

# KRISTINA STEFFENSON MCELHERAN

Updated November 2023  
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## ACADEMIC POSITIONS HELD

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2014 – present	University of Toronto Assistant Professor, Strategic Management University of Toronto Scarborough (UTSC) & Rotman School of Management (Bereavement leaves 2017 & 2018, 2 years COVID-19 Extensions)
2008 – 2014	Harvard Business School Assistant Professor, Technology and Operations Management Unit Lumry Family Assistant Professor of Business Administration 2009-2013 (Parental leave 2009-2010 and 2011-2012)

## AFFILIATIONS

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2023 – present	CESifo Affiliate Member
2022 – present	Economics, Justice and Society, NORC at the University of Chicago Senior Fellow
2020 – present	Schwartz Reisman Institute for Technology and Society, Univ. of Toronto Faculty Affiliate
2020 – present	Stanford University Digital Fellow, Digital Economy Lab
2018 – present	Boston University Fellow, Technology & Policy Research Initiative
2013 – present	Massachusetts Institute of Technology Digital Fellow, Initiative on the Digital Economy Sloan School of Management Visiting Scholar (2013-2022)
2018 – 2020	Harvard University Visiting Researcher, AI Robotics, and the Future of Work Labor and Worklife Program, Harvard Law School

## EDUCATION

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2009	<b>Kellogg School of Management</b> , Northwestern University Ph.D. in Managerial Economics and Strategy Dissertation: <i>Market Position and Organizational Structure in Information</i>
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	<i>Technology Investment</i> Committee: Shane Greenstein, Scott Stern, Ranjay Gulati, Leemore Dafny
1999	<b>London School of Economics</b> Diploma in Economics, <i>with credit</i>
	<b>Stanford University</b>
1994	A.M. in International Development Policy
1993	A.B. in Political Science, <i>with distinction</i>
1988 – 1991	<b>Albion College</b> Undergraduate studies in political philosophy and French B.A. in French (awarded 1993), <i>summa cum laude</i>

## RESEARCH INTERESTS

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Digitization, information technology (IT), artificial intelligence, corporate strategy, innovation, entrepreneurship, organizational and labor economics, managerial decision-making, process design

## REFEREED PUBLICATIONS

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\*Forman, Chris and Kristina McElheran, "Production Chain Organization in the Digital Age: IT Use and Vertical Integration in U.S. Manufacturing." *Management Science*, forthcoming.

\*Barth, Erling, James C. Davis, Richard Freeman and Kristina McElheran, "[Twisting the Demand Curve: Digitalization and the Older Workforce](#)." *The Journal of Econometrics*, 233(2), 2023, pp. 443-467.

- Working paper w28094, National Bureau of Economic Research
- [News feature](#), Schwartz Reisman Institute for Technology & Society

\*Brynjolfsson, Erik, Wang Jin, and Kristina McElheran "[The Power of Prediction: Predictive Analytics, Organizational Complements, and Firm Performance](#)." *Business Economics*, 56(4), 2021, pp. 217-239.

- Best Paper Award, Strategic Management Society Knowledge and Innovation Management Interest Group, SMS Annual Meeting, Toronto, 2021
- Best Rigor in Research Award, Strategic Management Society Competitive Strategy Interest Group, SMS Annual Meeting, Toronto, 2021
- Mennis Most Outstanding Paper Award, National Association of Business Economists 62<sup>nd</sup> Annual Meeting, virtual, 2020

McElheran, Kristina, "Do Market Leaders Lead in Business Process Innovation? The Case(s) of E-Business Adoption," *Management Science*, 61(6), 2015, pp. 1197-1216. **Lead article.**

McElheran, Kristina, "Delegation in Multi-Establishment Firms: Adaptation vs. Coordination in I.T. Purchasing Authority," *Journal of Economics and Management Strategy*, 23(2), 2014, pp. 225-257. **Lead article.**

\* Authors listed alphabetically

## INVITED CONFERENCE PROCEEDINGS & BOOK CHAPTERS

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- \*Brynjolfsson, Erik and Kristina McElheran, "[The Rapid Adoption of Data-Driven Decision Making](#)." *American Economic Review Papers and Proceedings 2016*, 106(5), pp. 133-139.
- \*MacGarvie, Megan and Kristina McElheran, "[Pitfalls of Data-Driven Decisions: Cognitive Biases and Data-Driven Decision Making](#)." *The HBR Guide to Data Analytics Basics for Managers* (e-book), November 15, 2016. Harvard Business Publishing, Cambridge, MA.
- McElheran, Kristina, "[Market Leadership and Strategic Investment in Innovation: The Adoption of E-Business Capabilities](#)." *Academy of Management Best Paper Proceedings 2008*.

