

# **Ron Sanchez (Ronald Allen Sanchez)**

Professor of Management (since 2003)  
Department of Innovation and Organizational Economics  
Copenhagen Business School  
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and

Visiting Professor (since 2006)  
Division of Engineering and Technology Management  
National University of Singapore

## **Prior Faculty Positions**

- Linden Visiting Professor in Industrial Analysis (2003-2006)  
Faculty of Economics and Management  
Lund University, Lund, Sweden
- Professor of Strategy and Technology Management (1999-2003)  
IMD - International Institute for Management Development  
Chemin de Bellerive 23 - P. O. Box 915  
CH-1001 Lausanne, Switzerland
- Visiting Professor of Management (1998-1999)  
Department of Industrial Economics and Strategy  
Copenhagen Business School  
DK-1300 Copenhagen, Denmark
- Associate Professor of Management and Associate Director for Research (1996-1998)  
Graduate School of Management  
University of Western Australia  
Nedlands (Perth), Western Australia 6907, Australia
- Assistant Professor of Policy and Strategy (1991 to 1996)  
Department of Business Administration  
University of Illinois  
Champaign, Illinois 61820 USA
- Visiting Professor of Strategic Management (1996, on sabbatical from University of Illinois)  
Ecole Supérieure des Sciences Economiques et Commerciales (ESSEC)  
95021 Cergy-Pontoise Cedex (Paris), France

## **Other Academic Appointments**

Past and current visiting positions in MBA programs at Nagoya University (Japan), Tongji University (China), Curtin University of Technology (Australia), Stuttgart Institute of Management and Technology (Germany), Ecole Nationale des Ponts et Chausees (France), Cuyo National

University (Argentina), Ljubljana University (Slovenia), and Peter Drucker School of Management at Claremont Colleges (USA).

### **Professional Education**

- PhD in Technology Strategy, Massachusetts Institute of Technology (MIT), 1991
- MBA (with Honors), Saint Mary's College of California, 1985
- MS in Civil Engineering, MIT, 1972
- BS in Architecture, MIT, 1972
- BS in Humanities and Science, MIT, 1968

### **General Research and Teaching Interests**

Management issues at the interfaces of strategy, technology management, organization design, and knowledge management and organizational learning.

### **Current Research and Publication Areas**

- Theory and practice of competence-based strategic management
- Technology strategy and innovation management
- Modular architectures in products, processes, organizations, and industries
- Knowledge management and strategic organizational learning
- Options theory in strategic management
- Strategic flexibility
- Integrating design and the strategic management process

### **Current Research Projects**

- *Modularity in product development, knowledge management, and organizational learning*  
Since 1991 I have been researching the uses – both actual and potential – of modular architectures as frameworks for managing product development, for identifying key forms of technological knowledge in organizations, and for bringing strategic direction and focus to organizational learning in developing new products and technologies. During this time I have developed collaborative working relationships with Philips, General Electric, Chrysler, and several other global technology firms. In 2003-2005 I collaborated with Philips CFT (Center for Industrial Technology) at the firm's world headquarters in Eindhoven, The Netherlands, in preparing a number of research publications based on our experiences in implementing modular development strategies and processes at several Philips product divisions and business groups in the USA, Europe, and Asia. My most recent research and consulting engagements on modularity strategies include Mercedes and Nokia.

- *Global Software Development Networks*

In 1999 I began a research project on the global software development industry, with a particular emphasis on the current and future roles of Indian information technology firms in global software development networks. This research has the support of the Indian Confederation of Industries and the participation of several leading Indian IT firms, including Tata Consulting Services, Digital India, Polaris Software, Philips Software Center, and other firms in the major software development centers in India (Bangalore, Chennai, Hyderabad, Mumbai, and Delhi). The current focuses of this research include understanding

- (i) the impact of a firm's position in the global software industry "architecture hierarchy" on its

- potential for sustainable growth and profitability;
- (ii) the impact of development strategies based on re-usable components (sometimes referred to as “component-based design”) on the costs and speed of software development processes;
  - (iii) the use of modular software architectures as frameworks for defining, categorizing, and leveraging intellectual assets in software development firms.

