

## ALEX MURRAY

Lundquist College of Business | University of Oregon | Eugene OR 97403  
e. amm16@uoregon.edu | t. (443) 370-2527

### ACADEMIC POSITIONS

---

#### **Assistant Professor of Management**

University of Oregon, Lundquist College of Business

2019 – Present

#### **Senior Researcher**

ETH Zürich, Department of Management, Technology, and Economics

2018 – 2019

### EDUCATION

---

**Ph.D. in Management & Organization**, University of Washington

2018

Dissertation: “Community-based financing: Entrepreneurial resource acquisition in the age of disintermediation”

Committee: Suresh Kotha (chair), Benjamin Hallen, Warren Boeker, Ryan Fehr, Geoff Boynton

**M.S. in Business Administration**, University of Washington

2015

**M.S. in Accounting**, University of Virginia

2012

**B.S. in Accounting**, University of Alabama, *summa cum laude*

2011

### RESEARCH INTERESTS

---

The overarching goal of my research is to develop novel theoretical frameworks to explain how entrepreneurs and organizations mobilize resources, enroll initial stakeholders, and coordinate activities. Specifically, I am interested in empirical and theoretical puzzles stemming from the technologically-driven phenomena of decentralized organizations, disintermediated markets, and distributed online communities. My projects are based in a range of contexts including crowdfunding, multi-sided platforms, blockchain-based firms, and decentralized autonomous organizations (DAOs). Theoretically, my research sits at the intersection of organizational theory, strategy, and entrepreneurship. Methodologically, I complement inductive field-based methods with statistical analyses.

### TEACHING INTERESTS

---

Entrepreneurship, Innovation, Technology entrepreneurship, Social entrepreneurship, Environmental entrepreneurship, Sustainability, Economic development, Venture finance, Strategy

## PEER-REVIEWED PUBLICATIONS

---

Murray, A., Rhymer, J., Sirmon, D. (Forthcoming). Humans and technology: Forms of conjoined agency in organizations. *Academy of Management Review*.

Murray, A.\*, Kuban, S.\*, Josefy, M.\*, Anderson, J.\* (Forthcoming). Contracting in the smart era: The implications of blockchain and decentralized autonomous organizations for contracting and corporate governance. *Academy of Management Perspectives*.

Hallen, B.L., Davis, J.P., Murray, A. (2020). Entrepreneurial network evolution: Explicating the structural localism and agentic network change distinction. *Academy of Management Annals*. 14(2): 1067-1102.

Murray, A., Kotha, S., Fisher, G. (2020). Community-based resource mobilization: How entrepreneurs acquire resources from distributed non-professionals via crowdfunding. *Organization Science*. 31(4): 960-989.

\* Denotes equal authorship

## PAPERS UNDER REVIEW

---

Kotha, S., Murray, A., Wicks, A. Leveraging communities in nascent markets: A process of layering emotive and cognitive community building | **Under second review at *Strategy Science***

Sirmon, D., Fisher, G., Murray, A. Volatility of community-based advantage: A resource-based view of community-driven performance gains and latent hazard | **Revise and resubmit at *Strategic Management Journal***

Murray, A., Fisher, G. When more is less: Explaining the curse of too much capital for early-stage ventures | **Under first review at *Organization Science***

## WORKS IN PROGRESS

---

Murray, A., Hallen, B., Kotha, S. Proactive alter-centric learning: How entrepreneurs learn effective resource acquisition strategies | **Preparing for submission to *Strategic Management Journal***

Murray, A., Huang, L. Financial resources of the future: An integrative framework for technology-enabled start-ups and the economy of things | **Preparing for submission to *Academy of Management Review***

Kotha, S., Murray, A., Zuzul, T. Boundary emergence and evolution during a breakthrough product introduction: The Boeing 787-airplane program | **Preparing for submission to *Organization Science***

Murray, A., Iqbal, F., Cohen, S. How early-stage ventures manage internal legitimacy jolts with initial resource providers

Rhymer, J., Murray, A., Sirmon, D. Tokenization and the future of distributed processes

Basit, A.\*, Johnson, M.\*, Khan, U.\*, Murray, A.\* Antecedents of the pivot: Temporal configurations of network positioning and team dynamics on ventures' strategic redirections

Fisher, G., Murray, A., Sirmon, D. Making the theoretical distinction between customers, crowds, and communities

