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### ACADEMIC POSITIONS

Chair, Economics Department, Case Western Reserve University, 2009-

AT&T Professor of Economics, Case Western Reserve University, 2006-

International Visiting Fellow, Said School of Management, University of Oxford, 2006

Visiting Scholar, Institute of Industrial Relations, University of California, Berkeley, 2005-6

Professor of Economics, Case Western Reserve University, 2002- 6.

Associate Professor of Economics, Case Western Reserve University, 1996 - 2002.

Sloan Fellow, Program on Industrial Technology and Productivity, National Bureau of Economic Research, Cambridge, MA, 1997-99.

Visiting Scholar, Department of Economics, Harvard University, 1997-99.

Visiting Scholar, Center for Technology Policy and Industrial Development, MIT, 1997-98.

Assistant Professor of Economics, Case Western Reserve University, 1990-96.

Assistant Professor, Department of Operations Management, Boston University, 1987-90.

Assistant Analyst, Congressional Budget Office, 1979-81.

### AFFILIATIONS

Research Associate, National Bureau of Economic Research, Cambridge, MA, 2001-.

Member, Editorial Board, *Strategic Management Journal*, 2008-

Member, Industry Studies Committee, Alfred P. Sloan Foundation, 2005- present, and founding board member, Industry Studies Association, 2008-present

Member, Ohio Export Advisory Council (Sen. Sherrod Brown), 2010 -

Member, Governor's Auto Advisory Council (Ohio), 2008 –

Chair, Best Paper in Industry Studies Prize Committee, Alfred P. Sloan Foundation, 2005-

Co-chair, Labor and Employment Relations Association, Markets Interest Section 2008 –

Member Council of Regional Economic Advisers (Northeast Ohio), 2007 -

Founding Board Member, Policy Matters Ohio, 2001 -

Research Affiliate, MIT International Motor Vehicle Program, 1986-.

Research Associate, GERPISA (*Groupe d'etude permanent sur l'industrie et les salaires de l'automobile; Permanent Group for the study of the auto industry*), Paris, 1993-.

Instructor, Paid Employment Leave Program, General Motors/UAW, 1990-91 and 1993-98.

Research Associate, Center for Regional Economic Issues, Case Western Reserve University, 1989 - 2005.

**TEACHING** (Undergraduate, MBA, and Ph.D.)

Environmental Economics

Economics of Innovation

Economics of Cooperation

Principles of Economics

Research Methods

Competition and Public Policy

Introduction to Microeconomics

Perspectives on Management Theory

**EDUCATION**

Ph.D. in Economics, Harvard University, 1987. Dissertation: "Supplier Relations and Technical Change: Theory and Application to the US Automobile Industry."

B.A., Oberlin College, 1979. Majors in Government and Economics; minor in Spanish.

**PUBLICATIONS**

Susan Helper and Mari Sako, "Management Innovation in the Supply Chain: Appreciating Chandler in the 21<sup>st</sup> Century," *Industrial and Corporate Change*, 2010.

Helper, S., Kleiner, M. "International Differences in Lean Production, Productivity and Employee Attitudes". In Kathryn Shaw and Richard Freeman (Ed.), *International Differences in the Business Practices and Productivity of Firms*, National Bureau of Economic Research, 2009.

Rindfleisch Aric, Carson, S., Helper, S, et.al. "Transaction Costs, Opportunism, and Governance: Contextual Considerations", *Marketing Letters*, 2009.

Susan Helper, "The High Road for U.S. Manufacturing," *Issues in Science and Technology*, Winter 2009.

Susan Helper and John Paul MacDuffie, "Can Price Hikes Save GM?" *The Daily Beast*, June 7, 2009

Susan Helper, "Should We Still Make Things?" *Dissent* (online), March 11, 2009

Susan Helper and John Paul MacDuffie, "Better Than A Bailout," *The New Republic* (online), December 2, 2008

Susan Helper, "Renewing 'Made in the USA'", *Washington Post*, March 4, 2008, p. A19

Susan Helper, *Renewing U.S. manufacturing: Promoting a high-road strategy*. Economic Policy Institute Briefing Paper #212, February 2008.

John Paul MacDuffie and Susan Helper, "Collaboration in Supply Chains, With and Without Trust", in Charles Heckscher and Paul Adler, eds. *The Corporation as a Collaborative Community*, Oxford: Oxford University Press, 2006.

Susan Helper, "China's Impact on the US Automotive Supply Base", testimony before the US-China Economic and Security Review Commission, published in the Commission's *Annual Report*, US Government Printing Office, Washington, D.C. 2006.

