Faculty Booklet
2020-2021
Edited in January 2021
INSEAD Faculty Areas

Accounting & Control
At Large
Decision Sciences
Economics and Political Science
Entrepreneurship and Family Enterprise
Finance
Marketing
Organisational Behaviour
Strategy
Technology and Operations Management
Accounting & Control
ACCOUNTING AND CONTROL

HAMI AMIRASLANI
Assistant Professor of Accounting and Control

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CAMPUS: Singapore

BIOGRAPHY

Hami Amiraslani is an Assistant Professor of Accounting and Control at INSEAD. He teaches the Managerial Accounting core course on the INSEAD MBA program. His current research concentrates on the channels through which corporate governance reforms, capital market regulation, and corporate law affect financial contracting and accounting choice. He holds a PhD in Accounting and an MSc in Accounting and Finance, both from the London School of Economics, and an MRes in Finance and Accounting from Cass Business School, City University London. Prior to academia, he worked as an investment banking consultant in the area of syndicated loans and project finance.

RESEARCH AREAS
Capital Market Regulation, Corporate Governance, Corporate Law, Credit and Derivative Markets, Financial Contracting, Financial Reporting and Disclosure

TEACHING AREAS
Financial Accounting, Managerial Accounting
BIOGRAPHY

Daniel Bens is a Professor of Accounting and Control at INSEAD, which he joined in August 2012. He has served as Area Chair for the department since 2015. He was a member of the University of Arizona faculty from 2005 to 2012, serving as Associate Dean of MBA programs for the last three years. Daniel was on faculty at the University of Chicago Booth School of Business from 1999 to 2005.

Daniel received his PhD in Accounting from the Wharton School at the University of Pennsylvania, his MBA in Finance from Indiana University, and his Bachelor of Science in Accounting from Penn State University. He was a licensed Certified Public Accountant (CPA) in Pennsylvania, working for Price Waterhouse and then Westinghouse prior to attending graduate school.

His research focuses on the determinants and effects of discretionary disclosure in financial reports. That is, why do some firms just disclose the minimum of information as required by securities laws while others voluntarily exceed that benchmark considerably? Further, are there tangible financial effects from these decisions? He also examines real economic effects that firms may experience when they make seemingly cosmetic accounting choices. For example, he has studied how firms alter their share repurchase strategies to improve earnings per share (EPS) performance, while at the same time cutting long-term investments to finance the strategy.

Daniel has taught in full-time and Executive MBA programmes, as well as non-degree executive education. He received the INSEAD Dean’s Commendation for Excellence in MBA Teaching in 2013-2015 and has been twice nominated by INSEAD MBA students as Best Core Course Professor. His research has been cited or he has been quoted in Fortune, Business Week, and various US newspapers via the Associated Press and Reuters news services. His research has appeared in the leading academic journals including The Accounting Review, Contemporary Accounting Research, Journal of Accounting, Auditing & Finance, Journal of Accounting and Economics, and Journal of Accounting Research.

In his spare time, Daniel enjoys traveling with his wife and two young children.

PUBLICATIONS

- Disclosure Quality and the Excess Value of Diversification
- Discretionary Disclosure in Financial Reporting: An Examination Comparing Internal Firm Data to Externally Reported Segment Data
- The Information Content of Goodwill Impairments and SFAS 142
- The Determinants of the Amount of Information Disclosed about Corporate Restructurings
- Discussion of Accounting Discretion in Fair Value Estimates: An Examination of SFAS 142 Goodwill Impairments
- Employee Stock Options, EPS Dilution and Stock Repurchases
- Real Investment Implications of Employee Stock Option Exercises
- Accounting Discretion: Use or Abuse? An Analysis of Restructuring Charges Surrounding Regulator Action

RESEARCH AREAS


TEACHING AREAS

Principles of Financial Accounting for MBAs, Advanced Financial Accounting topics for MBAs including Mergers & Acquisitions, Revenue Recognition, Off-Balance Sheet Entities, Derivatives, Accounting Research Methods for PhDs
Oliver is an Assistant Professor of Accounting and Control at INSEAD. He received his PhD in Business Administration from Duke University. Prior to academia, he worked for Deutsche Bank’s Asset and Wealth Management division.

Oliver’s research interests lie at the intersection of equity valuation and macroeconomics. Some of his recent projects explore how macroeconomic developments affect managers’ and consumers’ decision making, and the resulting consequences for firms’ profits.

Oliver teaches Financial Accounting in the MBA program.
Gavin Cassar is a Professor of Accounting and Control at INSEAD. Before joining INSEAD he was a member of The Wharton School, University of Pennsylvania faculty. Gavin received his PhD in Business Administration from the University of California at Berkeley and his Bachelor of Commerce (with First Class Honours) from the University of Newcastle, Australia.

Professor Cassar's research is centered on the role of information, especially financial, in settings of high uncertainty and opacity. In particular, he explores how entrepreneurs and hedge fund managers use information for their decision making needs and contracting with investors. His research has been published in top-tier accounting, finance, management, and entrepreneurship academic journals including The Accounting Review, Journal of Accounting & Economics, Review of Financial Studies, Strategic Management Journal and Journal of Business Venturing. He has served as editor of the Journal of Business Venturing and Management Science and on the editorial boards of Entrepreneurship Theory and Practice, Journal of Small Business Management and Journal of Management Accounting Research.

Professor Cassar teaches management accounting and corporate governance concepts across several programmes and is the recipient of teaching awards including The David W. Hauck Award for Outstanding Teaching, which is the most prestigious teaching award at Wharton and INSEAD’s Deans’ Commendation for Excellence in MBA Teaching on several occasions.

