

YING-YING HSIEH

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My research takes an organization design lens to investigate extreme forms of decentralized coordination and governance among autonomous actors. Specifically, my research aspires to theory development on organizational innovations related to decentralized self-organization and decentralized platform ecosystem governance. The emergency of digital technologies enables novel solutions to universal problems of organizing—such as blockchain-based decentralized autonomous organizations (DAOs). As an extension, my recent research explores the adoption/diffusion and change of blockchain-based organizational systems and the interdependencies between decentralized infrastructure and start-up communities.

My empirical settings are ground in the broader context of the financial technology (FinTech) industry, with a focus on blockchain such as cryptocurrency platforms, smart contracts, and decentralized applications (DApps). Through my role as the (co-)Associate Centre Director for the Imperial College Centre for Cryptocurrency Research and Engineering, I keep regular conversation with blockchain researchers, industry experts and community members to access first-hand insights on the blockchain phenomenon—as a part of my data collection effort and as an important means for validating my research ideas.

My teaching includes Innovation Management and *Management, Strategy and Innovation in FinTech*—an MSc course I developed from scratch and offered across programs offered by the Management and Finance Suites, with a focus on the strategic and organizational implications of FinTech.

ACADEMIC POSITIONS

2018 – present	Assistant Professor of Innovation and Entrepreneurship, Imperial College Business School
2021 – present	Associate Centre Director, Associate Centre Director of the Centre for Cryptocurrency Research and Engineering, Imperial College London
2016 – Present	Research Fellow, the Scotiabank Digital Banking Lab at Ivey Business School.
2016 – 2017	Chair of the Organizing Committee for the First Annual Toronto FinTech Conference (October 20–21, 2017), sponsored by the Scotiabank Digital Banking Lab at Ivey Business School.
2014 – 2018	Researcher, Crypto Capitalism Center .
2012 – 2013	Visiting Researcher, Fisher College of Business, The Ohio State University.

RESEARCH PUBLICATIONS

Hsieh, Y., Vergne, J.-P., Anderson, P., Lakhani, K. & Reitzig, M. 2018. Bitcoin and the Rise of Decentralized Autonomous Organizations. *Journal of Organization Design*, 7: 14. <https://doi.org/10.1186/s41469-018-0038-1>. Invited by Dr. Phanish Puranam (INSEAD) & Dr. Dorthe Døjbak Håkonsson (Aarhus University).

[Note: Since December 2017, this paper has been part of the Social Science Research Network's (SSRN's) top 10% download list in four distinct categories, including "Organizations & Markets: Formal & Informal Structures" and "Corporate Strategy & Business Policy".]

Hsieh, Y., Vergne, J.-P., & Wang, S. 2018. The Internal and External Governance of Blockchain-Based Organizations: Evidence from Cryptocurrencies. In Campbell-Verduyn, M. (ed.), *Bitcoin and Beyond: Blockchains and Global Governance*. RIPE/Routledge Series in Global Political Economy.

[Note: Since May 2017, this paper has been part of the Social Science Research Network's (SSRN's) top-ten download list in four distinct categories, including "Firm Structure, Purpose, Organization & Contracting"]

Arjaliès, D. L., Hsieh, Y., & Vergne, J.-P. 2017. A reply to Cohen's "The Rise of Alternative Cryptocurrencies in Post-Capitalism." <http://www.socadms.org.uk/rise-alternative-currencies/>. Online commentary, *Journal of Management Studies*, January 17, 2017.

Chakravarty, D., Hsieh, Y., Schotter, A. P., & Beamish, P. W. 2017. Multinational Enterprise Regional Management Centres: Characteristics and Performance. *Journal of World Business*, 52(2): 296–311.

MANUSCRIPT UNDER REVISE AND RESUBMIT

Hsieh, Y. & Vergne, J.-P. 2021. [A paper on blockchain-based platform coordination —title hidden as per double-blind review guidelines]. Revision submitted to *Strategic Management Journal*.

Hsieh, Y. 2021. [A paper on decentralized ecosystem governance —title hidden as per double-blind review guidelines]. First-round revise and resubmit at *Strategic Management Journal*.

MANUSCRIPTS IN PREPARATION

Diffusion of institutional technologies: The case of blockchain (working paper with [Anu Wadhwa](#)). Target journal: *Academy of Management Review*.

What drives organizational change in DAOs? A study on blockchain forking. Target journal: *Organization Science*.

Distributed consensus: External governance of decentralized platforms. (working paper with [Joseph Lee](#)).