Susan Helper and Marcus Stanley, "Creating innovation networks among manufacturing firms: How effective extension programs work," in Scott Shane, ed. *Economic Development Through Entrepreneurship: Government, University and Business Linkage.*, New York: Edward Elgar, 2005.

Susan Helper and Janet Kiehl, "Developing Supplier Capabilities: Market and Non-market Approaches," *Industry and Innovation*, 11 (1-2) 2004, pp. 89-107.

Susan Helper and Morris Kleiner, "When Management Strategies Change: Employee Well-Being at an Auto Supplier," in Eileen Appelbaum, Richard Murnane, and Annette Bernhardt, *Low-wage Work*. New York: Russell Sage Foundation, 2003.

Susan Helper and John Paul MacDuffie, "Suppliers and Intermediaries," in Bruce Kogut, ed., *The Global Internet Economy*. Cambridge, MA: MIT Press, 2003.

Susan Helper, David I. Levine, and Elliot Bendoly, "Employee Involvement and Pay at U.S. and Canadian Auto Suppliers," *Journal of Economics and Management Strategy*, 11(2) Winter 2002, pp. 329-377.

Morris Kleiner and Susan Helper, "Who Gains from Group Compensation Incentives?" Industrial Relations Research Association *Proceedings*, 2001.

Susan Helper and John Paul MacDuffie, "E-volving the Auto Industry: E-Business Effects on Consumer and Supplier Relationships," in *E-Business and the Changing Terms of Competition: A View From Within the Sectors*, Brookings Institution. Washington, DC, 2001.

Susan Helper, "Economists and Field Research: 'You Can Observe a Lot Just by Watching,'" *American Economic Review*, May 2000.

Susan Helper, John Paul MacDuffie, and Charles F. Sabel, "Pragmatic Collaborations: Advancing Knowledge While Controlling Opportunism," *Industrial and Corporate Change*, Vol. 9(3), 2000, pp. 443-483.

Bart Nooteboom, Gjalt de Jong, Robert W. Vossen, Susan Helper, and Mari Sako, "Network Interactions and Mutual Dependence: A Test in the Car Industry," *Industry and Innovation*, 7 (1), June 2000, pp.117-144.

Richard Brooks and Susan Helper, "Fisher Body Revisited," Comment, *Journal of Economic Perspectives*, Spring, 2000.

Susan Helper, "Japanese Manufacturing in North America," in Masao Nakamura, ed. "The Japanese Business and Economic System: History and Prospects for the 21<sup>st</sup> Century". Hampshire, England: Macmillan, 2000.

Mari Sako and Susan Helper, "Comparative Supplier Relations in the European, US, and Japanese Auto Industries," in Jean-Jacques Chanaron, Yannick Lung, Takahiro Fujimoto, and Daniel Raff, eds. *Coping with Variety: Flexible Productive Systems for Product Variety in the Auto Industry*. Aldershot, UK: Ashgate, 1999.

John Paul MacDuffie and Susan Helper, "Creating Lean Suppliers: Diffusing Lean Production Throughout the Supply Chain," in Paul Adler, Mark Fruin, and Jeffrey Liker, ed. *Remade in*

*America: Transforming and Transplanting Japanese Management Systems*. New York: Oxford University Press, 1999.

Maryellen Kelley and Susan Helper, "Firm Size and Capabilities, Regional Agglomeration and the Adoption of New Technology," *Economics of Innovation and New Technology* 8 (1-2), 1999, pp 79-103.

Marvin B. Lieberman, Susan Helper, and Lieven Diemeester, "The Empirical Determinants of Inventory Levels in High-Volume Manufacturing," *Production and Operations Management*, 8(1), 1999, pp.44-55.

Susan Helper and Ram Mudambi, "The 'Close But Adversarial' Model of Supplier Relations," *Strategic Management Journal*, 19, 1998, pp.775-792.

Susan Helper, "Lean Production and the Specter of Mexico," in Steve Babson and Huberto Juarez Nunez, eds. *Confronting Change: Auto Workers and Lean Production in North America*. Detroit: Wayne State University Press, 1998.

Susan Helper, "Japanese 'Transplant' Supplier Relations: Can They Be Transferred? Should They Be?" in Massimo Colombo, ed. *The Firm and its Boundaries*, Oxford: Oxford University Press, 1998.

Robin Dubin and Susan Helper, "In Search of Agglomeration Economies: The Adoption of Innovation in the Automobile Industry," *European Research in Regional Science* 8, 1998.