PUBLICATIONS

- Hedge Fund Voluntary Disclosure
- Do Risk Management Practices Work? Evidence from Hedge Funds
- Alternative Information Sources and Information Asymmetry Reduction: Evidence from Small Business Debt
- Industry and Startup Experience on Entrepreneur Forecast Performance in New Firms
- Hedge Funds: Pricing Controls and the Smoothing of Self-reported Returns
- Discussion of The Value of Financial Statement Verification in Debt Financing: Evidence from Private U.S. Firms
- Determinants of Hedge Fund Internal Controls and Fees
- Are Individuals Entering Self-employment overly Optimistic? An Empirical Test of Plans and Projections on Nascent Entrepreneur Expectations
- Initial Retention of External Accountants in Start-up Ventures
- Does Self-Efficacy Affect Entrepreneurial Investment?
- An Investigation of Hindsight Bias in Nascent Venture Activity
- Financial Statement and Projection Preparation in Start-up Ventures
- Budgets, Internal Reports, and Manager Forecast Accuracy
- Forecast Rationality in Small Firms
- Money, Money, Money? A Longitudinal Investigation of Entrepreneur Career Reasons, Growth Preferences, and Achieved Growth
- Entrepreneur Opportunity Costs and Intended Venture Growth
- A 10-Year Longitudinal Investigation of Strategy, Systems, and Environment on Innovation in Family Firms
- Longitudinal Analysis of Relationships between Planning and Performance in Small Firms
- The Financing of Business Start-ups
- Capital Structure and Financing of SMEs: Australian Evidence
- Planning Behavior Variables in Small Firms
- Self-serving Behaviour and the Voluntary Disclosure of Capital Market Performance

RESEARCH AREAS

Forecasting and Business Planning, Risk Management and Internal Controls, Performance Measurement and Incentives, Corporate Governance

TEACHING AREAS

Corporate Governance, Managerial Accounting, Financial Acumen, Strategic Decision Making, Performance Measurement and Evaluation, Management Control
**BIOGRAPHY**

Peter Joos is an Associate Professor of Accounting and Control at INSEAD. Prior to (re-)joining INSEAD in 2014, Peter served on the faculty of Baruch College, MIT Sloan School of Management, Chicago Booth School of Business and INSEAD.

Peter holds a PhD in Business and an MSc in Statistics from Stanford University. Peter’s research focuses on the capital market effects of accounting information. He has studied how capital markets use financial statement information prepared under different accounting regimes, how investors interpret accounting estimates related to deferred taxes and R&D, and how investors value firms that report losses. His recent research explores the properties of analyst forecasts, and in particular, how analysts assess and model fundamental firm risk. His research has been published in top-tier accounting and finance academic journals including *The Accounting Review*, *Journal of Accounting Research*, *Journal of Financial Economics*, *Management Science*, and *Contemporary Accounting Research*.

In 2006 Peter joined Morgan Stanley in Hong Kong to head the valuation and accounting team in the Asia-Pacific Equity Research Department. In 2011, he relocated to London to become Global Head of Valuation and Accounting in the Equity Research Department. During his tenure at Morgan Stanley, Peter was part of the Global Equity Research management team and served on regional Stock Selection Committees. Further, as principal SME, he designed a fundamental forecasting/valuation framework and managed its implementation into the proprietary Morgan Stanley equity research platform. In his client-facing capacity, he designed and implemented an earnings quality scoring methodology for global firms for a target clientele of PMs, CIOs, Heads of Research. He also led a team that carried out bespoke fundamental and accounting analysis to guide client investment strategies and provided advice on valuation matters and valuation implications of accounting standard implementation (e.g., IFRS Standards).

Peter was an elected member (2012-2019) and co-chair (2015-2017) of the Capital Markets Advisory Committee (CMAC) that advises the International Accounting Standards Board (IASB) on the practical implications for users of financial statements of its intended standard proposals.

Peter teaches financial accounting and valuation. He has been nominated for teaching awards at MIT’s Sloan School of Management and INSEAD and he has been the recipient of the Outstanding Teacher Award for Core Courses at INSEAD.

**PUBLICATIONS**

- The Best of All Possible Worlds: Unraveling Target Price Optimism Using Analysts’ Scenario-Based Valuations
- Valuing Loss Firms
- Do Voting Rights Matter? Evidence From the Adoption of Equity-Based Compensation Plans
- The Effects of Accounting Diversity: Evidence from the European Union
- Unrecognized Deferred Taxes: Evidence from the U.K.
- Discussion of How Representative Are Firms That Are Cross-Listed in the United States? An Analysis of Accounting Quality
- Discussion of The Economic Consequences of Increased Disclosure

**RESEARCH AREAS**

- Capital Markets
- Fundamental Firm Valuation
- Financial Analyst Behaviour
- Forecasting

**TEACHING AREAS**

- Financial Accounting
- Financial Statement Analysis
- Valuation
Sharon P. Katz is an Associate Professor of Accounting and Control at INSEAD. Prior to joining the faculty at INSEAD in 2018, he was a member of the faculty at Columbia Business School from 2010 to 2018, and at Harvard Business School from 2006 to 2010.