The results of this research are included in my forthcoming book *Modularity: Strategy, Organization, and Knowledge Management* (Oxford University Press, early 2010).

### **Courses Taught**

- Strategic Management (MBA)
- Managerial Decision Making (MBA)
- Technology Strategy and Innovation Management (MBA and Ph.D.)
- Knowledge Management and Organizational Learning (MBA)
- Strategic Operations Management (MBA)
- International Business (MBA)
- Integrating Industrial Design and Business Strategy (M.Sc.)
- Theory and Research in Strategic Management (Ph.D.)
- Philosophy of Science for Management Research (Ph.D.)

### **Institutional Service and Program Development**

While at University of Illinois (1991-1996), I served on the organizing committee that established a joint degree program co-sponsored by the School of Engineering and the College of Commerce and Business Administration. I also developed and taught the Department of Business Administration’s first courses in Technology Strategy, Strategies for Product Development, Japanese Technology Policy and Strategy, and Philosophy and Methods of Management Science (the latter two courses for doctoral students in management).

At the Graduate School of Management (1996-1998), University of Western Australia, I initially served as Coordinator of the newly established Doctor of Business Administration program and developed and taught the core DBA and PhD courses in the philosophy of management studies, research methods, and theoretical foundations for strategic management. In June of 1997, I was appointed Associate Director for Research with administrative responsibility for the management school’s doctoral programs, consisting of 20 PhD students and 22 DBA students. At the university level, I served on the Board of Postgraduate Research Studies in reviewing all doctoral research proposals and examiners’ reports on PhD dissertations submitted to the university.

While at Copenhagen Business School in 1998-1999, I participated in technology strategy and product development courses in the Management of Technology master’s degree program. I also taught classes in technology strategy and product development in the newly launched Executive MBA program at the Danish Technological University in Copenhagen.

While at IMD (1999-2003), I developed and taught the first technology strategy and product development courses in IMD’s MBA program. I have also contributed to the redesign of technology strategy and technology management topics covered in several of IMD’s executive development programs. I also served as Program Director for two “in-company” executive development programs at IMD, with full responsibility for client management and program design and delivery. The two programs collectively generated in excess of US\$ 1,000,000 in revenues annually.

While holding appointments at both Copenhagen Business School (full-time) and Lund University (part-time) 2003-2006, I developed several doctoral seminars to provide a forum for doctoral students from the two institutions to find opportunities for research collaborations that will link and expand the research processes of the two institutions.

Currently, I hold a visiting professorship in the Division of Engineering and Technology Management (DETM) at the National University of Singapore (NUS), where I am assisting in the launch of the master's degree program within the university's Engineering Systems Initiative. In this regard, I am co-teaching two master's courses (Strategy for Systems Architectures, and Knowledge Management in Systems Design) with NUS co-faculty.

## Industry Consulting Relationships

I currently consult with a few carefully selected global technology firms on management issues directly related to my research interests, especially on the implementation of modular architecture strategies in technology and product development and in knowledge management. These firms include DaimlerChrysler (both Chrysler and Mercedes-Benz units), Philips, Agilent, and Nokia.

## Business Experience

- Consultant in establishing joint ventures and product development collaborations between U.S., European, and Japanese firms, 1979-1987
- Senior trade association representative in California, Japan, and Germany, 1973-1979
- Mechanical and structural engineering (various positions), 1968-1972

