

## Samuel Scott Holloway

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### ACADEMIC POSITIONS

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- 2018 – Bay Area Distinguished Professor of Management & Entrepreneurship  
University of Portland
- 2017 – 18 Visiting Professor, Rotterdam School of Management, Erasmus University
- 2015 – Associate Professor (With Tenure), Strategic Management & Entrepreneurship  
Dr. Robert B. Pamplin Jr., School of Business Administration  
University of Portland
- 2009 – 15 Assistant Professor (Tenure Track), Strategic Management & Entrepreneurship  
Dr. Robert B. Pamplin Jr., School of Business Administration  
University of Portland

### EDUCATION

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- 2009 University of Oregon  
Ph.D. Management – Strategy and Entrepreneurship
- 2001 Pacific University  
Master of Arts in Teaching – Secondary Mathematics
- 1998 Columbia University  
Bachelor of Science – Civil Engineering
- 1997 Willamette University  
Bachelor of Arts – Physics

### PROFESSIONAL EXPERIENCE

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- 2014 – Founder and President, CRAFTINGASTRATEGY.COM
- 2010 – Board of Directors, Shareholder, Oakshire Brewing (Eugene, Oregon)
- 2003 – 04 Head of Physics, *International School of Prague, Prague, Czech Republic*
- 2001 – 03 Mathematics Teacher, *Southridge High School, Beaverton, Oregon*
- 1998 – 01 Estimator and Project Manager, *F.E. Ward, Inc., Vancouver, Washington*

## INVITED INTERNATIONAL BEER BUSINESS PRESENTATIONS

- 2020 Invited presentation, “A Trinity of Time Community and Industry: Achieving Optimal Distinctiveness in Craft Brewing.” University of Melbourne Faculty of Business & Economics, Melbourne, Australia. February 2020
- 2020 Invited presentation, “Do Craft Beer Collaborations Win Hearts and Minds?” Australian New Zealand Chapter of the International Business Association (ANZIBA), Sydney Australia. February 2020
- 2018 Keynote address, “How to Grow and Stay Small.” The Brewers of Europe Forum, Brussels, Belgium. June 2018
- 2018 Panel Presentation, “Low Alcohol and No Alcohol Beers.” The Brewers of Europe Forum, Brussels, Belgium. June 2018
- 2018 Keynote address, “The Business of Craft Beer.” Presentation to Stibon Bieropleidingen (Cicerone training) Masterclass. Delft, Netherlands. February 2018
- 2017 Keynote address, “Crafting a Profitable Business Model for an Increasingly Fragmented Industry.” Business of Craft Beer Conference, Asheville, NC. June 2017
- 2016 Keynote address, “Craft Brewery Business Design: Trade-offs Between Scale, Creativity, Happiness, & Profitability.” Craft Beer Finance and Investment Conference, San Diego, CA. August 2016
- 2016 Panel Presentation, “Growing Up As A Brewery – Strategies for Staying Small and Beautiful.” Panel Presentation with Natalie Cilurzo (Russian River Brewing), Jeff Althouse (Oakshire Brewing), John Lenzini (Schilling Beer Co.), and Sam Holloway (Crafting A Strategy). Craft Brewers Conference, Philadelphia, PA. May 2016
- 2016 Keynote address, “Growing Up As A Brewery – Strategies for Staying Small and Beautiful.” China Craft Beer Conference and Exhibition (CBCE), Shanghai, China. May 2016
- 2015 Keynote address, “Value Chain Innovation and Growth.” Presentation at the National Homebrewers Conference, San Diego, CA. June 2015

## AWARDS

- 2016 Ascendant Scholar Award, Western Academy of Management

*The Ascendant Scholar Award is given to 1-3 scholars (nationally) with a maximum of 6-7 year’s experience. To be deemed ascendant the person must have a record that includes:*

- *Great research, which is usually determined by the quality and number of articles published,*
- *Great teaching, which is usually determined by teaching nominations or awards or other types of teaching contributions,*
- *Engaging professional service, whether with the Academy or with business, and*
- *A trajectory or potential that looks very promising for the future.*