Mari Sako and Susan Helper, "Determinants of Trust in Supplier Relations: Evidence from the Automotive Industry in Japan and the United States," *Journal of Economic Behavior and Organization*, 34, spring 1998, pp.387-417. The above paper is reprinted in Masaaki Kotabe and Michael J. Mol, eds. "Global Supply Chain Management", Cheltenham: Edward Elgar, 2005

John Paul MacDuffie and Susan Helper, "Creating Lean Suppliers: The Honda Way," *California Management Review*, 39(4) Summer 1997, pp.118-151.

Susan Helper, John Paul MacDuffie, and Charles F. Sabel, "The Boundaries of the Firm as a Design Problem," Columbia University Law School Conference on the Boundaries of the Firm, *Proceedings* May 1998.

Susan Helper and David Hochfelder, "Japanese-Style' Relationships in the Early Years of the US Auto Industry?" in Masahiro Shimotani and Takao Shiba, eds. *Beyond the Firm* Oxford: Oxford University Press, 1997.

Susan Helper, "Opportunities for Pollution Reduction Throughout the Automotive Supply Chain," report submitted to the Cleveland Advanced Manufacturing Program, February 1997.

Susan Helper, "Incentives for Supplier Participation in Product Development: Evidence from the US Auto Industry," in Nishiguchi, Toshihiro, ed. *Product Development: Strategy and Organization*, New York: Oxford University Press, 1996.

Susan Helper, "Lean Thinking. Review of J. Womack and D. Jones," *Sloan Management Review*, Fall 1996, 114-116.

Susan Helper, "Hybrid Factory: Japanese Production Systems in the United States. Review of T. Abo," *Business History Review* 70 (3), 420-1, Fall 1996

Susan Helper, "Supplier Relations and Investment in Automation: Results of Survey Research in the US Auto Industry," National Bureau of Economic Research Working Paper 5278, 1995.

Susan Helper, "Can Maquilas Be Lean?" in Babson, Steve, ed., *Lean Work*, Detroit: Wayne State University Press, 1995.

Susan Helper and Richard Parkin, "The Effects of Downsizing on Long-term Corporate Performance," Report to the US Department of Labor, February 1995.

Susan Helper and David I. Levine, "Supplier Participation and Worker Participation: Is There a Linkage?" Industrial Relations Research Association *Proceedings* 1994, pp.12-25.

Mari Sako, Richard Lamming, and Susan Helper, "Supplier Relations in the UK Car Industry: Results of the IMVP Surveys in Europe, Japan, and the USA," Report to the UK Department of Trade and Industry, December 1994.

Susan Helper, "Lessons for Networks," Myla Smith, et al., eds. *Proceedings of the 18th Annual Meeting of the Technology Transfer Society*, Indianapolis: Technology Transfer Society, 1993.

The above paper also appears as an appendix to:

*Strengthening Mexican Manufacturing: Increasing the Competitiveness of Suppliers of Intermediate Goods and Components*, a report of the Foreign Investment Advisory Service of the World Bank, 1995.

Susan Helper, "Complementarity and Cost Reduction," National Bureau of Economic Research Working Paper 6033, May 1997..

David Hochfelder and Susan Helper, "Joint Product Development in the Early American Auto Industry," *Business and Economic History* (best papers volume), Winter 1996.

Mari Sako, Richard Lamming, and Susan Helper, "Comparative Supplier Relations in the UK, US, and Japanese Car Industries," *International Journal of Purchasing and Supply Management*, 2, 1995, pp. 1-10.

Susan Helper and Mari Sako, "Supplier Relations in Japan and the United States: Are They Converging?" *Sloan Management Review*, 36(3), Spring 1995, pp. 77-84.

David I. Levine and Susan Helper, "A Quality Policy for America," *Contemporary Economic Policy*, 13, no. 2, April 1995, pp. 26-37.

Susan Helper, "Three Steps Forward, Two Steps Back in Automotive Supplier Relations," *Technovation*, 14, no. 10, October 1994, pp. 633-640.

Susan Helper and David I. Levine, "Long-term Supplier Relations and Product Market Structure," *Journal of Law, Economics, and Organization*, 8, no. 3, October 1992, pp. 561-81.

Susan Helper, "How Much Has Really Changed Between US Automakers and Their Suppliers?" *Sloan Management Review*, 32(4), Summer 1991, pp. 15-28.

Susan Helper, "Strategy and Irreversibility in Supplier Relations: The Case of the US Automobile Industry." *Business History Review*, 65(4), Winter 1991, pp. 781-824.

Susan Helper, "An Exit/Voice Approach to Supplier Relations," in Richard Coughlin, ed. *Morality, Rationality, and Efficiency: New Perspectives on Socio-economics*. New York: M.E. Sharpe, 1991, pp. 355-372. (Refereed conference proceedings.)

The above article also appears in :

Grabher, Gernot, ed. *The Embedded Firm: On the Socio-Economics of Industrial Networks*. London: Routledge, 1992.