Professor Katz received his Ph.D. in Business Administration, with distinction, from Columbia Business School. He also earned an MBA from UCLA, which he completed with honors, and a B.A. in Economics and an LL.B. in Law (dual degree) from Tel Aviv University, completing both Magna Cum Laude. Following his MBA, Professor Katz worked for the Investment Banking Division of Citigroup, specializing in Mergers and Acquisitions. He also worked as a corporate lawyer and served in the Israeli Air Force.

Professor Katz’s research interests focus primarily on equity valuation, debt contracting, tax avoidance, and earnings quality, with particular attention to private equity ownership. His research has been published in leading academic journals including the Journal of Accounting and Economics, the Journal of Accounting Research, the Journal of Law and Economics, Management Science, Review of Accounting Studies, and The Accounting Review. Professor Katz has received multiple awards for his research, including the American Accounting Association (AAA) Competitive Manuscript Award, the AAA Financial Accounting and Reporting Section Best Dissertation Award, and the Best Paper in Private Equity from the Financial Economics and Accounting Conference. He is a member of the AAA and currently serves on the editorial board of The Accounting Review and the Journal of Accounting, Auditing & Finance.

Professor Katz teaches Financial Accounting, Managerial Accounting, and Financial Statement Analysis & Valuation to both MBA and executive education students. Professor Katz is a recipient of the Columbia Business School Dean’s Award for Teaching Excellence, the Singhvi Prize for Scholarship in the Classroom, awarded by the graduating students - the most prestigious teaching award at Columbia Business School, and the INSEAD Deans’ Commendation for Excellence in MBA Teaching.

**PUBLICATIONS**
- State Contract Law and the Use of Accounting Information in Debt Contracts
- Conforming Tax Avoidance and Capital Market Pressure
- Do Debt Covenants Constrain Leverage Prior to Violation? Evidence from SFAS 160
- Private Ownership and the Cost of Public Debt: Evidence from the Bond Market
- The Changing Relevance of Accounting Information to Debt Holders over Time
- State Contract Law and Debt Contracts
- Public Equity and Audit Pricing in the U.S
- The Separation of Ownership and Control and Corporate Tax Avoidance
- Does Public Ownership of Equity Improve Earnings Quality
- Earnings Quality and Ownership Structure: The Role of Private Equity Sponsors

**RESEARCH AREAS**
- Equity Valuation, Debt Contracting, Tax Avoidance, Earnings Quality, Private Equity Ownership

**TEACHING AREAS**
- Financial Accounting, Managerial Accounting, Financial Statement Analysis & Valuation
**BIOGRAPHY**

Thomas Keusch is an Assistant Professor of Accounting and Control at INSEAD. Prior to joining INSEAD, he was on the faculty of Erasmus University Rotterdam. He obtained his PhD at Maastricht University.

Thomas teaches Managerial Accounting core course in the INSEAD MBA programme with an emphasis on managerial decision making, performance measurement, and incentive provision and distortion. His research interests include corporate governance, shareholder activism, and risk management.

His research has been published in The Accounting Review, the Journal of Financial Economics, and the European Accounting Review.

**RESEARCH AREAS**

Corporate Governance, Shareholder Activism, Risk Management

**TEACHING AREAS**

Management Accounting with emphasis on (1) managerial decision making, (2) performance measurement, and (3) incentive provision and distortion
BIOGRAPHY

Deigan Morris is the Emeritus Professor of Accounting and Control. He holds a BA in Economics from the Nottingham University and a PhD from the University of Warwick. Before joining the faculty at INSEAD, he spent seven years in the central control function of Massey Ferguson UK.

At INSEAD, his main activities focus on teaching and research of management accounting and control. The majority of his teaching is currently devoted to the development of costing methodologies and concepts for identifying sources of sustainable competitive advantage. His research focuses on the optimisation of supply chains and the accounting information this requires. There is much anecdotal evidence that supply chains in general, and sourcing decisions in particular, use the wrong data.

He has published in leading academic journals, written articles for the financial press, and consults for major international corporations.

PUBLICATIONS

- A European Approach to Strategic Alliances
- REIST Study on Inter-Enterprise Cooperation
- Organic Decision and Communication Processes and Management Accounting Systems in Entrepreneurial and Conservative Business Organizations
- p-Dominance and Belief Potential
- The Effect of Cognitive Style and Sponsorship Bias on the Treatment of Opportunity Costs in Resource Allocation Decisions
- Greenwich Bank International (France) Limited
- Accounting Data for Value Chain Analysis
- The Emerging Patterns in Japanese-American Collaborative Agreements

RESEARCH AREAS

Use of Accounting Information by Managers to Measure Wealth Creation, to Evaluate Performance and to Make Decisions, Encompassing the Diagnosis and Design of Systems as well as the Interpretation and Use of Information, Issues of Generic Defects in Activity-Based Approaches and in Related Techniques, Database Tracking Incidence and Characteristics of Interfirm Cooperation since 1974 to Date

TEACHING AREAS

Financial and Managerial Accounting, Strategic Cost Management, Performance Measurement
**ACCOUNTING AND CONTROL**

**SHIWON SONG**
Assistant Professor of Accounting and Control

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**BIOGRAPHY**

Shiwon Song is an Assistant Professor of Accounting and Control at INSEAD. Her research interests include strategic disclosures, qualitative accounting information, and the informational impact of accounting on capital markets and product markets.

Professor Song holds Certified Public Accountant licenses in South Korea and in United States. Prior to joining INSEAD, she obtained her PhD at the USC Leventhal School of Accounting, after studying at the London School of Economics and working as an auditor at PricewaterhouseCoopers.