How do decentralized platforms innovate? The role of pecuniary incentives (working paper). Target journal: *Strategic Management Journal*.

Decentralized ecosystem governance. (data collection in progress with [Erkko Autio](#))

TEACHING CASE PUBLICATION

2017 [A Pathway for Scotiabank's Innovation: Leveraging FinTech Partnerships](#). Live case used in the 2017 Scotiabank International Case Competition. Ivey Publishing (case published with teaching note). Now used in undergraduate and Executive Education programs.

AWARDS, HONORS, AND GRANTS

- 2020 [Teaching Excellence Award: Innovation in Teaching](#), Imperial College Business School (nominated and voted for by students).
- 2018 Nomination for the Governor General’s Gold Medals (For more than 140 years, the award aims to recognize the outstanding scholastic achievements of students in Canada. The award goes to students who have achieved the highest academic standing in their degree programs.)
- 2018 The George E Connell Graduate Scholarship of \$10,000 (awarded annually to exceptional senior graduate students based on academic achievement and research excellence)
- 2017 Ranked in the top 10% of Authors on SSRN by total new downloads within the last year.
- 2018 Ivey PhD Thesis Proposal Funding of \$3,000
- 2018 Scotiabank Digital Banking Lab’s research grant of \$ 3,500.
- 2013 – 2017 The Plan for Excellence Award of a four-year scholarship of \$38,149
- 2009 Travel Grant for Academy of Management and Academy of International Business conferences, National Science Council, Taiwan

EDUCATION

- 2018 PhD in General Management, Ivey Business School
Western University, London, Ontario, Canada
Thesis Title: *The Rise of Decentralized Autonomous Organizations: Coordination and Growth within Cryptocurrencies*
- 2000 Certificate in International Business Administration
International Trade Institute/CETRA, Hsinchu, Taiwan
- 1998 Master of Science in Materials Science and Engineering,
National Tsing-Hua University, Hsinchu, Taiwan
- 1996 Bachelor of Science in Materials Science and Engineering,
National Tsing-Hua University, Hsinchu, Taiwan

DISSERTATION SUMMARY

The Rise of Decentralized Autonomous Organizations: Coordination and Growth within Cryptocurrencies

Dissertation Chair: [Dr. Jean-Philippe Vergne](#)

Thesis Supervisory Committee: [Dr. Tima Bansal](#), [Dr. Michael R. King](#) and [Dr. Claus Rerup](#)

Thesis Examination Committee: [Dr. Diane-Laure Arjaliès](#), [Dr. Tima Bansal](#), [Dr. Aleksander Essex](#) (UWO),
[Dr. Phanish Puranam](#) (INSEAD, external)

My dissertation identifies blockchain-based organizations (e.g., Bitcoin and similar cryptocurrencies) as representing a paradigm shift in organizational design—manifest in the emergence of so-called “decentralized autonomous organizations” (DAOs). Distinct from traditional organizations, DAOs coordinate through consensus mechanisms around the blockchain software code. My dissertation addresses the following questions: *How are DAOs coordinated to enable early organizational growth (or decline)?* The study takes an inductive approach to investigate the above question and builds theory for DAO coordination and growth.

In terms of research design, I first conducted an inductive in-depth case study on how tasks within the Bitcoin organization are coordinated. I then took a mixed-method approach using fuzzy-set Qualitative Comparative Analysis (fsQCA) to study 20 other cryptocurrencies. Following a three-stage design, I identified

necessary and sufficient conditions for cryptocurrency early growth (and decline). My dissertation research contributes to the literatures on organizational design, coordination, and competitive advantage. It also points to broader implications on entrepreneurial strategies and organizational economics.