## Professional Activities, Honors, and Associations

- Co-founding editor of *Research in Competence-Based Management*, a peer-reviewed journal for competence-based strategy theory, research, and practice (published by Emerald Group, London).
- Series Editor for the *Advanced Series in Management*, published by Emerald Group, London.
- Series co-editor (with Aimé Heene) of *Advances in Applied Business Strategy*, published by Emerald Group, London.
- Co-organizer of eight international conferences on competence-based management: Brussels 1994, Ghent 1996, Oslo 1998, Helsinki 2000, Lausanne 2002, Antwerp 2005, Cape Town 2006, and Copenhagen 2008.
- Guest editor of a special issue of *International Journal of Technology Management on Modularity*, published in 2008.
- Member of the Academic Advisory Board, Design Management Institute, Boston, MA.
- Visiting professor in strategic management and technology management in MBA and executive development programs at Melbourne Business School (Australia), Curtin Technology University (Australia), Tongji University (Shanghai, China), Nagoya University (Nagoya, Japan), Stuttgart Institute of Management and Technology (Germany), Ljubljana University (Slovenia), and Seoul School for Integrated Science and Technology (Korea).
- Named “Outstanding Faculty” in policy and strategy area at University of Illinois by *Business Week Guide to the Best Business Schools* (3rd edition), 1993.
- Named “Best professor in MBA program” at Copenhagen Business School (2004 and 2005) and at Stuttgart Institute of Management and Technology (2004, 2006).
- Memberships in
  - Academy of Management
  - Strategic Management Society
  - INFORMS (International Society for Operations Research and Management Science)

## **Publications**

### **Books Published:**

- Sanchez, Ron, editor (2008). *Fundamental Issues in Competence-Based Theory and Research*, Volume 4 in *Research in Competence-Based Management*, London: Emerald Group.
- Martens, Rudy, Aime Heene, and Ron Sanchez, editors (2008). *Competence Building and Leveraging in Interorganizational Relations*, Volume 11 in *Advances in Applied Business Strategy*, Oxford: Elsevier Science.
- Heene, Aime, Rudy Martens, and Ron Sanchez, editors (2008). *Competence Perspectives on Learning and Dynamic Capabilities*, Volume 10 in *Advances in Applied Business Strategy*, Oxford: Elsevier Science.
- Sanchez, Ron, and Aimé Heene, editors (2006). *Competence Perspectives on Resources, Stakeholders, and Renewal*, Volume 9 in *Advances in Applied Business Strategy*, Oxford: Elsevier Science.
- Sanchez, Ron, and Aimé Heene, editors (2006). *Understanding Growth: Entrepreneurship, Innovation, and Diversification*, Volume 3 in *Research in Competence-Based Management*, Oxford: Elsevier Science.
- Sanchez, Ron, and Aimé Heene, editors (2006). *Managing Knowledge Assets and Organizational Learning*, Volume 2 in *Research in Competence-Based Management*, Oxford: Elsevier Science.
- Sanchez, Ron, and Aimé Heene, editors (2005). *Competence Perspectives on Managing Interfirm Interactions*, Volume 8 in *Advances in Applied Business Strategy*, Oxford: Elsevier Science.
- Sanchez, Ron, and Aimé Heene, editors (2005). *Competence Perspectives on Managing Internal Processes*, Volume 7 in *Advances in Applied Business Strategy*, Oxford: Elsevier Science.
- Sanchez, Ron, and Joerg Freiling, editors (2005). *The Marketing Process in Organizational Competence*, Volume 1 in *Research in Competence-Based Management*, Oxford: Elsevier Science.
- Sanchez, Ron, and Aimé Heene (2004). *The New Strategic Management: Organization, Competition, and Competence* (textbook), New York and Chichester: John Wiley & Sons.
- Morecroft, John, Ron Sanchez, and Aimé Heene, co-editors (2002). *Systems Perspectives on Resources, Capabilities, and Management Processes*, Oxford: Elsevier Science.
- Sanchez, Ron, editor (2001). *Knowledge Management and Organizational Competence*, Oxford: Oxford University Press.
- Sanchez, Ron, and Aimé Heene, co-editors (2000). *Theory Development for Competence-Based Management*, Volume 6(A) in *Advances in Applied Business Strategy*, Greenwich, Connecticut: JAI Press (Elsevier).

**Books Published (continued):**

Sanchez, Ron, and Aimé Heene, co-editors (2000). *Research in Competence-Based Management*, Volume 6(B) in *Advances in Applied Business Strategy*, Greenwich, Connecticut: JAI Press (Elsevier).

Sanchez, Ron, and Aimé Heene, co-editors (2000). *Formulating and Implementing Competence-Based Strategy*, Volume 6(C) in *Advances in Applied Business Strategy*, Greenwich, Connecticut: JAI Press (Elsevier).