**RESEARCH AREAS**

Strategic Disclosures, the Interaction between Quantitative and Qualitative Information, Accounting and Auditing Quality, the Impact of Accounting Information on Capital Markets and Product Markets, Accounting Standards and Regulation

**TEACHING AREAS**

Financial Accounting
BIOGRAPHY

S. David Young is Professor of Accounting & Control at INSEAD, where he has been since 1989. He holds a PhD from the University of Virginia and is both a Certified Public Accountant (USA) and a Chartered Financial Analyst. His primary areas of expertise are corporate financial reporting and value based management, with works published in a wide variety of academic and professional journals, including Harvard Business Review, Journal of Investing and the Journal of Applied Corporate Finance.


Professor Young is also the recipient of several Outstanding Teaching Awards from the INSEAD MBA program, and the Distinguished Alumni Scholar Award from his undergraduate alma mater, The George Washington University. He has consulted extensively for companies in Europe, the U.S. and Asia, mainly on issues related to value based management and financial analysis.

PUBLICATIONS

- Corporate Financial Reporting and Analysis: A Global Perspective
- The Perils of KPI-Driven Management
- The Pitfalls of Non-GAAP Metrics
- Banks Are Still Thinking Short-Term
- The Evolution of Executive Pay Policy at General Motors, 1918–2008
- Where Financial Reporting Still Falls Short
- The Hazards of Growth
- Managing for Value 2.0
- The Blue Line Imperative: What Managing for Value Really Means
- Corporate Financial Reporting and Analysis: A Global Perspective
- Financial Reporting and Analysis: A Global Perspective
- Using the Capital Asset Pricing Model and Arbitrage Pricing Theory in Capital Budgeting
- What Investors Need to Know About Executive Pay
- Six Factors that Explain Executive Pay (and its Problems)
- Creating Value with EVA
- Need Cash? Look Inside your Company
- Capital Efficiency Measures: Why they’re Rarely Used in Incentive Plans and How to Change that
- Corporate Financial Reporting and Analysis: A Global Perspective
- Why Executive Pay is Failing
- Incentives and Investor Expectations
- Top Management Incentives and Corporate Performance
- Attracting Investors: A Marketing Approach to Finding Funds for Your Business
- Profits You Can Trust: Spotting & Surviving Accounting Landmines
- Tread Lightly Through these Accounting Minefields
- Economic Value Added: The Missing Link
- EVA and Value-Based Management: A Practical Guide to Implementation
- Value-Based Management and Economic Value Added: A Global Perspective

RESEARCH AREAS

Value Based Management, Executive Compensation, Corporate Financial Reporting

TEACHING AREAS

Financial Accounting, Financial Management and Analysis, Value Based Management
At Large
BIOGRAPHY

Professor N. Craig Smith has been on the INSEAD faculty for the past ten years as the INSEAD Chair in Ethics and Social Responsibility at INSEAD in Fontainebleau, France. He is also the Academic Director of the CSR & Ethics Research Group in the INSEAD Social Innovation Centre. He was previously on the faculties of London Business School, Georgetown University, and Harvard Business School.

Smith directs the INSEAD Healthcare Compliance Implementation Leadership Programme.

Smith's research is at the intersection of business and society, encompassing business/marketing ethics, corporate social responsibility, and sustainability strategies. His current projects include research that examines different conceptions of the purpose of the firm; whether (and which) employees will sacrifice pay to work for more socially responsible firms; stakeholder judgments of value; and strategic drivers of corporate social responsibility/sustainability, including sustainable consumption. He is also conducting research as part of an EU-funded Horizons 2020 project on social innovation strategies to promote sustainability through community adoption of biogas.


PUBLICATIONS

- Beyond the Win-Win: Creating Shared Value Requires Ethical Frameworks
- Stakeholder Judgments of Value
- Shareholder Primacy, Corporate Social Responsibility, and the Role of Business Schools
- Shareholder vs. Stakeholders: How Liberal and Libertarian Political Philosophy Frames the Basic Debate in Business Ethics
- Choice without Awareness: Ethical and Policy Implications of Defaults
- How Gap Inc. Engaged With its Stakeholders
- Marketing's Consequences: Stakeholder Marketing and Supply Chain Corporate Social Responsibility Issues
- The New Marketing Myopia
- Social Contract Theory and the Ethics of Deception in Consumer Research
- Why Managers Fail to Do the Right Thing: An Empirical Study of Unethical and Illegal Conduct
- The Moral Responsibility of Firms
- Managing Sustainable Business: An Executive Education Case and Textbook
- Marketing Ethics
- Global Challenges in Responsible Business
- Mainstreaming Corporate Responsibility

RESEARCH AREAS

Corporate Social Responsibility/Sustainability, Business/Marketing Ethics, Consumer Boycotts, Sustainable Consumption, Deception in Marketing, Stakeholder Theory, Stakeholder Engagement

TEACHING AREAS

Business Ethics, Strategic Corporate Social Responsibility/Sustainability, Social Innovation

CASE WEBSITES

- The Man in the Mirror (A & B)
- INEOS ChlorVinyls
- WebTeb (A): A Very Palestinian Dilemma
Decision Sciences
Boris Babic is an Assistant Professor of Decision Sciences at INSEAD. His research is predominantly in (1) Bayesian inference/epistemology and decision making, and (2) the normative/ethical dimensions arising in the implementation of artificial intelligence and machine learning. His current work examines the role of risk in statistical inference, the regulatory architecture for medical machine learning systems, and the adoption of AI/ML technology in large organizations.