Hill, C., Murray, A., Sirmon, D. Capitalism, governance, income inequality, and blockchain technology

Younger, S., Murray, A. Becoming a platform exemplar: The case of Kickstarter

\*Denotes equal authorship

## PRESENTATIONS

---

### Conference Papers & Presentations

“Crowd-founding: Early-stage venture resource acquisition from decentralized autonomous organizations.” Decentralized organizational theory: Distributed trust and blockchain (Symposium). **Academy of Management Annual Meeting** | Vancouver, Canada | August 2020 (cancelled due to COVID-19)

“Community-Based (Dis)Advantage?: An RBV View of Community Driven Performance Gains and Latent Hazard” **Academy of Management Annual Meeting** | Vancouver, Canada | August 2020 (cancelled due to COVID-19)

“Antecedents of the pivot: Temporal configurations of network positioning and team dynamics on ventures' strategic redirections.” **INGRoup 2020** | Seattle WA | July 2020 (cancelled due to COVID-19)

“Becoming a platform exemplar: The case of Kickstarter.” **Babson College Entrepreneurship Research Conference** | Knoxville TN | June 2020 (cancelled due to COVID-19)

“How early-stage ventures manage internal legitimacy jolts with initial resource providers.” **Strategic Management Society Special Conference Berkeley** | Berkeley CA | April 2020 | *Best Conference Paper Finalist* (virtual presentation due to COVID-19)

“Community-based resource acquisition: How early-stage ventures mobilize resources via crowdfunding.” **West Coast Research Symposium** | Stanford CA | September 2019

“Humans and agentic technologies: Toward a theory of conjoined agency in the practice of organizational routines.” **ACM Collective Intelligence Conference** | Pittsburgh PA | June 2019

“Becoming an exemplar: The case of Indiegogo and Kickstarter.” **Sustainability, Ethics, and Entrepreneurship Conference** | Miami FL | March 2019

“Crowdfunding in an emergent market: Regulatory impact upon liquidity and performance.” **Blockchain Technology & Organizations Research Symposium** | Stamford CT | August 2018

“Be careful what you wish for: The role of human agency in organizational coordination.” **Blockchain Technology & Organizations Research Symposium** | Stamford CT | August 2018

- “Rethinking interdependence and coordination: Organizational structure in the age of the distributed ledger.” Coordination, governance, and trust: The impact of blockchain on organizations (Symposium). **Academy of Management Annual Meeting** | Chicago IL | August 2018
- “Withholding signals of experience and expertise in resource acquisition efforts via crowdfunding.” **Academy of Management Annual Meeting** | Chicago IL | August 2018
- “Entrepreneurial opportunities and legitimacy within institutional voids: An exploratory case from Haiti.” **Sustainability, Ethics, and Entrepreneurship Conference** | San Juan PR | March 2017 | *Best Submission Award Winner*
- “Unintended incongruence or strategic decoupling? Narrative and operational alignment in hybrid organizations.” **Strategic Management Society Annual International Conference** | Berlin, Germany | September 2016 | *Best Conference Paper Nominee*
- “Expansive enactment: Dynamic drivers of cultural entrepreneurship.” **West Coast Research Symposium** | Seattle WA | September 2016
- “Persuasion sequences: The dynamic process of garnering support for early-stage entrepreneurial endeavors.” Identity, entrepreneurship, and meaning construction through cultural resources (Symposium). **Academy of Management Annual Meeting** | Anaheim CA | August 2016
- “Will they deliver? The impact of entrepreneurial narcissism on new venture follow-through.” **Academy of Management Annual Meeting** | Anaheim CA | August 2016
- “I’ll believe it when I see it: The case for alignment between impact investor projections and actions.” **Sustainability, Ethics, and Entrepreneurship Conference** | Denver CO | May 2016
- “Democratization of new venture funding: Does gender matter in crowdfunding settings?” **Strategic Management Society Annual International Conference** | Denver CO | October 2015
- “Visual mapping for process research.” Embracing process in entrepreneurship research (PDW). **Academy of Management Annual Meeting** | Vancouver, Canada | August 2015
- “Persuading crowds: Mindset, learning and influence mechanisms in crowdfunding campaigns.” **Academy of Management Annual Meeting** | Vancouver, Canada | August 2015
- “Persuading crowds: A process approach to understanding persuasion mechanisms in crowdfunding campaigns.” **Babson College Entrepreneurship Research Conference** | Boston MA | June 2015