## PAPERS UNDER REVIEW & CIRCULATING WORKING PAPERS

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- McElheran, Kristina, J. Frank Li, Erik Brynjolfsson, Zachary Kroff, Emin Dinlersoz, Lucia Foster, Nikolas Zolas, "[AI Adoption in America: Who, What, and Where](#)." *1<sup>st</sup> Revise and Resubmit at the Journal of Economics and Management Strategy*.
- \*Brynjolfsson, Erik and Kristina McElheran, "[Data in Action: Data-Driven Decision Making and Predictive Analytics in U.S. Manufacturing](#)." *Center for Economic Studies Discussion Papers #CES 16-06*, U.S. Census Bureau. *2<sup>nd</sup> round Revise and Resubmit at Management Science*.
- \*Jin, Wang and Kristina McElheran, "[Economies before Scale: Learning, Survival, and Performance of Young Plants in the Age of Cloud Computing](#)." *2<sup>nd</sup> round Revise and Resubmit at Management Science*.
- Honorable Mention, Best Paper Award, Strategic Management Society Annual Meeting, Minneapolis, 2019
  - Nominated for Best Paper, Strategic Management Society Special Conference, Oslo, 2018
- \*Brynjolfsson, Erik, Wang Jin, and Kristina McElheran, "Management for the Analytics Age."
- Nominated for Conference Best Paper Award, Strategic Management Society Annual Meeting, Toronto, 2023
- McElheran, Kristina and Wang Jin, "Strategic Fit of IT Resources in the Age of Cloud Computing."
- Zolas, Nikolas, Zachary Kroff, Erik Brynjolfsson, Kristina McElheran, David N. Beede, Cathy Buffington, Nathan Glodschlag, Lucia Foster, and Emin Dinersolz, "[Advanced Technologies Adoption and Use by U.S. Firms: Evidence From the Annual Business Survey](#)." Working paper w28290, National Bureau of Economic Research.
- McElheran, Kristina, "[Economic Measurement of AI](#)," presented at the NBER Economics of AI conference, Toronto, September 2018. ([Video](#))
- \*Bai, John, Wang Jin, Kristina McElheran, and Ryan Williams, "[The Effects of Technology Adoption on Firms, Supply Chains, and Rivals](#)."

\* Authors listed alphabetically

## OTHER PUBLICATIONS

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[“AI Adoption in American Business: Who is Doing What, and Where?”](#) by Kristina McElheran, *Rotman Magazine*, Fall 2023.

[“How Does A.I. Factor into Growing Canada’s Economy?”](#) by Kristina McElheran, *The Hill*, March 30, 2022

“Data Analytics: From Bias to Better Decisions,” with Megan MacGarvie, *Rotman Management Magazine*, Fall 2018. ([Video](#))

[“Taking a Value-Chain Perspective on Innovation,”](#) *Sloan Management Review*, online October 25, 2016.

“Data-Driven Decision Making: Closing the Skills Gap,” interview by Karen Christensen, *Rotman Management Magazine*, Fall 2016, pp. 107-110. ([Reprinted in Forbes India](#))

[“The Rise of Data-Driven Decision Making is Real but Uneven,”](#) with Erik Brynjolfsson, *Harvard Business Review*, online February 3, 2016.

[“Decentralization vs. Centralization in I.T. Governance: It’s Not as Simple as You Might Think,”](#) *Communications of the ACM*, no. 11, November 2012, pp. 28-30.

[“The Short Life of Online Sales Leads,”](#) (with James B. Oldroyd and David Elkington) *Harvard Business Review* 89(3), March 2011, p. 28.