Sanchez, Ron, and Aimé Heene, editors (1997). *Strategic Learning and Knowledge Management*, (Strategic Management Society series) Chichester: John Wiley & Sons.

Heene, Aimé, and Ron Sanchez, editors (1997). *Competence-Based Strategic Management*, (Strategic Management Society series) Chichester: John Wiley & Sons.

Sanchez, Ron, Aimé Heene, and Howard Thomas, editors (1996). *Dynamics of Competence-Based Competition*, Oxford: Elsevier Pergamon.

**Books in Preparation:**

Sanchez, Ron. *Modularity: Strategy, Organization, and Knowledge Management*, Oxford: Oxford University Press, forthcoming early 2010.

Sanchez, Ron, editor. *Beyond the Boundaries of the Firm: Integrating Theories of the Firm and Theories of Markets*, Oxford: Elsevier Science, forthcoming mid 2010.

Sanchez, Ron. *Options Theory for Strategic Management*, manuscript in preparation.

**Journal Articles Published** (Reverse chronological order)

Sanchez, Ron (2008). "Modularity in the mediation of market and technology change," *International Journal of Technology Management*, **42** (4), 331-364.

Sanchez, Ron (2008). "A scientific critique of the resource-based view (RBV), with competence-based remedies for the RBV's conceptual deficiencies and logic problems," *Research in Competence-Based Management*, Volume 4, 3-78.

Asan, Umut, Seckin Polat, and Ron Sanchez (2008). "Scenario-driven modular design in managing market uncertainty," *International Journal of Technology Management*, **42** (4), 459-487.

Freiling, Joerg, Martin Gersch, Christian Goecke, and Ron Sanchez (2008). "Fundamental issues in a competence-based theory of the firm," *Research in Competence-Based Management*, Volume 4, 79-106.

**Journal Articles Published (continued)**

- Hubbard, Graham, Angelina Zubac, Lester Johnson, and Ron Sanchez (2008). "Rethinking traditional value chain logic," *Research in Competence-Based Management*, Volume 4, 107-129.
- Steensen, Elmer, and Ron Sanchez (2008). "Forces in strategy formation," *Research in Competence-Based Management*, Volume 4, 131-172.
- Stephan, Michael, Eric Pfaffmann, and Ron Sanchez (2008). "Modularity in cooperative product development," *International Journal of Technology Management*, **42** (4), 439-458.
- Sanchez, Ron (2006). "Integrating design into strategic management processes," *Design Management Review*, Fall 2006, 10-17.
- Sanchez, Ron, and Joerg Freiling (2005). "Competence-based management and marketing: Building a common ground for theory, research, and practice," *Research in Competence-Based Management*, Vol. 1, 1-15.
- Sanchez, Ron (2004). "Creating modular platforms for strategic flexibility," *Design Management Review*, Vol. 15 (1), 58-67.
- Sanchez, Ron (2004). "Understanding competence-based management: Identifying and managing five modes of competence," *Journal of Business Research*, Vol. 57 (5), 518-532.
- Mahoney, Joseph T., and Ron Sanchez (2004). "Building new management theory by integrating processes and products of thought," *Journal of Management Inquiry*, Vol. 13 (1), 34-47.
- Sanchez, Ron (2003). "Integrating transactions costs theory and real options theory," *Managerial and Decision Economics*, Vol. 24 (4), 267-282.
- Sanchez, Ron (2002). "Using modularity to manage the interactions of technical and industrial design," *Design Management Journal*, Vol. 2, 8-19.
- Sanchez, Ron, and Robert P. Collins (2001). "Competing—and learning—in modular markets," *Long Range Planning*, Vol. 34 (6), 645-667.
- Sanchez, Ron (2000). "Modular architectures, knowledge assets, and organizational learning: New management processes for product creation," *International Journal of Technology Management*, Vol. 19 (6), 610-629.
- Sanchez, Ron (1999). "Modular architectures in the marketing process," *Journal of Marketing*, Vol. 63 (special issue 1999), 92-111.
- Sudharshan, D., and Ron Sanchez (1998). "Distribution equity: Creating value through managing knowledge relationships with distribution channels," *Journal of Market-Focused Management*, Vol. 2 (4), 309-338.
- Sanchez, Ron (1997). "Strategic management at the point of inflection: Systems, complexity, and competence theory," *Long-Range Planning*, Vol. 30 (6), 939-946.