- 2012 University of Portland Student Athlete “The Difference Award”, Annual Teaching Award From the Provost for Work with Student Athletes

- 2008 Donald and Darel Stein Graduate Student Teaching Award, presented by the University of Oregon

*The Donald and Darel Stein Graduate Student Teaching Award recognizes outstanding teaching performance by experienced graduate students who also demonstrate excellence in their own academic programs. Each year, the University selects one or two recipients among a pool of over 1,300 graduate student teachers.*

## RESEARCH INTERESTS

Craft beer industry

Business model innovation

Temporary governance structures and network organizations

Entrepreneurship

## REFEREEED JOURNAL ARTICLES (PUBLISHED)

Samuel S. Holloway and Mark R. Meckler (Forthcoming). "Organizing the Usual Suspects: Structuring Temporary Organizations." *Journal of Strategic Innovation and Sustainability* **15(5)**.

Fr. Daniel Parrish, Timothy Clark, and Samuel S. Holloway (Forthcoming). "The collapse of sensemaking at Yarnell Hill: The effects of endogenous ecological chaos on enactment." *European Journal of Management Studies*.

Ian D. Parkman and Samuel S. Holloway (2020). "The Tyranny of the Served Market: The Negative Relationship Between Market Orientation and Performance in Design-Driven Organizations." *Journal of Design, Business and Society* **6(1) March 2020**.

Samuel S. Holloway and Anne Parmigiani (2016). "Friends and Profits Don't Mix: The Performance Implications of Repeated Partnerships." *Academy of Management Journal* **59(2)**.

Ian D. Parkman and Samuel S. Holloway (2016). "Discovering a Rosetta Stone For Firm-Side Authenticity: An Empirical Investigation." *International Journal of Marketing & Business Communication* **5(1)**.

Peter S. Whalen and Samuel S. Holloway (2012). "Effectual Marketing Planning For New Ventures." *Academy of Marketing Science Review* **2(1)**.

Ian D. Parkman, Samuel S. Holloway, and Helder Sebastiao (2012). "Creative Industries: Aligning Entrepreneurial Orientation And Innovation Capacity." *Journal of Research in Marketing and Entrepreneurship* **14(1)**.

Anne Parmigiani and Samuel S. Holloway (2011). "Actions Speak Louder than Modes: Antecedents and Implications of Parent Implementation Capabilities on Business Unit Performance." *Strategic Management Journal* **32(5)**.

Alan Meyer, Kathryn Aten, Alan Krause, Matt Metzger, and Samuel S. Holloway (2011). "Creating a University Technology Commercialisation Programme: Confronting

Conflicts Between Learning, Discovery, and Commercialisation Goals” *International Journal of Entrepreneurship and Innovation Management* **13**(2).

Samuel S. Holloway and Helder Sebastiao (2010). “The Role of Business Model Innovation in the Emergence of Markets: A Missing Dimension of Entrepreneurial Strategy?” *Journal of Strategic Innovation and Sustainability* **6**(4).

#### REFEREED CONFERENCE PROCEEDINGS (PUBLISHED)

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Samuel S. Holloway, Diane Martin, John Schouten and Suzanne Tilleman (2014). “From Evangelical Roots to Capitalist Returns: Market Formation From Community Beginnings” *2014 Academy of Marketing Science 17<sup>th</sup> Biennial World Marketing Congress, ESAN, Lima, Peru*.

Samuel S. Holloway, Peter S. Whalen, Brian J. Adams, and Helder J. Sebastiao (2013). “Crafting a Bootstrapping Strategy: How an Entrepreneur’s Initial Means Affect the Pathway to Bankability.” *2014 Western Academy of Management Conference, Napa, CA*.

Samuel S. Holloway and Anne Parmigiani (2011). “When Collaboration Trumps Rivalry: Organizational Forms in the Construction Industry.” *2011 Academy of Management Best Paper Proceedings* (Only 12 papers out of 458 submissions selected).