## WORK-IN-PROGRESS

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“Strategy and Structured Management” (with Mu-Jeung Yang and Scott Ohlmacher)

“Data-Driven Performance Pay and Promotion Practices” (with Erik Brynjolfsson, Wang Jin, Scott Ohlmacher, and Mu-Jeung Yang)

## MEDIA COVERAGE

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[“‘AI Divide’ Across the US Leaves Economists Concerned”](#) by Thomas Claburn, *The Register*, October 24, 2023.

[“‘It Had Just Vanished’ – The Shock When Tech Fails”](#) by Chris Baraniuk, *BBC News*, January 17, 2023.

[“The Effects of A.I. on Workers and Firms”](#) by Scott Wallsten, *Two Think Minimum Podcast*, *Technology Policy Institute*, April 4, 2023.

[“Why Isn’t New Technology Making Us More Productive?”](#) by Steven Lohr, *New York Times*, May 27, 2022. Quotes Erik Brynjolfsson regarding co-authored work.

[“Why Older Workers Shouldn’t Let Technology Changes Run Them Out of a Job,”](#) by Mark A. Stein, *Seattle Times*, April 5, 2021.

[“A.I. Is All the Rage. So Why Aren’t More Businesses Using It?”](#) by Will Knight, *Wired*, July 30, 2020. Quotes Erik Brynjolfsson regarding co-authored work.

[“Software’s Uneven Spoils: New Research by Kristina McElheran,”](#) by Kevin Keystone, Schwartz Reisman Institute for Technology and Society, December 14, 2020.

[“How Leaders Can Get Better at Using Data to Make Decisions,”](#) by Roger Trapp, *Forbes*, September 24, 2018.

[“Analytics as a Source of Business Innovation,”](#) by Sam Ransbotham and David Kiron, *Sloan Management Review*, February 28, 2017.

[“Why Business IT Innovation Is so Difficult”](#) by Maggie Stavish, *HBS Working Knowledge*, October 15, 2012.

## **AWARDS, HONORS & FELLOWSHIPS**

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2022	SSHRC Insight Development Grant
2021	Strategic Management Society Annual Meeting, Toronto (virtual) <ul style="list-style-type: none"><li>● Best Paper Award, Knowledge and Innovation Management IG</li><li>● Best Rigor in Research Award, Competitive Strategy IG</li></ul>
2020	Edmund A. Mennis Contributed Paper Award, National Association for Business Economics
2019	Best paper Honorable Mention, Strategic Management Society Annual Conference, Minneapolis
2019	Kauffman Foundation Grant (\$500,000 USD), and Russell Sage Foundation Grant (\$175,000 USD) joint with Erik Brynjolfsson for the 2020 Managerial and Organizational Practices Survey (MOPS) conducted by the U.S. Census Bureau
2018	Kauffman Knowledge Challenge Grant (\$373,000 USD), joint with Erik Brynjolfsson
2018	Kauffman Knowledge Challenge Grant (\$468,000 USD), joint with James Bessen, Michael J. Meurer, and Robert Seamans
2018	NBER Digitization Working Group Research Grant (\$15,000)
2018	Best paper nominee, Strategic Management Society Special Conference, Oslo, Norway
2017	SSHRC Insight Development Grant
2017	SSHRC Insight Grant
2016	NBER Entrepreneurship Working Group Research Grant (\$20,000)
2016	SSHRC Institutional Grant, University of Toronto
2015	Connaught New Researcher Award, University of Toronto
2015	Finalist, Best Paper Award, Workshop on Information Systems and Economics (WISE)
2014	Finalist, Oliver E. Williamson Best Conference Paper Award, ISNIE 2014 Annual Conference
2013	U.S.–Israel Binational Science Foundation Grant, joint with Naomi Hausman

2010	Finalist, Best Dissertation Award, Technology & Innovation Management (TIM) Division, Academy of Management
2008	Best Paper Proceedings, Academy of Management
2008	Finalist, Best Student Paper, TIM Division, Academy of Management
2007 – 2008	U.S. Census Bureau Dissertation Fellowship
2007	State Farm Companies Foundation Doctoral Dissertation Award
2007	Kellogg Nominee, BPS Dissertation Consortium, Academy of Management
2007	Kellogg Nominee, CCC Doctoral Student Colloquium
2006	Kellogg Nominee, TIM Doctoral Student Consortium, Academy of Management
2002 – 2007	Kellogg School of Management Doctoral Fellowship
1993	Phi Beta Kappa, Stanford University