### **Journal Articles Published (continued)**

Sanchez, Ron (1997). "Preparing for an uncertain future: Managing organizations for strategic flexibility," in *International Studies in Management and Organization*, Vol. 27 (2), 71-94.

Sanchez, Ron, and Aimé Heene (1997). "Reinventing strategic management: New theory and practice for competence-based competition," *European Management Journal*, Vol. 15 (3), 303-317.

Sanchez, Ron, and Aimé Heene (1997). "Managing for an uncertain future: A systems view of strategic organizational change," in *International Studies in Management and Organization*, Vol. 27 (2), 21-42.

Sanchez, Ron (1996). "Strategic product creation: Managing new interactions of technology, markets, and organizations," *European Management Journal*, Vol. 14 (2), 121-138.

Sanchez, Ron, and Joseph T. Mahoney (1996). "Modularity, flexibility, and knowledge management in product and organization design," *Strategic Management Journal*, Vol. 17 (winter special issue), 63-76.

Sanchez, Ron (1995). "Strategic flexibility in product competition," *Strategic Management Journal*, Vol. 16 (summer special issue), 135-159.

Sanchez, Ron (1994). "Higher-order organization and commitment in strategic options theory," *Advances in Strategic Management*, Vol. 10, 299-307.

Sanchez, Ron (1993). "Strategic flexibility, firm organization, and managerial work in dynamic markets: A strategic options perspective," *Advances in Strategic Management*, Vol. 9, 251-291.

Sanchez, Ron, and D. Sudharshan (1993). "Real-time market research: Learning-by-doing in the development of new products," *Marketing Intelligence and Planning*, Vol. 11 (August), 29-38.

### **Papers Currently Under Review at Journals**

Worren, Nicolay, and Ron Sanchez. "Managing interdependencies in complex organizations," under review at *Organization Studies*.

Boisot, Max, and Ron Sanchez. "Economic organization as a nexus of rules: Emergence and the theory of the firm," under review at *Organization Science*.

### **Chapters in Books – Published (Reverse chronological order)**

Sanchez, Ron (2005). "Knowledge management and organizational learning: Fundamental concepts for theory and practice," 29-61 in *The Future of Knowledge Management*, Birgit Renzl, Kurt Matzler, and Hans Hinterhuber, editors, London: Palgrave Macmillan.

**Chapters in Books – Published (continued)**

Sanchez, Ron (2005). “‘Tacit knowledge’ versus ‘explicit knowledge’ approaches to knowledge management practice,” 191-203 in *The Handbook of the Knowledge Economy*, David Rooney, Greg Hearn, and Abraham Ninan, editors, Los Angeles: Edward Elgar.

Sanchez, Ron (2003). “La perspective des compétences: Théorie et pratique du nouveau management stratégique,” 21-32 in *Compétences et Connaissances dans les Organisations*, A.M. Guenette, M. Rossi, and J-C Sardas, editors, Geneva: SEES (Société d’études économiques et sociales).

Sanchez, Ron (2002) “Industry standards, modular architectures, and common components: strategic incentives for technological cooperation,” 659-687 in *Cooperative Strategies and Alliances*, F. Contractor and P. Lorange, editors, Oxford: Elsevier Science.

Sanchez, Ron (2002). “Modular product and process architectures: Frameworks for strategic organizational learning,” 223-231 in *The Strategic Management of Intellectual Capital and Organizational Knowledge*, Chun Wei Choo and Nick Bontis, editors, Oxford: Oxford University Press.

Sanchez, Ron (2002). “Analyzing internal and competitor competences: Resources, capabilities, and management processes,” 344-371 in *The Handbook of Strategy*, David Faulkner, editor, Oxford: Oxford University Press.