### **Invited Talks & Presentations**

- “Humans and technology: Forms of conjoined agency in organizations.” **University of São Paulo** | São Paulo, Brazil | May 2020 (virtual presentation)
- “Community-based resource acquisition: How early-stage ventures mobilize resources via crowdfunding.” **University of Oregon** | Eugene OR | February 2019
- “Community-based resource acquisition: How early-stage ventures mobilize resources via crowdfunding.” **University of Georgia** | Athens GA | January 2019

- “Community-based resource acquisition: How early-stage ventures mobilize resources via crowdfunding.” **Santa Clara University** | Santa Clara CA | January 2019
- “Community-based resource acquisition: How early-stage ventures mobilize resources via crowdfunding.” **University of Southern California** | Los Angeles CA | January 2019
- “Community-based resource acquisition: How early-stage ventures acquire resources from distributed non-professionals.” **Willamette University** | Salem OR | December 2018
- “Community-based resource acquisition: How early-stage ventures acquire resources from distributed non-professionals.” **Colorado State University** | Fort Collins CO | November 2018
- “Community-based resource acquisition: How early-stage ventures acquire resources from distributed non-professionals.” **Pennsylvania State University** | State College PA | October 2018
- “What is entrepreneurship in a decentralized autonomous organization?” (Keynote). **University of St. Gallen Alumni Group** | Zürich, Switzerland | September 2018
- “Community-based financing: Entrepreneurial resource acquisition in the age of disintermediation.” **ETH Zürich** | Zürich, Switzerland | May 2017
- “Playing to the crowd or playing with the crowd? The dynamic co-construction of entrepreneurial narratives.” **ETH Zürich** | Zürich, Switzerland | January 2017 (virtual presentation)
- “Actions before the business plan.” (Keynote). **Grow Your Business Initiative Conference: Ideas, Collision, Connection** | Port-au-Prince, Haiti | December 2016
- “Crowdfunding in Haiti.” (Keynote). **Entrepreneur en Action pour le Progrès Économique et Social Entrepreneurship Conference** | Port-au-Prince, Haiti | August 2016
- “A data-driven approach to opportunity recognition in developing contexts.” **University of Alabama** | Tuscaloosa AL | May 2016
- “Scale development: Measurement challenges across individual perceptions.” **University of Washington School of Social Work** | Seattle WA | May 2015

## TEACHING CASES

---

- Huang, L., Roeck, D., Murray, A., Hofmann, E. (2020). modum.io: Funding a blockchain-based start-up’s supply chain solution. *Harvard Business School Case N9-420-006*.
- Murray, A., Kotha, S. (2016). Kickstarter: Using crowdfunding to launch a new board game. In F. T. Rothaermel (Eds.), *Strategic Management, 5e*. Burr Ridge, IL: McGraw-Hill.
- Murray, A. (2014). Seattle City Light and solar energy: Strategies for a brighter future. *Foster School of Business teaching case*

## TEACHING POSITIONS

---

### University of Oregon

MGMT 335: Launching New Ventures (two sections, synchronous online) Spring 2020  
MGMT 335: Launching New Ventures (one section) Winter 2020

### University of Washington

ENTRE 370: Introduction to Entrepreneurship (Course: 4.8/5, Instructor 4.9/5) Fall 2015

## TEACHING ASSISTANTSHIPS

---

### University of Washington

EMBA 553: Entrepreneurship (Benjamin Hallen & Suresh Kotha) Spring 2015, 2016, 2017  
EMBA 558: General Management & Strategy (Suresh Kotha) Spring 2015, 2016, 2017  
SCM 523: Competitive Strategy (Suresh Kotha) Fall 2016, Summer 2017  
ENTRE 564: Competitive Strategy (Suresh Kotha) Summer 2017  
ADMIN 511: Fundamentals of Business Administration (Suresh Kotha) Fall 2015, 2016, 2017  
TMMBA 515: Strategy Management of Technology Innovation (Warren Boeker) Fall 2014  
HSMGMT: Decision Support Models for Health Professionals (Martha Pilcher) Fall 2013

### University of Virginia

GCOM 7870: Foundations of Global Commerce (Peter Maillet) Spring 2012  
GCOM 7020: Cost Accounting (Ira Harris) Fall 2011

## CONSORTIA PARTICIPATION

---

Igniting Impact: Enhancing Business Practice and Research through Greater Collaboration | Ann Arbor MI | 2020