Before joining INSEAD, Boris was a postdoctoral scholar at the California Institute of Technology. He received a PhD and MS from the University of Michigan (Ann Arbor), a JD (cum laude) from Harvard Law School, and a BA from York University.

Previously, he was a trial lawyer at Quinn Emanuel Urquhart & Sullivan in Los Angeles, where he represented Samsung, Google, Mattel, and several large entertainment studios. He also represented multiple institutional investors in complex securities litigation arising out of the 2008 financial crisis.

**RESEARCH AREAS**
Inference and Choice under Risk and Uncertainty, Ethics of Artificial Intelligence and Machine Learning, Ethics of Stereotypes

**TEACHING AREAS**
Management Decision Making (MBA), Bayesian Statistics (PhD)
**BIOGRAPHY**

Neil Bearden is an Associate Professor of Decision Sciences at INSEAD. He holds a PhD in Cognitive Psychology from The University of North Carolina at Chapel Hill.

He teaches courses on decision making, storytelling, and ethics. He himself is the subject of his current experiments. The main research question is "How can we improve our daily practices in order to increase our performance and live excellent human lives?"

Neil Bearden is co-directing the INSEAD Leadership Programme for Senior Executives - India.

**PUBLICATIONS**

- Contrasting Stochastic and Support Theory Accounts of Subadditivity
- Multi-attribute Sequential Search
- On the Multi-attribute Stopping Problem with General Value Functions
- Ultimatum Deadlines
- On Optimal Satisficing: How Simple Policies Achieve Excellent Results
- Decision Biases in Revenue Management: Some Behavioural Evidence
- Ultimatum Deadlines
- A Stochastic Model of Subadditivity
- Sequential Observation and Selection with Rank-dependent Payoffs: An Experimental Test
- Experimental Studies of Sequential Selection and Assignment with Relative Ranks
- Sequential Search with Multi-attribute Options
- The Interplay of memory and Judgement processes in Effects of Aging on Hindsight Bias
- A New Secretary Problem with Rank-based Selection and Cardinal Payoffs
- A Multi-attribute extension of the Secretary Problem: Theory and Experiments
- MINERVA-DM and Subadditive Frequency Judgements
- On Generalized Secretary Problems
- Operations Research in Experimental Psychology
- Strategic Behavior in Monkeys

**RESEARCH AREAS**

Psychology

**TEACHING AREAS**

Management Decision Making (MBA, EMBA), Uncertainty Data and Judgment (MBA), Experimental Design (PhD), Behavioral Decision Making (PhD), Experimental Economics (PhD), The Psychology of Decision Making (Executive Education)
Enrico Diecidue is a Professor of Decision Sciences at INSEAD. In 1996 he obtained his degree in Economics, with a specialisation in Mathematical Economics, from Bocconi University, Italy. He then joined the CentER (Center for Economic Research), Tilburg University, the Netherlands, where he received his PhD in 2001.

Since 2001 he has been a resident faculty member at INSEAD, first in Singapore and then in France. In 2008-2009 he served as a Visiting Professor at Wharton School of the University of Pennsylvania, and in 2010-2011 he took a sabbatical at the Erasmus School of Economics, the Netherlands. His research focuses on decision making under uncertainty. He is interested in the role of regret, aspiration levels, and time in individual decisions. His current research is also addressing the role of groups in complex decisions. Enrico’s research has appeared in leading journals including *Decision Analysis*, *International Economic Review*, *Journal of Economic Theory*, *Journal of Mathematical Psychology*, *Journal of Risk and Uncertainty*, *Management Science*, *Mathematical Social Sciences*, *Theory and Decision*. He serves on the Editorial Board of *Journal of Risk and Uncertainty* and is an Associate Editor for *Decision Analysis* and for *Management Science*.

He teaches Uncertainty, Data & Judgment (MBA and Global Executive MBA programmes), Management Decision Making (MBA programme), Modules in Decision Making (Executive Education programme) and Decision Sciences (PhD programme). He has won teaching awards at INSEAD and Wharton.

Enrico Diecidue is directing the International Directors Programme.
Theos Evgeniou is a Professor of Decision Sciences and Technology Management at INSEAD, and was Academic Director of INSEAD eLab, a research and analytics center at INSEAD that focused on data analytics for business.

Professor Evgeniou has received four degrees from MIT, two BSc degrees simultaneously, one in Computer Science and one in Mathematics, as well as a Master and a PhD degrees in Computer Science. He graduated first in the MIT class of 1995 dual degrees in Mathematics, won medals in international mathematical Olympiads, and European awards for business case studies.

Professor Evgeniou has authored more than 30 academic and business articles which have been cited by more than 5000 other publications. At INSEAD, Theos has been focusing on data analytics (and “Big Data”) applied to a range of areas from customer insights and marketing to finance. He has been developing and teaching courses on Data Analytics, Statistics and Decision Making. Professor Evgeniou gives talks and consults for a number of organisations in his areas of expertise.

His recent focus is on statistical arbitrage in finance. He has been involved in developing hedge fund strategies with more than $100 million invested.

He recently developed a novel Data Analytics for Business course for MBA and Executive Education participants, which is based on cloud technologies and state of the art open source analytics tools.

