NBER Innovation Research Boot Camp Application

Shibo Zhou

Postdoctoral Researcher

Department of Strategy & Innovation, Copenhagen Business School

Kilevej 14A, 3.74, DK-2000 Frederiksberg, Denmark

Cell: +45-9195-0819

Email: sz.si@cbs.dk

Reference: **José Mata**

Maersk Mc-Kinney Møller Professor of Entrepreneurship

Department of Strategy & Innovation, Copenhagen Business School

Address: Kilevej 14A, 3.75, DK-2000 Frederiksberg, Denmark

Cell: +45-3815-2892

Email: jm.si@cbs.dk

SHIBO ZHOU

https://sites.google.com/view/shibo-zhou, E-mail: sz.si@cbs.dk
Department of Strategy, Copenhagen Business School
Solbjerg Pl. 3, 2000 Frederiksberg, Denmark

ACADEMIC EMPLOYMENT

Copenhagen Business School (CBS) 2023 - Present
Postdoctoral Research, Department of Strategy and Innovation

EDUCATION

Georgia Institute of Technology 2023
PhD in Strategy and Innovation, Scheller College of Business
Committee: Peter Thompson (Chair), Alex Oettl, Marco Ceccagnoli, DK Lee (Boston University)
Minor: Economics

Erasmus University Rotterdam 2017
MSc in Management, Rotterdam School of Management

Peking University 2014
BSc in Psychology

RESEARCH INTEREST

Entrepreneurship, Innovation, Technology Management, Strategic Management

RESEARCH

A. Submitted Papers

1. Li, Z., Li, J. H., **Zhou, S.,** Chen, X. Rising Higher, Reaching Farther? The Effects of Status Gain and Initial Status on Exploratory Behavior
   - **Revise & Resubmit** at *Organization Science*
2. **Zhou, S.** Not All Ears Are Equal: Asymmetry Between Entrepreneurs and Incumbents in Responding to Users
   - Under Review at *Strategic Management Journal*
3. Mata, J. & **Zhou, S.** From Honeymoon to Dogfight: How Competition and Product Age Shape Entrepreneurs' Update Behavior.
   - Under Review at *Management Science*
4. **Zhou, S.**, Mata, J., & Oliveira, P. The Trajectory from Patient Innovators to Patient Entrepreneurs
   - Under Review at *Organization Science*.

B. Working Papers

5. **Zhou, S.**, Chen, K., & Liu, J. X. Impact of Foreign Policy on Domestic Corporate Innovation - A Perspective of Knowledge Spillover
   - Ready to Submit to *Research Policy*
6. Xing, W., Luo, Y., Chen, Z., & **Zhou, S.** Cultural Calibration: Game Authenticity, Local Norms, and Network Effects in Global Markets
   - Data Collection.

PRESENTATIONS

Rising Higher, Reaching Farther? The Effects of Status Gain and Initial Status on Exploratory Behavior Status Gain and Knowledge Exploration
- Academy of Management Annual Meeting, Chicago, IL (2024)

Not All Ears Are Equal: Asymmetry Between Entrepreneurs and Incumbents in Responding to Users
- Academy of Management Annual Meeting, Virtual (2020)
- Platform Strategy Research Symposium Doctoral Consortium, Boston, MA (2023)
- DRUID, Nice, France (2024)
- Digital Data for Research in Organization Studies, Milan, Italy (2025)
- Open and User Innovation Conference, Lisbon, Portugal (2025)

From Honeymoon to Dogfight: How Competition and Product Lifecycle Shape Entrepreneurs' Update Behavior.
- DRUID, Toronto, Canada (2025)
- European Digital Platform Research Network (EU-DPRN) Poster Session, Madrid, Spain (2025)
- Strategic Management Society Annual Conference, San Francisco (2025)

Impact of Foreign Policy on Domestic Corporate Innovation - A Perspective of Knowledge Spillover
- Academy of Management Annual Meeting, Chicago, IL (2024)
- International Conference on the Science of Science and Innovation (ICSSI) Poster Session, Copenhagen, Denmark (2025)

The Trajectory from Patient Innovators to Patient Entrepreneurs
- Open and User Innovation Conference, Lisbon, Portugal (2025)

CONSORTIA AND WORKSHOPS

Academy of Management STR Junior Faculty Paper Development Workshop (2025)
Academy of Management STR Junior Faculty Paper Development Workshop (2024)
Academy of Management TIM Doctoral Research Development Workshop (2022)
Academy of Management STR Doctoral Research Development Workshop (2019)

TEACHING

Technology Strategy (Summer 2024, Fall 2024, Fall 2025)
- Copenhagen Business School
- Master Level Course
- Teaching Evaluation: 4.8/5

Master Thesis Supervision (Fall 2024, Fall 2025)
- Copenhagen Business School

Strategy And Innovation (Fall 2019, Fall 2020, Fall 2021, Fall 2022)
- Georgia Institute of Technology
- Undergraduate, MBA, and EMBA Level Course
- Teaching Assistant for Marco Ceccagnoli and Eunhee Sohn