Susan Helper, "Comparative Supplier Relations in the US and Japanese Automobile Industries: An Exit/Voice Approach," *Business and Economic History*, 19 (Second Series), 1990, pp. 153-162.

Philip Mirowski and Susan Helper, "Maquiladoras: Mexico's Tiger by the Tail?" *Challenge*, May/June 1989, 32 (3), pp. 24-30.

Susan Helper, "Subcontracting: Innovative Labor Strategies," *Labor Research Review*, April 1990.

## **WORKING PAPERS**

Susan Helper, Morris Kleiner, and Ying-chun Wang, "Analyzing Compensation Methods in Manufacturing---Piece-Rates, Time-Rates, or Gain-sharing?", under review.

Susan Helper and Surendra Khambete, "Digitization, Off-shoring, and the Importance of Context," under review.

Susan Helper and Marcus Stanley, "Networking and the Urban Advantage in US Component Manufacturing", presented to Carnegie Mellon SETCHANGE seminar, April 2010.

Susan Helper and Josh Whitford, Susan Helper, and Solon Simmons, "Contradictory, Collaborative, and Arm's-length Relations Between Suppliers and Customers: An Empirical Exploration", presented to MIT Industrial Relations Seminar, October 2006.

Susan Helper, David I. Levine, and Chris Woodruff, "Impact of NAFTA on Education in Mexico", EBRD conference paper, January 2006.

Morris Kleiner and Susan Helper, "The Impact of Lean Production and Incentive Pay on Worker Satisfaction and Productivity: A Difference in Difference Approach", presented to Labor Seminar, University of California Berkeley Economics Department, January 2006.

Anne LeBrun, David I. Levine, and Susan Helper, "Industrialization's Effects on Children's Health and Education: Evidence from Mexico", presented to the Economics Department seminar, University of California, San Diego, November 2005.

Robert Slonim, Susan Helper, and Heath Demaree, "Equilibrium, Unraveling, and Context in Repeated Games,"

Susan Helper, "Cambio tecnico destructor y la ubicacion de la produccion," (Disruptive Technical Change and the Location of Production), presented to Conferencia sobre la Industria Maquiladora de Exportacion 2000, El Colegio de la Frontera Norte, Tijuana, Mexico, October 2000.

Susan Helper and David Hochfelder, "The Road Not Taken: Path Dependence in the Early U.S. and Japanese Auto Industries," under revision for *Business History Review*.

Susan Helper and Patricia Clifford, "Can Green Be Lean?" paper presented to the Academy of Management meetings, Boston, MA, August 1997.

Susan Helper, "Can Agglomerations Lead to Diseconomies? Regional Differences in the Diffusion of New Supplier Relations Practices," presented to the Fourth Annual Symposium on the Management of Technology, Montreal, Canada, October 1993.

## **RESEARCH GRANTS**

“Restructuring the Auto Supply Chain”, contract from US Department of Labor, 2010-11

“Supplier Relations in the Automotive Industry,” MIT International Motor Vehicle Program, series of annual grants 1988-2009, principal investigator.

“US-European Productivity Comparison: Auto”, National Bureau of Economic Research, 1/2003-5, principal investigator (with Kathryn Shaw, Edward Lazear, Samuel Kortum).

“US Europe Productivity Differences: Auto Supplier”, National Bureau of Economic Research, 1/2003-5, principal investigator (with Morris Kleiner).

“Toward a New Role for Unions in Restoring Productivity Growth in Component Manufacturing”, Sloan Foundation, 12/2002-4, principal investigator (with Howard Wial).

“Metal and Plastic Components Manufacturing: Creating an Advanced Manufacturing Sector,” Sloan Foundation, 2001-3, principal investigator.

“Who Gains From Group Compensation Incentives: Workers or Employers?” Industrial Technology and Productivity Program, National Bureau of Economic Research, 2000-1 principal investigator.

“Explaining productivity differences between US-owned and Japanese-owned auto suppliers, “ Industrial Technology and Productivity Program, National Bureau of Economic Research, Cambridge, MA, 1998-2000, principal investigator.

“Complementarity and Cost Reduction,” National Bureau of Economic Research, Industrial Technology and Productivity Program, Cambridge, MA, 1997-8, principal investigator.

“E-Commerce, Modularity, and Build-to-Order,” MIT International Motor Vehicle Program, 1999-2001, co-principal investigator

“Pollution Prevention Throughout the Automotive Supply Chain,” Cleveland Advanced Manufacturing Program, 1996-7, principal investigator.

“The Effects of Downsizing on Long-term Corporate Performance,” US Department of Labor, 1994-5, principal investigator.