evaluations over a four-year period earned this honor.

*Business Policy/Strategy Consortium, 1994.* Selected to represent Indiana University at 1994 doctoral consortium at Academy of Management National Meetings.

*Instructor and Coach* for winning team and runner up of Indiana University's undergraduate business plan competition, Spring, 1994. The business based on this plan had revenues of \$35 million in 2003.

*Former Member, Editorial Review Board, Academy of Management Journal (currently Ad Hoc)*

*Former, Member, Editorial Review Board, Journal of Management (currently Ad Hoc)*

*Ad Hoc Reviewer, Strategic Management Journal*

*Ad Hoc Reviewer, Journal of Business Venturing*

*Ad Hoc Reviewer, Organization Science*

*Ad Hoc Reviewer, Journal of Organizational Change Management*

*Ad Hoc Reviewer, Administrative Science Quarterly*

*Ad Hoc Reviewer, Management Science*

*Reviewer, Academy of Management Meetings*

*Discussant, Academy of Management Meetings*

*Facilitator, FOODCORP strategy simulation. Administer, monitor and provide feedback on three-day business strategy simulation for MBA students.*

### **ADVISORY AND OTHER BOARDS**

- Indiana University Device Startup Think Tank
- Diagnotes Inc, (co-founder, now BOD member) a Healthcare IT Startup; exited 2023
- Indiana Center for Biomedical Innovation, IU Medical School
- SoPE Indiana, the Indiana Chapter of the Society of Physician Entrepreneurs
- VisionTech Partners angel investment network
- DeveloperTown Healthcare Advisory Board
- CIK/PERQ, a measured marketing software and services firm
- Fight for Life Foundation, Marlin Jackson's (former Colts player) not-for-profit for social-emotional learning for deserving but underserved youth

### **PROFESSIONAL AND OTHER MEMBERSHIPS**

Academy of Management

Angel Capital Association

Society of Physician Entrepreneurs—Chapter Founder, SoPE Indiana

Strategic Management Society

Venture Club of Indiana (Board Member, 2005-2017; President, 2015)