**PUBLICATIONS**

- A Better Way to Onboard AI
- The European Artificial Intelligence Strategy: Implications and Challenges for Digital Health
- The Need for a System View to Regulate Artificial Intelligence/Machine Learning-Based Software as Medical Device (53)
- Algorithms on Regulatory Lockdown in Medicine
- Preferred Networks: A Deep Learning Startup Powers the Internet of Things
- Volatility and the Buyback Anomaly
- Reproducible Evaluation of Classification Methods in Alzheimer's Disease: Framework and Application to MRI and PET Data
- Share Buybacks and Gender Diversity
- Competitive Dynamics in Forecasting: The Interaction of Skill and Uncertainty
- Hunt: Liquid Risks
- Dynamic Experiments for Estimating Preferences: An Adaptive Method of Eliciting Time and Risk Parameters
- Content Contributor Management and Network Effects in a UGC Environment
- Disjunctions of Conjunctions, Cognitive Simplicity, and Consideration Sets
- Catwalk: Simulation Based Re-Insurance Risk Modelling
- Low Rank Matrix Factorization with Attributes
- Implementation of Collaborative e-Supply Chain Initiatives: An Initial Challenging and Final Success Case from Grocery Retailing
- A New Approach to Collaborative Filtering: Operator Estimation with Spectral Regularization
- Beyond Conjoint Analysis: Advances in Preference Measurement
- Convex Multi-Task Feature Learning
- Eliciting Consumer Preferences Using Robust Adaptive Choice Questionnaires
- Optimization-Based and Machine-Learning Methods for Conjoint Analysis: Estimation and Question Design
- A Convex Optimization Approach to Modeling Consumer Heterogeneity in Conjoint Estimation
- Internet Enabled Collaborative Store Ordering: Veropoulos Spar Retailer (B)
- Generalized Robust Conjoint Estimation
- Barriers to Information Management
- Learning Multiple Tasks with Kernel Methods
- Internet Enabled Collaborative Store Ordering: Veropoulos Spar Retailer (A)
- Stability of Randomized Learning Algorithms
- To Combine or Not to Combine: Selecting among Forecasts and their Combinations
<table>
<thead>
<tr>
<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
</tr>
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<tbody>
<tr>
<td>Decision Processes, Business Intelligence and Data Mining, Data Analytics in</td>
<td>Uncertainty, Data, and Judgement, Models for Strategic Planning, Information</td>
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<tr>
<td>Marketing and Finance, Information Technology in Organisations</td>
<td>Technology and Organisations, Data Analytics for Managers</td>
</tr>
<tr>
<td>INDUSTRY SECTORS</td>
<td>ACADEMIC SECONDARY AREA</td>
</tr>
<tr>
<td>Banking and Insurance, Information Technology, Pharmaceuticals and Health,</td>
<td>Technology and Operations Management</td>
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<td>Telecommunication Services</td>
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Horacio Falcão is a Senior Affiliate Professor of Decision Sciences at INSEAD, where he teaches and researches on Negotiation Sciences, while also directing the INSEAD executive education Negotiation Dynamics programme. He is the creator of the Value Negotiation system: a strategic and flexible approach to negotiation designed to maximize rewards at minimum risk in an international and complex world. He is also the founding partner of two companies: Value Negotiation Co. (VN), an advisory company to support organizations in their complex negotiations; and VN Tech, a negotiation-support software company. In 2010, Horacio published his book: Value Negotiation: How to Finally Get the Win-Win Right.

Previously, Horacio worked at Cambridge Negotiation Strategies and CMI International Group (a spin-off from the Harvard Negotiation Project) and, before that, at two prestigious law firms in Brazil. He founded and was the first Vice President of the Harvard Latin America Law Society. He has worked for the International Court of Arbitration in Paris, and as a Harvard-trained mediator, he has mediated cases at the courts of Massachusetts. A lawyer trained in both civil and common law systems, Horacio graduated as an LL.M. from Harvard Law School with a concentration on alternative dispute resolution in 1997. He has an MBA (2002) and an Executive Masters in Organizational Psychology (2010) at INSEAD. In 2019, he earned his Ph.D. at Singapore Management University.


Before INSEAD, Horacio taught negotiation at the Program of Instruction for Lawyers (PIL) at Harvard Law School and mediation at the Fletcher School of Law and Diplomacy, Tufts University and the Harvard Mediation Program. He is an active angel investor and advisor to a variety of start-ups around the world.

He has lived in Brazil, US, France, Singapore, and Switzerland, and worked in projects in over 30 other countries. He was based at INSEAD Singapore for more than 16 years and transferred to the Abu Dhabi campus in mid-2019. Since the beginning of his tenure at INSEAD, Horacio received the following awards:

- Best EMBA Elective Professor in 2005 (INSEAD)
- Best TIEMBA Elective Professor in 2008 (Tsinghua University, Beijing, China).

**PUBLICATIONS**

- Value Negotiation: How to finally get the Win-Win right
- Turning an Elephant into a Cheetah: The Turnaround of Indian Railways
- Closing a Deal: Much More than Just Yes or No!
- Keep your Customers Cool
- Learning to Negotiate with a Female Touch
- The Angry Customer
### RESEARCH AREAS
- Negotiation

### TEACHING AREAS
- Negotiation (MBA, EMBA & Exec Education) – Negotiation Dynamics, Negotiation Leadership, Gender Negotiations, Cross-cultural Negotiations, etc

### CASE WEBSITES
- The Indian Railways 'Cash Cow'
Anil Gaba is a Professor of Decision Sciences and the Orpar Chaired Professor of Risk Management at INSEAD. He is the Academic Director of INSEAD Centre for Decision Making and Risk Analysis. He served as Dean of Faculty in 2006-2009, and as Dean of Faculty and Research, Asia Campus, in 2002-2006.

Anil received his PhD in Decision Sciences from Duke University in the United States.

