

KRISTINA STEFFENSON MCELHERAN

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ACADEMIC POSITIONS HELD

2014-present	University of Toronto Assistant Professor, Strategic Management University of Toronto Scarborough (UTSC) & Rotman School of Management (Bereavement extensions 2017 & 2018, 3 COVID-19-based 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

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

EDUCATION

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

RESEARCH INTERESTS

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

REFEREED PUBLICATIONS

*Jin, Wang and Kristina McElheran, "[Economies before Scale: Learning, Survival, and Performance of Young Plants in the Age of Cloud Computing](#)." *Management Science*, forthcoming.

- Honorable Mention, Best Paper Award, SMS Annual Meeting, Minneapolis, 2019
- Nominated for Best Paper, Strategic Management Society Special Conference, Oslo, 2018

McElheran, Kristina (r) J. Frank Li (r) Erik Brynjolfsson (r) Zachary Kroff (r) Emin Dinlersoz (r) Lucia Foster (r) Nikolas Zolas, "[AI Adoption in America: Who, What, and Where.](#)" *Journal of Economics and Management Strategy*, Open Access Online January 24, 2024.

- [Working Paper w31788](#), National Bureau of Economic Research

*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 62nd 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.**

INVITED CONFERENCE PROCEEDINGS & BOOK CHAPTERS*

*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

*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. 2nd round Revise and Resubmit at *Management Science*.

*Brynjolfsson, Erik, Wang Jin, and Kristina McElheran, "Management for the Analytics Age."

- Nominated for Conference Best Paper Award, SMS 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](#)."

OTHER PUBLICATIONS

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

"[How Does A.I. Factor into Growing Canada's Economy?](#)" *The Hill*, March 30, 2022

* Authors listed alphabetically

“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

“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

“[There’s a Gap between AI Talk and Businesses Actually Using It](#)” by Jasmine Cui, *NBC News*, December 3, 2023

“[‘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 17th, 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

2022	SSHRC Insight Development Grant
2021	Strategic Management Society Annual Meeting, Toronto (virtual) <ul style="list-style-type: none"> • Best Paper Award, Knowledge and Innovation Management IG • Best Rigor in Research Award, Competitive Strategy IG
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

Invited Research Presentations

2023

Strategic Management Society Annual Conference, Toronto, October 2nd
 Academy of Management Annual Conference, Boston, August 7th
 Organizational Economics Summer Symposium, Ohlstadt Germany, July 13th
 LMU Information, Technology, Strategy, and Organization (ITSO) Seminar; Munich, July 4th
 Wharton/Columbia Conference on Management, Analytics, and Data, New York, May 20th
 Wharton Technology Conference, Philadelphia, April 21st- 22nd
 Georgetown University Strategy Seminar, Washington DC, April 20th
 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 15th
 Strategic Management Society Annual Conference, London, September 16-20th
 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*[†]

Conference on Information Systems and Technology (CIST), *virtual*[†]

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[‡]

2019

Workshop on Information Systems and Economics (WISE), *virtual*[§]

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”

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

[†] Paper presented by co-author Wang Jin

[‡] Paper presented by co-author Nikolas Zolas

[§] Paper presented by co-author Wang Jin

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, Queens 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**
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

- 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

** Paper presented by co-author Wang Jin

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
12th 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
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 School of Business; HEC Montréal École de Gestion; Center for Economic Studies, U.S. Census Bureau

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,” Rotman School of Management, “Four Short Talks on ‘You 2.0’ – Taking Yourself to the Next Level,” September 26, 2018. ([Video](#))
- “Digitization and the Future of Work,” Meridian Compensation Partners Annual Meeting, **Keynote address**
- 2017 “Data in Action: Big Data, Small Data, & Data-Driven Decision Making in Firms,” Conference on Digitalization and the Economy, Bank of Canada
- “Data in Action: Big Data, Small Data, & Data-Driven Decision Making in Firms,” Evidence-Based Leadership Conference, Edwards School of Management, University of Saskatchewan, SK, **Keynote address**
- “Data in Action: Big Data, Small Data, & Data-Driven Decision Making in Firms,” Canada Pension Plan Investment Board (CPPIB)
- 2016 “Data in Action: Big Data, Small Data, & Data-Driven Decision Making in Firms,” Rotman Reunite, Rotman School of Management, Toronto, ON
- “Digitization and the Future of Work,” UTSC Alumni Association, Telus Center, Toronto, ON, **Keynote address**

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

2018-2023 "The Impact of Cloud Computing and Machine Learning on Entrepreneurship and Small Firm Performance," Kauffman Knowledge Challenge Grant Project, joint with Erik Brynjolfsson

2018-2023 "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.

2018-2023 "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 – 2023 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

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

2000-2002	Exemplary Software Cupertino, CA <i>Marketing Manager, Sr. Product Marketing Analyst, and Quality Assurance Lead</i> 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 <i>Senior Analyst, Analyst, and Quality Assurance Engineer</i> 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

Citizenship: United States

Permanent Residency: Canada

Married; 2 children