## **PROFESSIONAL ACTIVITIES**

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### **Invited Research Presentations**

#### **2023**

Strategic Management Society Annual Conference, Toronto, October 2  
 Academy of Management Annual Conference, Boston, August 7  
 Organizational Economics Summer Symposium, Ohlstadt Germany, July 13  
 LMU Information, Technology, Strategy, and Organization (ITSO) Seminar; Munich, July 4  
 Wharton/Columbia Conference on Management, Analytics, and Data, New York, May 20  
 Wharton Technology Conference, Philadelphia, April 21-22  
 Georgetown University Strategy Seminar, Washington DC, April 20  
 BYU Winter Strategy Conference, Salt Lake City, March 2-4

#### **2022**

Workshop on the Computational Foundations of Prosperity, MIT, September 30-October 1  
 Conference on Field Experiments in Strategy (CFSX), London, September 15  
 Strategic Management Society Annual Conference, London, September 16-20  
 Wharton/Columbia Conference on Management, Analytics, and Data, New York, May 13-14  
 MIT Initiative on the Digital Economy, *virtual*, May 5  
 Wharton Technology Conference, *virtual*, April 22-23

#### **2021**

Eccles School of Business, University of Utah, *virtual*, November 12  
 DePaul University, Chicago, *virtual*, November 9  
 Digital Economy Lab Annual Workshop, Stanford University, November 8

Strategic Management Society Annual Meeting, *virtual*, September 18-21

Academy of Management Annual Conference, *virtual*, July 29-August 4

NBER Summer Institute, Economics of Digitization, July 22-23 ([Paper](#))

Strategy Science Annual Conference, *virtual*, April 28-29

Wharton Technology Conference, *virtual*, April 15-16

Digital Strategizing Network, LMU Munich, *virtual*, April 1

- Keynote Speaker

NBER Productivity Lunch, February 23

## **2020**

Workshop on Information Systems and Economics (WISE), *virtual*<sup>1</sup>

Conference on Information Systems and Technology (CIST), *virtual*<sup>†</sup>

Strategic Management Society Annual Conference, *virtual*, October 30

Stanford Digital Economy Lab “AI and the Future of Work” Conference ([Video](#)), October 28

Carlson School of Management, University of Minnesota, October 2

Technology and Declining Economic Dynamism Conference, Technology and Policy Research Initiative, Boston University (*moved online due to COVID-19*), September 11

NBER Summer Institute, Economics of Digitization ([Paper](#)), July 16

Wharton Technology & Innovation Conference, University of Pennsylvania (*moved online due to COVID-19*), June 26

Society for Institutional and Organizational Economics (SIOE) Annual Conference (*Reduced online program due to COVID-19*) ([Program](#)), June 19

Digital Strategizing Network, LMU Munich (*virtual*) April 15

Strategy Science Annual Conference, Wharton (*poster session cancelled due to COVID-19*)

Kauffman Foundation “New Technologies and Big Data in Entrepreneurship” Conference (*cancelled due to COVID-19*)

American Economic Association Annual Meeting, San Diego, Jan 3<sup>2</sup>

## **2019**

Workshop on Information Systems and Economics (WISE), *virtual*<sup>§</sup>

International Management and Organizational Practices Surveys (MOPS), U.S. Census Bureau, Washington D.C.

Strategic Management Society Annual Meeting, Minneapolis

- Honorable Mention, Best Paper Award
- Invited panelist, “AI, Firm Strategy, and Organization: Cognitive Technologies Beyond the Hype”

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<sup>1</sup> Paper presented by co-author Wang Jin

<sup>2</sup> Paper presented by co-author Nikolas Zolas

<sup>3</sup> Paper presented by co-author Wang Jin

Strategic Management Society Special Conference, Frankfurt

Goethe University, Frankfurt

Initiative on the Digital Economy Annual Meeting, MIT Sloan School of Management

Strategy Science Conference, Eccles School of Business, University of Utah

Wharton Technology Conference, University of Pennsylvania

AI in Strategy Workshop, Stern School of Business, NYU

## **2018**

Empirical Management Conference, Harvard Business School

Fuqua School of Business, Duke

Firms, Organizations, and Markets Conference, Dartmouth

Stanford Institute for Economic Policy Research (SIEPR), Stanford University

Haskayne School of Business, University of Calgary

NBER Economics of AI conference, Toronto

Society for Institutional and Organizational Economics (SIOE) Annual Conference, Montreal