His research focuses on the area of assessment and use of subjective information, and analysis of decisions under risk and uncertainty. His research has appeared in several academic journals such as Management Science, Operations Research, Marketing Science, and Journal of Risk and Uncertainty. He is a co-author of a book Dance with Chance: Making Luck Work For You(with S. Makridakis and R. Hogarth).

He teaches courses on Uncertainty, Data, and Judgment (MBA), Probability and Statistics (PhD), and Bayesian Analysis (PhD). In addition, he teaches modules on Judgments and Decision Making and Risk Management in several Executive Education programmes all over the world including Europe, United States, China, Singapore, India, and the Middle East. He has won the INSEAD Outstanding Teacher Award for the MBA Core Course (Uncertainty, Data, and Judgment) ten times.

He is a regular consultant and a keynote speaker at various multinationals in areas of judgments and decision making and risk management.

Anil Gaba is co-directing the International Directors Programme.

### PUBLICATIONS

- Modifying Variability and Correlations in Winner-Take-All Contests
- Modifying Variability and Correlations in Winner-Take-All Contests
- Optimal Dynamic Strategies in Multiround Contests
- Strategic Choice of Variability in Multiround Contests and Contests with Handicaps
- Modifying Variability and Correlation in Winner-Take-All Contests
- Modifying Variability and Correlation in Contests
- Risk Behavior in Response to Quotas and Contests

### RESEARCH AREAS

- Incentive Schemes, Contests and Tournaments, Risk Analysis,
- Bayesian Statistics, Decision Analysis, Decision Making

### TEACHING AREAS

- Judgement and Choice (Executive Education), Bayesian Analysis, Probability and Statistics (PhD), Decision Analysis, Applied Statistics (MBA), Uncertainty, Data and Judgement, Decision Making, Risk Management
Georgina Hall is an Assistant Professor of Decision Sciences at INSEAD. Her research is in optimization, with a focus on convex relaxations of NP-hard problems, particularly those arising in polynomial optimization. Prior to joining INSEAD, Georgina was a Gordon Wu fellow at Princeton University, Department of Operations Research and Financial Engineering. She received her PhD from there in May 2018, under the supervision of Professor Amir Ali Ahmadi. She was also the valedictorian of Ecole Centrale, Paris, where she obtained a B.S. and an M.S., in 2011 and 2013 respectively.

Georgina is the recipient of the Médaille de l'Ecole Centrale from the French Académie des Sciences and the Princeton School of Engineering and Applied Sciences Award for Excellence. Her paper “DC decomposition of nonconvex polynomials using algebraic techniques” is the recent recipient of the 2016 Informs Computing Society Prize for Best Student Paper. She has also been the recipient of a number of teaching awards, including the Princeton University's Engineering Council Teaching Award, the university-wide Excellence in Teaching Award of the Princeton Graduate School, and the 2017 Excellence in Teaching of Operations Research Award of the Institute for Industrial and Systems Engineers.

**RESEARCH AREAS**
- Polynomial Optimization
- (Large-scale) Semidefinite Programming
- Convex Relaxations of NP-hard Problems

**TEACHING AREAS**
- Probability and Statistics (PhD)
BIOGRAPHY

Natalia Karelaia is an Associate Professor of Decision Sciences at INSEAD where she teaches Negotiations and Decision Making. She joined INSEAD in 2008, and was a visiting scholar at Harvard Business School (2016-2017) and the Program on Negotiation at Harvard University (2008).

Professor Karelaia’s research focuses on how people make decisions, how contextual and identity-related factors affect their decisions, and how their decision-making can be improved. She has published research on a variety of specific topics including decision making processes, trust, identity conflict, unethical and prosocial behavior, and behavior in competitions. Her work has appeared in leading academic journals including Organization Science, Psychological Review, Management Science, and Organizational Behavior and Human Decision Processes. Her current research focuses on authenticity, conflicts and influence, gender processes at work, mindfulness, and communication forms in the context of decision making. Her interests also include clinical approaches to individual, group, and organizational diagnosis and coaching.

She is a member of the Academy of Management, the Society for Personality and Social Psychology, and the Society for Judgment and Decision Making, among others.

RESEARCH AREAS

Behavioural Decision Making, Prosocial Behaviour, Unethical Behaviour, Leadership, Self-Identity, Gender, Negotiations

TEACHING AREAS

Management Decision Making (MBA), Negotiation (MBA and Executive Education)
BIOGRAPHY

Marc teaches and coaches senior executives and board directors on high level performance and leadership as well as the exercise of wise power in governance, sustainability, anti-corruption and risk management. Leading companies and academic institutions are using his expertise and innovative pedagogical approaches to inspire leaders, organizations and directors in search of both performance and meaning.

As a decision scientist, Marc's research is focused on the theory of choice; the confluence of rational thinking and ethical values in decision making; and the use of mathematical theories of measurement to articulate the subjectivity of human behaviour.

His work has been published in academic journals such as Psychological Science, The Journal of Mathematical Psychology, Theory and Decision; Discrete Mathematics; The European Journal of Operational Research; The Journal of Economics and Business Organizations; The Journal of Business Ethics; Ecological Economics; Business Ethics: A European Review.

Marc Le Menestrel holds a Ph.D. in Decision Sciences from INSEAD. He has a graduate degree from the Paris Graduate Management School and an undergraduate degree in mathematics and physics from University Paris VI.

Marc is an avid rock climber. As a former professional athlete, he has travelled extensively, opening and repeating some of the most renowned and hardest climbing routes in the world.