*Organization Science* Special Issue on Emerging Technologies Workshop | Santa Barbara CA | 2019

*Academy of Management Review* Paper Development Workshop | Berkeley CA | 2018

West Coast Research Symposium (Track II) | Edmonton, Canada | 2017

OMT Doctoral Consortium, *Academy of Management Annual Meeting* | Atlanta GA | 2017

Sustainability, Ethics, and Entrepreneurship Junior Faculty & Doctoral Consortium | San Juan PR | 2017

West Coast Research Symposium (Track I) | Seattle WA | 2016

Sustainability, Ethics, and Entrepreneurship Junior Faculty & Doctoral Consortium | Denver CO | 2016

Kauffman Doctoral Consortium, Smith Entrepreneurship Research Conference | College Park MD | 2015

## PROFESSIONAL SERVICE ACTIVITIES

---

### Professional Service

**Ad-hoc Reviewer:** *Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Entrepreneurship Theory and Practice, Journal of Business Venturing, Journal of Business Venturing Insights, Organization Science, Strategic Management Journal, Strategy Science*

**Affiliations:** Academy of Management, Strategic Management Society

**Co-Organizer:** Blockchain Technology & Organizations Research Symposium, 2018; Demystifying the Revise and Resubmit Process (AOM PDW), 2019

**Voluntary Reviewer:** Academy of Management Annual Meeting, European Conference on Information Systems, Mitacs Accelerate, Oxford University Press, SMS Special Conference 2019 Frankfurt, SMS Special Conference 2020 Berkeley, Strategic Management Society Annual Conference

### University Service

**University of Oregon:** Research seminar coordinator

**ETH Zürich:** Technology Entrepreneurship course coordinator, Research symposium coordinator

**University of Washington:** Representative in Doctoral Business Student Association

### SPONSORED RESEARCH & GRANTS

---

**Rockefeller Foundation** 2013  
Grameen Foundation. e-Warehouse project. *Transactions without Transport: Social Lending to Empower Smallholder Farmers* (with E. Connor, S. Wardle) | \$100,000

**USA Today** 2011  
All-USA College Academic Team, 1<sup>st</sup> Team. Funding to travel to Bangladesh to observe operations of Grameen Bank and BRAC | \$2,500

**Center for Community-Based Partnerships** 2011  
Forza Financial. Seed funding to foster sustainable community development through microfinance in rural Alabama (with D. Bailey, A. Parrish) | \$2,000

### HONORS & AWARDS

---

University of Oregon New Junior Faculty Research Award | 2019  
Terence R. Mitchell Doctoral Fellowship | 2016  
University of Washington PhD Program Fellowship | 2016  
Graduate School Top Scholar Award, University of Washington | 2014  
David Beck Ph.D. Fellowship, University of Washington | 2013  
Federation of Schools of Accountancy Student Achievement Award, University of Virginia (Awarded to top graduate in M.S. Accounting) | 2012  
M.S. Accounting Departmental Scholarship, University of Virginia | 2011 – 2012

Academical Village Resident, University of Virginia | 2011 – 2012  
USA Today All-USA College Academic Team, 1<sup>st</sup> Team (Awarded annually to 20 undergraduate students in the United States) | 2011  
Omicron Delta Kappa, University of Alabama | 2011  
Beta Gamma Sigma, University of Alabama | 2011  
PricewaterhouseCoopers National Leadership Adventure, Chicago IL | 2010  
PricewaterhouseCoopers Accounting Scholarship | 2010  
Outstanding Business Ethics Award, University of Alabama | 2010  
PricewaterhouseCoopers xACT Case Competition (Member of winning team at the University of Alabama) | 2009  
Telecommunications Sophomore of the Year, University of Alabama | 2009  
Presidential Scholarship, University of Alabama | 2008 – 2011

## PROFESSIONAL EXPERIENCE

---

<b>Forza Financial</b> Tuscaloosa AL Co-Founder, Board of Directors   <i>microfinance</i>	2009 – 2015
<b>Grameen Foundation</b> Nairobi, Kenya e-Warehouse Project Lead   <i>social enterprise and agricultural technology</i>	2013
<b>PricewaterhouseCoopers</b> Philadelphia PA Associate   <i>advisory services</i>	2012

## PERSONAL INTERESTS

---

Mountaineering, Hiking, Backpacking, Climbing, Trail running, Swimming, Skiing, Literature