Samuel S. Holloway and Helder Sebastiao. “The Role of Business Model Innovation in the Emergence of Markets: A Missing Dimension of Entrepreneurial Strategy?” *2010 USASBE Conference Proceedings*, Nashville, Tennessee

Samuel S. Holloway, Suzanne Tilleman, Ian Parkman, Alan Krause and Robert Macy. “Active Learning in Entrepreneurship: Applying the Jigsaw Method to Entrepreneurship Instruction.” *2008 USASBE Conference Proceedings*, San Antonio, Texas

Samuel S. Holloway and Anne Parmigiani. “You Can’t Build It Alone: How Lead Firms Design Temporary Interorganizational Networks.” Abstract, *2011 Western Decision Sciences Institute (WDSI)*, Portland, Oregon.

#### INVITED PAPERS, BOOK CHAPTERS AND RESEARCH VOLUMES

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Peter S. Whalen and Samuel S. Holloway (2012). “Traditional Marketing Planning Is Wrong For Your New Venture.” *Harvard Business Review – HBR.org blog post*, 10/25/2012.

Samuel S. Holloway and Helder Sebastiao (2010). “The Role of Business Model Innovation in the Emergence of Markets: A Missing Dimension of Entrepreneurial Strategy?” *ERP Entrepreneurship, Innovation & Growth eJournal* **5**(78), 10/20/2010.

Samuel S. Holloway and Helder Sebastiao (2010). “The Role of Business Model Innovation in the Emergence of Markets: A Missing Dimension of Entrepreneurial Strategy?” *ERP Entrepreneurship & Management eJournal* **5**(51), 10/18/2010

Samuel S. Holloway and William H. Starbuck (2008). "Introduction: Making learning and knowledge management more effective." In *Organizational Learning and Knowledge Management. Volume I: Managing Learning and Knowledge*. Starbuck, William H., and Holloway, Samuel S. (eds.). Cheltenham, UK: Edward Elgar Publishing

#### BOOKS (PUBLISHED)

Mark R. Meckler and Samuel S Holloway (2018). *Crafting A Strategy*. Toronto, CA: Tophat Monocle Publishing.

William H. Starbuck and Samuel S. Holloway (eds.) (2008) *Organizational Learning and Knowledge Management. Volume I: Managing Learning and Knowledge*. Cheltenham, UK: Edward Elgar Publishing.

#### WORKING PAPERS

Milo Wang, Richard Haans, and Sam Holloway (2018). "A Trinity of Time Community and Industry: Achieving Optimal Distinctiveness in Craft Brewing" *Empirical Paper, target journal Strategic Management Journal*

Sam Holloway, Diane Martin, Emily Plant, John Schouten, and Suzanne Tilleman (2012). "From Evangelical Roots to Capitalist Returns: Market Formation From Community Beginnings" *Empirical Paper, target journal Organization Science*

Mark Meckler and Samuel S. Holloway (2018). "Friends with benefits: organizational structure and strategy in temporary vertical groups" *target journal, California Management Review*

Samuel S. Holloway, Peter S. Whalen, Brian J. Adams, and Helder J. Sebastiao (2018). "Crafting a Bootstrapping Strategy: How an Entrepreneur's Initial Means Affect the Pathway to Bankability." *Empirical Paper, target journal, Harvard Business Review*

Peter S. Whalen and Samuel S. Holloway (2013). "Blinded by Technology: Uncovering the Role of a Marketing Competence in Successful Technology Commercialization" *Data collected, analysis ongoing, target journal: Entrepreneurship Theory & Practice*

#### REFEREED PRESENTATIONS

Milo Wang, Richard Haans, and Sam Holloway (2018). "A Trinity of Time Community and Industry: Achieving Optimal Distinctiveness in Craft Brewing" *2018 Studying Crafts and Craftsmanship in Organizations Conference, Windermere, UK*.

Mark Meckler, Sam Holloway and Rhett Brymer (2016). "If Too Many Cooks Spoil The Broth, Can Too Few Fix It?" *2016 Western Academy of Management Conference, Portland, OR*.

William H Starbuck, Eric Abrahamson, Andreas Schwab, and Sam Holloway (2015). "How to Improve on Statistical Significance: Effect Sizes, CIs, Graphs and Baseline Models" *Academy of Management Conference, Vancouver, BC*.