Smith School of Business, University of Maryland

Rotman Innovation Roundtable, Toronto

## **2017**

Roundtable for Engineering Entrepreneurship Research (REER), Georgia Tech

NBER Summer Institute, Economics of Digitization, Cambridge, MA

Economics of Entrepreneurship Conference, Queen's University

SMS Special Conference on "Transforming Entrepreneurial Thinking into Dynamic Capabilities,"  
Banff, AB

NBER Productivity Lunch, Cambridge, MA

American Economic Association Annual Meeting, Chicago

## **2016**

Workshop on Information Systems and Economics (WISE), Dublin<sup>4</sup>

Bocconi University, Milan, Italy

Academy of Management Annual Meeting, Anaheim

Cornell University Applied Microeconomics Seminar

American Economic Association Annual Meeting, "Digitization and Innovation" Session San  
Francisco, CA, January 4 ([Webcast](#))

## **2015**

Workshop on Information Systems and Economics (WISE), Dallas

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<sup>4</sup> Paper presented by co-author Wang Jin



- Best Paper finalist

Empirical Management Conference, Stanford University

MIT Organizational Economics Lunch

Academy of Management Annual Meeting, academy-wide professional-development workshop on “Big Data Management and Strategy: Emerging Research Directions” (virtual participation), Vancouver

Initiative on the Digital Economy Annual Meeting, MIT Sloan School of Management

The Wharton School, University of Pennsylvania

Fox School of Business, Temple University

NBER Winter Digitization Meetings, Stanford University

## **2014**

Carey Business School, Johns Hopkins University

NBER Productivity Lunch, Cambridge, MA

ISNIE Annual Conference, Duke University

- Best Paper finalist

## **2013**

Roundtable for Engineering Entrepreneurship Research (REER), Georgia Tech

3rd ICT Conference Munich, Germany

12<sup>th</sup> Conference on the Comparative Analysis of Enterprise Data (CAED), Atlanta Fed

Academy of Management Annual Meeting, Orlando, FL

NBER Summer Institute: Economics of IT and Digitization, Cambridge, MA

DRUID, Barcelona

Atlanta Competitive Advantage Conference, Georgia Tech

Smith Entrepreneurship and Innovation Research Conference, University of Maryland

Center for Economic Studies, U.S. Census Bureau, Washington D.C.

Brandeis University International Business School

Fuqua School of Business, Duke University

Weatherhead School of Management, Case Western Reserve University

Rotman School of Management, University of Toronto

Scheller College of Business, Georgia Tech

American Economic Association Annual Meeting, San Diego

## **2012**

Harvard Business School Digital Business Seminar

Workshop on Information Systems and Economics (WISE), Orlando

Toulouse Network for Information Technology, Washington D.C.

Academy of Management Annual Meeting, Boston  
NYU Economics of Strategy Workshop  
Statistical Challenges in e-Commerce Research (SCECR), Montreal  
DRUID, Copenhagen

- Semi-plenary session

MIT Organizational Economics Lunch  
NBER Productivity Lunch, Cambridge, MA

**2011**

Census Research Data Center Annual Conference, Minneapolis  
NBER Summer Institute: Personnel Economics, Cambridge, MA

**2010**

International Industrial Organization Conference (IIOC), Vancouver  
Sloan Industry Studies Association Conference, Chicago  
American Economic Association Annual Meeting, Atlanta

**2009**

Harvard/MIT Organizational Economics Seminar, Harvard University  
Academy of Management Annual Conference, Chicago  
International Industrial Organization Conference (IIOC), Boston

**2008**

NBER Productivity Lunch, Cambridge, MA  
MIT Innovation and Entrepreneurship Seminar, Sloan School of Management  
Technology and Operations Management Seminar, Harvard Business School  
Workshop on Information Systems and Economics (WISE), Paris  
North American Productivity Workshop (NAPW), New York

**2007**

Federal Reserve Bank of Chicago  
Workshop on Information Systems and Economics (WISE), Montreal  
NBER Productivity Lunch, Cambridge, MA  
Management and Strategy Seminar, Kellogg School of Management  
Research Data Centers Annual Research Conference, U.S. Census Bureau, Washington D.C.  
Center for Economic Studies, U.S. Census Bureau, Washington D.C.  
CCC Doctoral Student Consortium, Georgia Tech