Sanchez, Ron (2002). “Modularity, flexibility and knowledge management: A retrospective appraisal,” 363-389 in *Managing in the Modular Age*, R. Garud and A. Kumaraswamy, editors, Oxford: Blackwell Publishers.

Sanchez, Ron, and Aimé Heene (2002). “Managing strategic change: A systems view of organizational change and strategic flexibility,” 71-92 in *Systems Perspectives on Resources, Capabilities, and Management Processes*, John Morecroft, Ron Sanchez, and Aimé Heene, co-editors, Oxford: Elsevier Science.

Morecroft, John, Ron Sanchez, and Aime Heene (2002). “Integrating systems thinking and competence concepts in a new view of resources, capabilities, and management processes,” 3-18 in *Systems Perspectives on Resources, Capabilities, and Management Processes*, John Morecroft, Ron Sanchez, and Aimé Heene, co-editors, Oxford: Elsevier Science.

Sanchez, Ron (2001). “Resources, dynamic capabilities, and competences: Building blocks of integrative strategy theory,” in *Rethinking Strategy*, Tom Elfring and Henk Volberda, editors, Thousand Oaks, CA: Sage Publications.

Sanchez, Ron (2001). “Managing knowledge into competence: The five learning cycles of the competent organization,” in *Knowledge Management and Organizational Competence*, Ron Sanchez, editor, Oxford: Oxford University Press.

Sanchez, Ron (2001). “Product, process, and knowledge architectures in organizational competence,” in *Knowledge Management and Organizational Competence*, Ron

Sanchez, editor, Oxford: Oxford University Press.

### **Chapters in Books – Published (continued)**

Sanchez, Ron, and Joseph T. Mahoney (2001). "Modularity and dynamic capabilities," in *Rethinking Strategy*, Tom Elfring and Henk Volberda, editors, Thousand Oaks, CA: Sage Publications.

Sanchez, Ron (2000). "Demand uncertainty and asset flexibility: Incorporating strategic options in the theory of the firm," in *Competence, Governance, and Entrepreneurship*, Nicolai J. Foss and Volker Mahnke, editors, Oxford: Oxford University Press.

Sanchez, Ron (2000). "Product and process architectures in the management of knowledge resources," pp. 100-122 in *Resources, Technology, and Strategy*, P. Robertson and N. Foss, editors, London: Routledge.

Sanchez, Ron (2000). "Une comparaison des approches de la ressource, des capacités dynamiques, et de la compétence: Une contribution a la théorie du management et stratégie," in *Le Management Stratégique des Compétences*, Bertrand Quélin and Jean-Louis Arregle, editors, Paris: Collection HEC, Ellipses.

Sanchez, Ron, and Aimé Heene (2000). "Introduction: Recent progress in developing theory for competence-based management," in Ron Sanchez and Aimé Heene, guest co-editors, *Theory Development for Competence-Based Management (Volume 6A)*, in *Advances in Applied Business Strategy*, Greenwich, Connecticut: JAI Press.

Sanchez, Ron, and Aimé Heene (2000). "Introduction: Current research in competence-based management," in Ron Sanchez and Aimé Heene, guest co-editors, *Research in Competence-Based Management (Volume 6B)*, in *Advances in Applied Business Strategy*, Greenwich, Connecticut: JAI Press.

Sanchez, Ron, and Aimé Heene (2000). "Introduction: From theory to practice in competence-based management," in Ron Sanchez and Aimé Heene, guest co-editors, *Implementing Competence-Based Strategy (Volume 6C)*, in *Advances in Applied Business Strategy*, Greenwich, Connecticut: JAI Press.

Sanchez, Ron (1997). "Managing articulated knowledge in competence-based competition," pp. 163-187 in *Strategic Learning and Knowledge Management*, R. Sanchez and A. Heene, editors, Chichester: John Wiley & Sons.

Sanchez, Ron, and Aimé Heene (1997). "A competence perspective on strategic learning and knowledge management," pp. 3-18 in *Strategic Learning and Knowledge Management*, R. Sanchez and A. Heene, editors, Chichester: John Wiley & Sons.