- Sam Holloway, Diane Martin, Emily Plant, John Schouten, and Suzanne Tilleman (2012). "From Evangelical Roots to Capitalist Returns: Market Formation From Community Beginnings" *2014 Academy of Marketing Science 17th Biennial World Marketing Congress, ESAN, Lima, Peru.*
- Samuel S. Holloway, Peter S. Whalen, Brian J. Adams, and Helder J. Sebastiao (2013). "Crafting a Bootstrapping Strategy: How an Entrepreneur's Initial Means Affect the Pathway to Bankability." *2014 Western Academy of Management Conference, Napa, California*
- Ian D. Parkman and Samuel S. Holloway (2013). "Partly True and Partly Rhetorical: Conceptualizing Firm Images of Authenticity." 2013 Academy of Marketing Science Conference, Monterey Bay, CA.
- Ian D. Parkman, Samuel S. Holloway, and Helder Sebastiao (2011). "How Art Meets Commerce: The Relationship Between Entrepreneurial Orientation and Firm Performance in the Creative Industries." Paper presentation at 2011 Mason Entrepreneurship Research Conference (MERC), George Mason University, Fairfax, Virginia.
- Samuel S. Holloway and Anne Parmigiani (2011). "Vertical Integration and Network Design Failure: Examining Organizing in Temporary Project Networks." Paper presentation at 2011 Strategic Management Society (SMS) Conference, Miami, Florida.
- Ian D. Parkman, Samuel S. Holloway, and Helder Sebastiao (2011). "How Art Meets Commerce: The Relationship Between Entrepreneurial Orientation and Firm Performance in the Creative Industries." Paper Presentation at 2011 Atlanta Competitive Advantage Conference (ACAC), Atlanta, Georgia.
- Samuel S. Holloway and Anne Parmigiani (2011). "When Collaboration Trumps Rivalry: Organizational Forms in the Construction Industry." Paper presentation at 2011 Academy Management Conference, San Antonio, Texas.
- Samuel S. Holloway and Anne Parmigiani (2011). "When Collaboration Trumps Rivalry: Organizational Forms in the Construction Industry." Paper presentation at 2011 Industry Studies Annual Conference, Pittsburgh, Pennsylvania.
- Ian D. Parkman, Samuel S. Holloway, and Helder Sebastiao (2011). "How Art Meets Commerce: The Relationship Between Entrepreneurial Orientation and Firm Performance in the Creative Industries." Paper presentation at 2011 Industry Studies Annual Conference, Pittsburgh, Pennsylvania.
- Samuel S. Holloway and Anne Parmigiani. "You Can't Build It Alone: How Lead Firms Design Temporary Interorganizational Networks." Paper presentation at 2011 Western Decision Sciences Institute (WDSI), Portland, Oregon.

Anne Parmigiani and Samuel S. Holloway. "Actions Speak Louder than Modes: How Parent Implementation Capabilities Affect Business Unit Performance." Paper presentation at 2010 Atlanta Competitive Advantage Conference (ACAC), Atlanta, Georgia.

Peter S. Whalen and Samuel S. Holloway. "An Evolution in Marketing Planning: The Hypercycle Concept." Paper Presentation at 2010 Academy of Marketing Science, WORKING IN CONCERT - Theory and Practice Competitive Papers Track, Portland, Oregon.

Samuel S. Holloway and Helder Sebastiao. "The Role of Business Model Innovation in the Emergence of Markets: A Missing Dimension of Entrepreneurial Strategy." Paper presentation at 2010 USASBE conference, Nashville, Tennessee.

Anne Parmigiani and Samuel S. Holloway. "Actions Speak Louder than Modes: Governance Choice, Implementation and Performance." Paper presentation at 2008 Strategic Management Society Conference, Cologne, Germany.

Anne Parmigiani and Samuel S. Holloway. "Actions Speak Louder than Modes: Governance Choice, Implementation and Performance." Paper presentation at 2008 Academy of Management Conference, Anaheim, California. Business Policy and Strategy Division.