PROFESSIONAL WORKSHOPS AND INVITED PRESENTATIONS

- 2021 SMS Cooperative Strategies Dialogues on Digital Network Governance
TUM Workshop on Blockchains and Smart Contracts: Collaboration in a Decentralized World
Crypto and Blockchain Economics Research Forum (CBER) Symposium Series
- 2020 Decentralized organizations: How Coordination mechanisms shape early growth and decline. Strategic Management Society (SMS) Panel: Collaborative Strategies in the Age of Digitalization. London, UK (virtual conference).
- 2019 A Structural Approach to Strategic Changes in Ownerless Platforms: From Byzantium to Constantinople. Competition and Digital Platforms, Kings College London, UK.
Reconceptualizing Organizational Governance: Evidence from Cryptocurrencies as Blockchain-based Decentralized Autonomous Organizations. Distributed Ledger Technology Governance Workshop, Digital Catapult, London UK.
- 2018 University of Ottawa, Canada; Tilburg University, The Netherlands.
Blockchain Technology & Organizations Research Symposium (BTOR), University of Connecticut School of Business, Connecticut, USA.
AOM Symposium (TIM Division): “Coordination, Governance, and Trust: The Impact of Blockchain on Organizations”. Chicago, USA.
Blockchain-based Organizational Governance: Returns of Cryptocurrencies. Organization Science Winter Conference ([OSWC](#)), Park City, Utah, USA.
- 2017 Imperial College Business School, UK; Rotterdam School of Management, The Netherlands.
College of Organization Science of the [INFORMS](#) Conference, Rice University, Houston, USA.
The Consortium on Competitiveness and Cooperation ([CCC](#)), The Wharton School, University of Pennsylvania, USA.
Israel Strategy Conference ([ISC](#)) Doctoral Consortium, Technion – Israel Institute of Technology, Israel.
Academy of Management Journal ([AMJ](#)) Special Issue: New Ways of Seeing, Ivey Business School, Canada.
[Bitcoin and Beyond](#): Blockchains Globalization and Global Governance, Interdisciplinary Research Workshop, Balsillie School of International Affairs, University of Waterloo, Canada. (presentation entitled: “The Internal and External Governance of Blockchain-based Organizations: Evidence from Cryptocurrencies”)

- 2016 [Medici Summer School](#) HEC Paris, France. (presentation entitled “Trust and Inequality on “Trustless” Platforms: A Study of Cryptocurrencies”)

CONFERENCE PRESENTATIONS

- 2021 Academy of Management (AOM). Title: Diffusion of institutional technologies: The case of blockchain. (with Anu Wadhwa).
Strategic Management Society (SMS), Toronto (virtual). Title: Distributing Ownership and Control: Governance in Blockchain-based Decentralized Platforms.
- 2020 Strategic Management Society (SMS), London (virtual). Title: What drives organizational change in DAOs? A behavioral perspective on forking decisions. (with Zeynep Gurguc, presented by co-author due to my role as the session chair)
- 2019 European Group of Organizational Studies (EGOS), Edinburgh UK.
Reconceptualizing Organizational Governance: Evidence from Cryptocurrencies as Blockchain-based Decentralized Autonomous Organizations.
- 2018 Strategic Management Society (SMS) Conference. Reconceptualizing organizational governance: Evidence from cryptocurrencies as blockchain-based decentralized autonomous organizations.
- 2017 Israel Strategy Conference ([ISC](#)). The Rise of Decentralized Autonomous Organizations: An Exploratory Study of Task Coordination within Cryptocurrencies.
European Group of Organizational Studies (EGOS). The Rise of Distributed Organizations: Coordination in Bitcoin and Cryptocurrencies. (with Jean-Philippe Vergne)
- 2016 Strategic Management Society (SMS) Conference. Trust on “Trustless” Platforms: A Study of Cryptocurrencies. (with Jean-Philippe Vergne)
- 2014 Academy of International Business (AIB). Title: The Emergence of Regional Management Centers: Integrating the Resource-Based and Institution-Based Views. (with Andreas Schotter)
- 2012 Academy of Management (AOM). From Process to Performance: Extending the OLI Perspective of R&D Internationalization. (with Yung-Ching Ho)
Academy of International Business (AIB). The Depth and Breadth of International Innovation: The Roles of Technological Diversity and Degree of Innovativeness. (with Yung-Ching Ho)
- 2009 Taiwan Institution of Marketing Science (TIMS). The Global Market Entry and Strategic Management: A Case Study from a Multinational Corporation. (with Yung-Ching Ho)

MEDIA COVERAGE

- 2020 IB Knowledge: [Blockchain technology has the potential to improve the international response to COVID-19 and future healthcare crises](#)
- 2019 Faculti interview: <https://faculti.net/tag/ying-ying-hsieh/>
- 2019 BizEd <https://bized.aacsb.edu/articles/2020/january/leading-change>

2018 IB Knowledge: [Could Blockchain Replace Your Manager?](#)
Imperial College interview: [Ten Questions About Blockchain](#)

OTHER PROFESSIONAL ACTIVITIES

Consortia and Short Courses

2020 International Teachers Programme, London Business School. UK
2019 Teaching with Cases, Harvard Business School, USA.
2019 Junior Faculty Consortium, Academy of Management TIM Division.
2019 Wharton Global Faculty Development Program. The Wharton School of the University of Pennsylvania, USA.
2018-2020 Imperial Educational Development Unit (EDU) workshops
2017 Business Policy and Strategy (BPS) Dissertation Consortium | Academy of Management, Atlanta, USA.
Frontiers of Entrepreneurial Strategy | The Wharton School, University of Philadelphia, USA.
2016 Content Analysis, Consortium for the Advancement of Research Methods and Analysis (CARMA) | Detroit, USA.
Advanced Qualitative Research Methods, CARMA | Detroit, USA.
2014 Multilevel Analysis, CARMA | Detroit, USA.
Advanced Multilevel Analysis, CARMA | Detroit, USA.

