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**Carliss Y. Baldwin**  
 WILLIAM L. WHITE PROFESSOR OF BUSINESS ADMINISTRATION

|                  |  |
|------------------|--|
| <b>UNIT</b>      | FINANCE  |
| <b>CONTACT</b>   | <a href="#">(617) 495-6673</a> <a href="#">Send E-Mail</a>                   |
| <b>INTERESTS</b> | design evolution, modularity, real options, technological innovation, more > |

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Carliss Y. Baldwin is the William L. White Professor of Business Administration at the Harvard Business School. She studies the process of design and its impact on firm strategy and the structure of business ecosystems. With Kim Clark, she authored *Design Rules, Volume 1: The Power of Modularity*, the first of a projected two volumes. Volume 2, in progress, will focus on *Architecture and Strategy*.

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**FEATURED WORK**

**'BOTTLENECK' STRATEGIES FOR BUSINESS ECOSYSTEMS PRESENTATION**  
 Business ecosystems, that is, groups of firms that provide complementary products and services to end users, have recently emerged as an important form of economic organization. In this presentation I begin the process of developing a strategically useful theory for business ecosystems by describing how firms can create and/or exploit business system architecture to gain strategic advantage

**MODELING A PARADIGM SHIFT: FROM PRODUCER INNOVATION TO USER AND OPEN COLLABORATIVE INNOVATION WITH ERIC VON HIPPEL**  
 Forthcoming in *Organization Science*

Innovation by individual users and open collaborative innovation increasingly compete with and may displace producer innovation in many parts of the economy.

**MODULARITY FOR VALUE APPROPRIATION - HOW TO DRAW THE BOUNDARIES OF INTELLECTUAL PROPERTY WITH JOACHIM HENKEL**  
 We propose a theory of IP modularity based on value maximization net of transaction and agency costs. We then use case examples to extend the theory into practical settings and derive strategic recommendations and empirical predictions.

**HOW FIRM STRATEGIES INFLUENCE THE ARCHITECTURE OF TRANSACTION NETWORKS BY JIANXI LUO, DANIEL WHITNEY, CARLISS BALDWIN AND CHRISTOPHER MAGEE**  
 We apply network-based methods to measure the degree of hierarchy in interfirm transaction networks in two industry sectors in Japan: automotive and electronics. We find significant structural differences between the two networks and show how these differences are related to the strategies of the largest firms in each ecosystem.

**WHERE DO TRANSACTIONS COME FROM? MODULARITY, TRANSACTIONS AND THE BOUNDARIES OF FIRMS INDUSTRIAL AND CORPORATE CHANGE, JANUARY, 2008.**

This paper constructs a unified theory of the location of transactions and the boundaries of firms.

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