SERVICE

Ad-hoc Reviewer: Management Science, Management and Organization Review
Reviewer: Academy of Management Annual Meetings 2019-2024, DRUID 2025

TECHNICAL SKILLS

Stata, Python, R

Cover Letter

As a PhD in Management, I have found that although innovation is frequently discussed, it is not yet fully central within strategic management. My research has been shaped by my training at the Georgia Institute of Technology, where the faculty have strong foundations in economics. Consequently, I am drawn to econometric approaches that identify causal relationships and generalizable patterns in how individuals and firms create knowledge and achieve technological progress. I study why some individuals choose to commercialize their innovations and how their innovative activities and outcomes differ from those of established firms. Using Danish registry data and a hand collected video game dataset, my work spans multiple industry sectors, including healthcare and software. I have examined why some innovators are more exploratory, focusing on differences in human capital and prior experience, and I have analyzed how firms respond to competitive pressures during their growth. For example, one paper studies how attaining star status influences creative knowledge workers' propensity to engage in exploration, while another project investigates how founding competitive conditions shape firms' long term innovation behavior. Going forward, I plan to continue examining differences across firms of varying age and size in competitive markets. As I progress in my career, I am also expanding into the economics of science, aiming to understand how corporate and university scientists respond differently to external shocks.

I graduated from Georgia Institute of Technology in the US, and as a scholar in Europe now, I have consistently sought to remain closely connected to the US academic community. While returning to the United States as faculty is nearly impossible due to visa policies, but I am going to join a prestigious European university as an Assistant Professor soon. That said, this circumstance has made me value even more the opportunity to visit the US and participate in academic activities to build connections. Since the bootcamp is mainly designed for PhD students, opportunities for me to participate will soon diminish. However, I have not previously attended this elite bootcamp due to scheduling conflicts, cohort representative constraints, and the pandemic. However, I have heard testimonials from colleagues and friends about its benefits, which has further strengthened my desire to participate. During the years I have been unable to attend, I have made substantial progress in my research trajectory. One chapter of my dissertation, which examines individual knowledge exploration behavior, is currently R&R at *Organization Science*. In addition, two papers written after my PhD graduation are under review, one in *Management Science* and one in *Organization Science*. The first examines heterogeneity between small business and established firms in responding to user feedback through patch releases, and the second studies the trajectory from user innovation to user entrepreneurship.

I believe I would benefit significantly from the bootcamp. Beyond deepening my understanding of innovation research through engagement with leading scholars, I would gain practical guidance on developing my papers and refining my research agenda. The opportunity to contribute to discussions drawing on my experience with data collection, idea generation, identifying research questions that are both important and compelling, and building a coherent research pipeline would be particularly valuable.

CBS DEPARTMENT OF STRATEGY AND INNOVATION

February 11, 2026

To Whom It May Concern,

I am writing to recommend Shibo Zhou for the NBER Innovation Bootcamp.

Shibo has been a post-doc at Copenhagen Business School since September 2023. He came here primarly to work on a project that studies innovations developed by patients concerning their diseases. The project, which is based on a pre-existing sample of patient innovators, investigates the process by which these patients engaged in disseminating their innovations, namely through commercialization and entrepreneurship. Shibo developed a questionnaire, obtained responses from innovators, and coordinated a group of research assistants that have conducted interviews with a subset of these innovators. He led the writing of a paper that has been just submitted to Organization Science.

In parallel, we developed another research project, which studies the updating frequency of online games. For digital products, releasing updates are a form of solving the tension between the pressure to go to market early and the need to assure product reliability. We study updates change over time, and the extent to which there is a honeymoon period and how it is related to the number of consumers using the product. We also study the effect of competition, distinguishing between competition ant launch and at each moment and show the the initial effect of initial competition is persistent over time. This paper is under review at Management Science.

In addition to other projects that he has developed with other co-authors, Shibo and I are starting two other projects. One studies how start-ups and established firms respond to shocks in firms' reputation. The other explores the process of transition to entrepreneurship based on a survey that we conducted at CBS in partnership with Denmark Statistics. As this sample of projects shows, he is able to work on quite different topics. He can also use different types of research methods and has done it diligently and competently.

In short, I believe he is well prepared to take advantage of the Bootcamp and can benefit a lot from it; therefore, I strongly support his application.

Do not hesitate to contact him if there is anything else you would like to discuss.

Best regards,



José Mata

Maersk Mc-Kinney Møller Chair of Entrepreneurship
Professor of Strategy and Entrepreneurship

Copenhagen Business School, SI - Department of Strategy and Innovation
Kilevej 14A, office 3.75, DK-2000 Frederiksberg
e-mail: jm.si@cbs.dk Phone: + 45 3815 2892 www.cbs.dk/en/staff/jmsi