Sanchez, Ron, and Aimé Heene (1997). "Competence-based strategic management: Concepts and issues for theory, research, and practice," pp. 3-42 in *Competence-Based Strategic Management*, A. Heene and R. Sanchez, editors, Chichester: John Wiley & Sons.

Mahoney, Joseph T., and Ron Sanchez (1997) "Competence theory building: Reconnecting

management research and management practice,” pp. 43-64 in *Competence-based Strategic Management*, R. Sanchez and A. Heene, editors, Chichester: John Wiley & Sons.

### **Chapters in Books – Published (continued)**

Sanchez, Ron (1996). “Quick-connect technologies for product creation: Implications for competence-based competition,” pp. 299-322 in *Dynamics of Competence-Based Competition*, R. Sanchez, A. Heene, and H. Thomas, editors, Oxford: Elsevier Pergamon.

Sanchez, Ron, and Aimé Heene (1996). “A systems view of the firm in competence-based competition,” pp. 39-62 in *Dynamics of Competence-Based Competition*, R. Sanchez, A. Heene, and H. Thomas, editors, Oxford: Elsevier Pergamon.

Sanchez, Ron, and Howard Thomas (1996). “Strategic goals,” pp. 63-84 in *Dynamics of Competence-Based Competition*, R. Sanchez, A. Heene, and H. Thomas, editors, Oxford: Elsevier Pergamon.

Sanchez, Ron, Aimé Heene, and Howard Thomas (1996). “Towards the theory and practice of competence-based competition,” pp. 1-36 in *Dynamics of Competence-Based Competition*, R. Sanchez, A. Heene, and H. Thomas, editors, Oxford: Elsevier Pergamon.

Gorman, Philip, Howard Thomas, and Ron Sanchez (1996). “Industry dynamics in competence-based competition,” in *Dynamics of Competence-Based Competition*, R. Sanchez, A. Heene, and H. Thomas, editors, Oxford: Elsevier Pergamon.

Sanchez, Ron (1995). “Integrating technology strategy and marketing strategy,” pp. 337-363 in *Strategic Integration*, H. Thomas and D. O’Neal, editors, Chichester: John Wiley & Sons.

### **Cases Published**

Sanchez, Ron (2004). *Automatix, Inc.: Modular Design and Supply Chain Strategy*, Case IMD-3-0899, European Case Clearing House.

Sanchez, Ron (2003). *Philips Oral Healthcare (A): Intensifying Competition, Escalating Performance Demands*, Case IMD-3-1358, European Case Clearing House.

Sanchez, Ron (2003). *Philips Oral Healthcare (B): The Sunshine Project*, Case IMD-3-1359, European Case Clearing House.

Sanchez, Ron (2003). *Philips Oral Healthcare ©: The Sunshine Project in 2001*, Case IMD-3-1360, European Case Clearing House.

### **Other Publications**

Sanchez, Ron. “Fitting together a modular approach,” p. 14, *Financial Times*, August 15, 2002.

Sanchez, Ron (2002). “Maximizing the Benefits of Modularity: Part 1. Designing Strategic Flexibility into Your Products and Processes,” *IMD Perspectives for Managers*, No. 88

(May 2002).

Sanchez, Ron (2002). "Maximizing the Benefits of Modularity: Part 2. Implementing Modular Strategies in Your Organization," *IMD Perspectives for Managers*, No. 92 (August 2002).

### **Book Review**

Sanchez, Ron (2002). Review of *Building the Flexible Firm: How to Remain Competitive* by Henk Volberda, in *International Journal of Organizational Analysis*, Vol. 10 (2), 194-197.

### **Dissertation**

Sanchez, Ron (1991). *Strategic Flexibility, Real Options, and Product-based Strategy*, Ph.D. dissertation, Massachusetts Institute of Technology, Cambridge, MA 02139 USA. Published by UMI Dissertation Services, 300 N. Zeeb Road, Ann Arbor, MI 48106 USA, UMI Publication Number 9520547.