**2007 Job Market Talks:** Harvard Business School; Goizueta Business School; Fuqua School of Business; Wharton School of Management; University of Illinois at Urbana-Champaign College of Business; Robert H. Smith School of Business; Columbia University Graduate

### **Practitioner, Policy and General Public Presentations**

- 2023 “The Effects of AI on Workers and Firms” (April 4, 2023) “[Two Think Minimum](#)” Podcast, Technology Policy Institute (TPI).
- 2022 OECD International Conference on AI in Work, Innovation, Productivity and Skills. Panel on “AI, Productivity, and Diffusion,” February 21, 2022, moderated by Steven Lohr of the *New York Times* ([Video](#)). Over 4,600 registered participants.
- 2021 Globe and Mail Panel on “Understanding the Impact of the Cloud on Canadian Businesses,” December 19, 2021. ([Video](#))
- Ewing Marion Kauffman Foundation Issue Forum on “Inclusive Prosperity through Innovation and Entrepreneurship,” July 29, 2021
- 2018 “Management in the Digital Age: Cognitive Biases & Data-Driven Decision Making,” part of “Four Short Talks on ‘You 2.0’ – Taking Yourself to the Next Level,” Rotman School of Management, September 26, 2018. ([Video](#))  
Meridian Compensation Partners Annual Meeting, **Keynote speaker**
- 2017 Conference on Digitalization and the Economy, Bank of Canada  
Evidence-Based Leadership Conference, Edwards School of Management, University of Saskatoon, SK, **Keynote speaker**  
Canada Pension Plan Investment Board (CPPIB)
- 2016 “Rotman Reunite” Alumni event,  
Rotman School of Management, Toronto, ON  
UTSC Alumni Association, Telus Center, Toronto, ON, **Keynote speaker**

### **Discussant**

- 2020 NBER Economics of IT and Digitization Summer Institute, *online* (July)  
American Economic Association Annual Meeting, San Diego
- 2019 NBER Economics of IT and Digitization Winter Meeting, Stanford  
American Economic Association Annual Meeting, Atlanta
- 2018 NBER Summer Institute: Economics of IT and Digitization Workshop
- 2015 NBER Summer Institute: Economics of IT and Digitization Workshop
- 2013 DRUID, Barcelona
- 2011 NBER Summer Institute: Economics of IT and Digitization Workshop
- 2010 Workshop on Information Systems and Economics (WISE), Phoenix  
International Industrial Organization Conference (IIOC), Vancouver
- 2009 Workshop on Information Systems and Economics (WISE)  
International Industrial Organization Conference (IIOC), Boston
- 2008 Workshop on Information Systems and Economics (WISE)

## **Participant**

2009 – present	NBER Summer Institute and winter meetings for Economics of IT and Digitization; Entrepreneurship; Innovation; Organizational Economics; Personnel Economics; and Productivity, Innovation, & Entrepreneurship
2010	BPS Division New Faculty Consortium, Academy of Management
2009	TIM Division New Faculty Consortium, Academy of Management
2005	Center for Digital Economy Research Summer Workshop on the Economics of Information Technology, Stern School of Business, New York
2004	European Science Days Summer School on Economics of Organizations in Steyr, Austria

## **Ad-Hoc Referee**

Alfred P. Sloan Foundation, American Economic Review; DRUID Annual Meeting; Information Economics and Policy; Information Systems Research; Journal of Business and Economic Statistics; Journal of Economic Behavior and Organizations; Journal of Economic Behavior and Organization; Journal of Economic Literature, Journal of Economics and Management Strategy; Journal of Financial Economics; Journal of Law, Economics, and Organization; Journal of Industrial Economics; Journal of Management Information Systems; Journal of Productivity Analysis; Management Information Systems Quarterly; Management Science; National Science Foundation; Organization Science; Production and Operations Management Journal; Review of Economics and Statistics, Review of Industrial Organization; Strategy Science; Social Sciences and Humanities Research Council of Canada; Strategic Management Journal, Strategic Management Society Annual Meeting, Science.