PROFESSIONAL AFFILIATIONS

Academy of Management (AOM) | Strategic Management Society (SMS) | European Group of Organizational Studies (EGOS) | Imperial College Centre for Cryptocurrency Research and Engineering | Scotiabank Digital Banking Lab at Ivey Business School | The Toronto Blockchain Revolution Meetup (2017) at MaRS.

PROFESSIONAL SERVICE

2021 Reviewer for Strategic Entrepreneurship Journal | Journal of Management Inquiry | Research Policy
Reviewer for AoM and SMS
2020 Reviewer for Strategic Management Journal | Strategic Entrepreneurship Journal | Journal of Management Studies | Journal of Business Venturing
Reviewer for conferences | International Conference for Information Systems (ICIS) Conference; Academy of Management 2021; Strategic Management Society 2021.
Session chair | Academy of Management and Strategic Management Society conferences.
Program Committee | The Third Annual Toronto FinTech Conference
2019 Co-chair | Imperial College Business School annual conference, [Digital Transformation: Reimagining Business for the Digital Age](#).

PhD interviewing committee, Innovation and Entrepreneurship Department, Imperial College Business School

Hiring committee | TRA of Strategy and Organizational Behavior

Program Committee | The Second Annual Toronto FinTech Conference

- 2018 Reviewer | Journal of World Business; Mitacs Accelerate research proposals; Management Journal; Strategic Management Society Conference 2018 (Corporate Strategy Track); Academy of Management Conference 2018 (STR & OMT divisions);
- 2016 Coordinator | Ivey Strategy and Organization Research (iSTOR) Workshop
- 2015 Coordinator | Ivey PhD Association Lunch & Learn Sessions
- 2012-2014 Reviewer for AOM | AIB Conferences

TEACHING

- 2018-2021 Innovation Management |
Management, Strategy and Innovation in FinTech | Innovation and Strategy in FinTech (both are new FinTech courses I developed)
- 2016-2017 Teaching Assistant | Ivey HBA Course: The Dark Side of Capitalism: Pirates, Mavericks, and Industry Disruption
- 2016 Teaching Assistant | Ivey MSc Course: Internationalization
- 1996-1997 Teaching Assistant | National Tsing-Hua University, Taiwan

The Bitcoin Crash Course

Worked on the development of the [Bitcoin Crash Course](http://www.cryptocapitalism.center/) for the CryptoCapitalismCenter (<http://www.cryptocapitalism.center/>), which has been viewed over 100,000 times.

INDUSTRY PRESENTATIONS

- 2020- Mentor to [Algorand Europe Accelerator](#) startups (through Eterna Capital)
- 2020 UBS Imperial College Virtual Autumn Series: FinTech. 29 September 2020.
SSE Webinar on blockchain. 16 December 2020.

INDUSTRY EXPERIENCE

- 2003 – 2006 Product Manager | BenQ UK Ltd., Hemel Hempstead, UK
- 2002 – 2003 Channel Sales Executive | Mitac, Telford, UK
- 2000 – 2002 Applications Engineer | KLA-Tencor Corporation (US headquartered), Taiwan

MISCELLANEOUS

- Methods** Fuzzy-set Qualitative Comparative Analysis (fsQCA) | Econometric modeling with time series data | Mixed method | Content analysis | Survey

Software	Fuzzy-set Qualitative Comparative Analysis (fsQCA) R Python SPSS PLS AMOS Stata Principal Component Analysis (PCA)
Empirics	Bitcoin Blockchain-based organizing Cryptocurrencies Decentralized autonomous organizations (DAO) Financial technology (FinTech) innovation
Languages	English Mandarin Chinese (native) Spanish (intermediate level, certified by Diplomas de Español como Lengua Extranjera [DELE]) Taiwanese (or Hokkien, widely used in Taiwan, Singapore, Malaysia, and Southeast China)