Leonardo M. Klüppel

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PROFILE

Economist and strategy scholar studying innovation, firm behavior, research productivity, and the movement of knowledge. Combines economic theory with quantitative analysis of firm, industry, and patent data. Teaches undergraduate strategic management and MBA competitive analysis, and designs interactive strategy simulations.

CURRENT APPOINTMENT AND EDUCATION

2018–present Assistant Professor of Management and Human Resources, Fisher College of Business, The Ohio State University.

2018 Ph.D., Strategy, Washington University in St. Louis.

2011 M.S., Managerial Economics and Strategy, Northwestern University.

2007 M.S., Economics, University of Brasília. **2003** B.A., Economics, University of Brasília.

TEACHING AND INSTRUCTIONAL DESIGN

Courses: Strategic Management (undergraduate); Competitive Analysis (MBA), The Ohio State University.

Instructional tools: Browser-based classroom simulations in rivalry, market entry, innovation, and diversification. Students make decisions and compare outcomes in live strategy exercises.

PEER-REVIEWED JOURNAL ARTICLES

Donoso, G., A. G. Arruda, **L. M. Klüppel**, J. B. Ferreira, and M. Pairis-Garcia. 2026. "Swine Welfare Perceptions among Future Animal Professionals in Latin America." *Frontiers in Veterinary Science* 13: 1874259. Article.

Campler, M. R., Y.-F. Shen, **L. M. Klüppel**, and A. G. Arruda. 2025. "Assessing the Impact of a Negative Air Ionization System on Particulate Matter and Gaseous Pollutants in the Swine Farrowing Environment." *PLOS ONE* 20(2): e0316914. Article.

Klüppel, L. M., and A. M. Knott. 2023. "Are Ideas Being Fished Out?" *Research Policy* 52(2): 104665. Article.

Klüppel, L. M., L. Pierce, and J. A. Snyder. 2018. "Perspective—The Deep Historical Roots of Organization and Strategy: Traumatic Shocks, Culture, and Institutions." *Organization Science* 29(4): 702–721. Article.

MANUSCRIPTS UNDER REVIEW AND SUBMITTED

Klüppel, L. M., and T. Cummings. "The Secret Is Out: What U.S. Census/NSF Surveys Tell Us About When and Why Firms Care About Trade Secrets." *Revise and resubmit, Technovation.*

Klüppel, L. M., and T. Cummings. "Long-Horizon Incentives in the R&D Workforce: Evidence from U.S. Firm-Level Innovation Survey Data." *Submitted, R&D Management.*

Klüppel, L. M., and T. Cummings. "Organizational Form and Coordinated Innovation: Evidence from Private Firms." *Submitted, Industrial and Corporate Change.*

EDITED BOOK AND CONTRIBUTION

Bisui, S., **L. M. Klüppel**, M. J. Leiblein, and J. J. Reuer, eds. 2026. *A Guide to Key Theories for Strategic Management*. Edward Elgar Publishing. ISBN 9781035342846.

Bisui, S., **L. M. Klüppel**, M. J. Leiblein, and J. J. Reuer. 2026. "Seeing the Forest and the Trees: Key Theoretical Foundations of Strategic Management." Introductory contribution in *A Guide to Key Theories for Strategic Management*.

RESEARCH METHODS AND DATA

Methods: Panel-data econometrics, difference-in-differences, instrumental variables, regression analysis, and variance decomposition. **Software:** Advanced Stata; working knowledge of Python.

Data: Restricted U.S. Census Bureau/NSF business R&D microdata (Census Special Sworn Status), longitudinal firm records, patent datasets, and industry-level economic data.

SELECTED RESEARCH IN PROGRESS

- "The Double-Edged Sword of Vertical Integration: Navigating Value Capture, Transaction Costs, and Information Flows." Theoretical work in progress.
- "The Informational Consequences of Vertical Integration: An Empirical Analysis" (with Kannan Srikanth).
- "Do Outside CEOs Change Firm Strategy More (or Less) Than Inside CEOs? The Case of Tech Redeployment" (with Jay Anand and Patel Gbedjemaiho).
- "The Receding Burden of Knowledge" (with Anne Marie Knott).

SELECTED CONFERENCE PROCEEDINGS

Klüppel, L. M., and T. Cummings. 2024. "Long-Term Incentives to Innovate: Top Down or Bottom Up?" *Academy of Management Proceedings* (abstract).

Klüppel, L. M., J. Anand, and P. Gbedjemaiho. 2022. "Do Outside CEOs Change Firm Strategy More (or Less) Than Inside CEOs? The Case of Tech Redeployment." *Academy of Management Proceedings* (abstract).

Klüppel, L. M. 2021. "The Role of Transaction Costs on Vertical Integration and Innovation: A General Equilibrium Approach." *Academy of Management Proceedings* 2021: 13335.

SELECTED PRESENTATIONS AND HONORS

Recent presentations: Taiwan Symposium on Innovation Economics and Entrepreneurship and Strategy Science Conference (2025); Brazilian Econometric Society Meeting, Strategic Management Society, Academy of Management, and DRUID (2024).

Honors: Fisher College of Business Innovation Tournament selected proposal (2025); Academy of Management annual meeting paper selected among top 10% (2021); Strategic Management Society Best Conference Ph.D. Paper Prize (2017).