## **Primary Investigator**

2018 – present	“The Impact of Cloud Computing and Machine Learning on Entrepreneurship and Small Firm Performance,” Kauffman Knowledge Challenge Grant Project, joint with Erik Brynjolfsson
2018 – present	“Impact of New Information Technology on Startups and Industry Dynamism,” Kauffman Knowledge Challenge Grant Project, joint with Jim Bessen, Mike Meurer, and Robert Seamans
2014 – 2018	“Organizations in the Digital Economy: Information Technology Use, Complementary Investments, and their Impacts on Firm Outcomes,” U.S. Census Research Data Center Project, joint with Chris Forman
2007 – 2012	“Productivity, Supply Chain Structure, and Information Technology Investment,” Census Research Data Center Project

## **Co-Investigator**

2019 – present	“Research on Measuring Technological Innovation and its Effects on Firm and Labor Market Outcomes” U.S. Census Research Data Center Project.
2018 – present	“Does Organizational Innovation Complement Technology Adoption?” U.S. Census Research Data Center Project. Principal: Adam Saunders
2014 – present	“Management and Organizational Practices,” U.S. Census Bureau Internal Project. Principals: Nick Bloom, Erik Brynjolfsson, and John Van Reenen

## Service

2021 – present	Representative-at-Large, Knowledge and Innovation Interest Group, Strategic Management Society
2016 – present	Lab Economist, Creative Destruction Lab, Rotman School of Management
2019 – 2020	Commercialization Working Group Member, Government of Canada's Advisory Council on Artificial Intelligence (AI)
2017 – 2019	Research Advisory Group Member, The Internet Association, Washington DC
2017 – 2018	Rotman Strategic Management Seminar Co-Organizer
2013 – 2015, 2020	CCC Doctoral Student Consortium (Faculty Participant)
2012 – 2014	Industry Studies Association Early Career Development Committee

## Member

Academy of Management  
DRUID  
INFORMS  
Society for Institutional and Organizational Economics (SIOE)  
Strategic Management Society

## EDUCATIONAL ACTIVITIES

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### Courses Taught

Analytics in Management, Strategic Management Module, Masters of Management Analytics (MMA), Rotman School of Management

Data Analytics and Strategic Decision-Making, Global Executive MBA in Health & Life Sciences, Rotman School of Management

Management of International Business Capstone Course, UTSC

Competitive Advantage, UTSC

Corporate Strategy, UTSC

International Corporate Strategy, UTSC

Senior Seminar in Strategy, UTSC

PhD Reading course in Organizations, Innovation, and Adoption, Rotman School of Management

Management of International Business capstone seminar, UTSC

Corporate Governance, (co-taught with Accounting), UTSC

MBA core class in Technology and Operations Management, HBS

### Post-Doctoral Mentoring (affiliation at the time, first job)

2018 – 2019	Daniela Scur (MIT IDE, Cornell University)
2014 – 2017	Wang Jin (MIT IDE, promoted to Research Associate at IDE)

2015 – 2017 Erina Ytsma (MIT IDE, Carnegie Mellon)

**Doctoral Advising** (PhD program, year of graduation, first job)

Yanuo Zhou (Rotman School of Management, current student)

Patrick Rooney (Rotman School of Management, 2022, Federal Reserve Bank of Cleveland)

Frank Nagle (HBS, 2015, University of Southern California)

Venkat Kuppuswamy (HBS, 2011, University of North Carolina)

**NON-ACADEMIC EMPLOYMENT**

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2000 – 2002 Exemplary Software      Cupertino, CA  
*Marketing Manager, Sr. Product Marketing Analyst, and Quality Assurance Lead*

Early-stage startup focused on web-based supply chain management software solutions. Assisted in business plan development, pitching to investors, development of initial marketing collateral, and early product strategy. Built the first QA team and testing protocols.

1994 – 1998 Risk Management Solutions, Inc.      Menlo Park, CA  
*Senior Analyst, Analyst, and Quality Assurance Engineer*

Now a leading provider of software and services for managing insurance portfolio risk from natural disasters. Joined when the firm was an early-stage startup. Used early versions of the product on behalf of insurance and re-insurance clients to analyze large portfolios, helped in specification development, tested later versions of the software.

**PERSONAL**

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Citizenship: United States

Permanent Residency: Canada

Married; 2 children