PUBLICATIONS

- Beyond Control: Crisis Strategies and Stakeholder Media in the Danone Boycott of 2001
- Who Won the Danone Boycott? (A)
- Who Won the Danone Boycott? (B)
- Who Won the Danone Boycott? (C)
- Ethics Outside, Within, or Beyond OR Models?
- Internet e-Ethics in Confrontation with an Activists' Agenda: Yahoo! on Trial
- The Oil Industry and Climate Change: Strategies and Ethical Dilemma
- Processes and Consequences in Business Ethical Dilemmas: The Oil Industry and Climate Change
BIOGRAPHY

Miguel Sousa Lobo is Associate Professor and Chair of the Decision Sciences area at INSEAD. He holds MS, MA, and PhD degrees from Stanford University, USA, and completed his undergraduate degree at Instituto Superior Técnico, Portugal. After working for two years with startup companies in Silicon Valley, and prior to joining INSEAD, he held academic appointments at Duke University’s Fuqua School of Business and as visiting professor at Columbia University’s Graduate School of Business. As the Director of the INSEAD Middle East Campus from 2013 to 2019 he led the establishment of the new campus at ADGM, Abu Dhabi’s financial centre.

Prof. Lobo’s work has appeared in leading publications such as *Operations Research*, *Journal of Finance*, *Administrative Science Quarterly*, *Management Science*, and *Harvard Business Review*. He has worked on methods for the analysis of social networks, in particular, the role of affect in intra-organisational task networks, as well as sequential decision making, with applications ranging from revenue management and optimal pricing to market microstructure and optimal trade execution.

PUBLICATIONS

- Optimal Portfolio Liquidation with Distress Risk
- Resource and Revenue Management in Nonprofit Operations
- When Competence is Irrelevant: The Role of Interpersonal Affect in Task-Related Ties
- Episodic Liquidity Crises: Cooperative and Predatory Trading
- Portfolio Optimization with Linear and Fixed Transaction Costs
- Competent Jerks, Lovable Fools, and the Formation of Social Networks
- Applications of Second-order Cone Programming

RESEARCH AREAS

Sequential Decision-Making, with applications to Revenue Management, Price Optimisation, Financial Engineering, and Market Microstructure, Models for Social Network Analysis

TEACHING AREAS

Uncertainty Data and Judgement, Models for Strategic Planning
Spyros Makridakis is an Emeritus Professor of Decision Sciences and a Distinguished Research Professor at INSEAD. Following the attainment of a place in the Greek Sailing Team in the Olympics of 1960, he set sail for the New York University where in 1969 he obtained a PhD. Since then, he has advised numerous international organisations and government agencies and consulted worldwide. Professor Makridakis has held teaching and research positions at several European and American institutions and served as a research fellow at IIM Berlin, an ICAME fellow at Stanford University, and a visiting scholar at MIT and Harvard. He joined INSEAD in 1970.

In addition to teaching and consulting expertise, Professor Makridakis has authored, or co-authored, twenty books including Forecasting, Planning and Strategy for the 21st Century (The Free Press), Forecasting: Methods and Applications (Wiley, now in its 3rd Edition), and Forecasting Methods for Management (Wiley) which reached its 5th edition and sold more than 120 thousand copies in twelve languages. He has also published more than 120 articles and book chapters. His paper The Accuracy of Extrapolative (Time Series) Methods: Results of a Forecasting Competition was voted as the best paper published in the field of forecasting during the last 25 years. He was the founding chief editor of the Journal of Forecasting and the International Journal of Forecasting. He has won twice the Best Teacher Award at INSEAD.

Professor Makridakis’ current research interests center around how future technologies, and in particular the Internet, will affect business firms (and societies in general) and what kind of organisations and strategies will be required in order to anticipate and exploit emerging opportunities while steering clear of the dangers associated with such technologies.”

PUBLICATIONS

- Response to the Commentaries on “The M3-Competition: Results, Conclusions and Implications
- The New Economy and the Strategy of Greek Firms
- The M3-Competition: Results, Conclusions and Implications
- Greek Hidden Champions: Lessons from Small, Little Known Firms in Greece
- M3 - Competition
- Judgment: Its Role and Value for Strategy
- The Accuracy of Extrapolative Forecasting Methods: Additional Empirical Evidence
- Generalising about Univariate Forecasting Methods: Further Empirical Evidence

RESEARCH AREAS

Forecasting and the implications when accurate predictions are not possible, The Impact of Future Trends and Changes on Business Firms and their Strategies

TEACHING AREAS

Applied Statistics, Forecasting Business Trends and their Implications

INDUSTRY SECTORS

Information Technology
IOANA POPESCU
Professor of Decision Sciences
Strategy& Chaired Professor of Revenue Management

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CAMPUS: Singapore

BIOGRAPHY
Ioana Popescu is a Professor of Decision Sciences and holds the Strategy& Chair at INSEAD. She has a dual PhD in Operations Research and in Applied Mathematics from MIT, and a BA (summa cum laude) in Mathematics and Computer Science from Wellesley College.

For the past 20 years, Ioana has been researching a wide range of avenues for making decisions, based on theoretical models, data, emotions and, more recently, the body. In her work, she likes challenging assumptions and connecting fields. Owing to her math background, her research started off anchored in classical quantitative models of optimization and uncertainty. She then applied these models to develop practical pricing decision-support algorithms for organisations. Ioana brought the human element into this research field by incorporating emotions and biases into analytical decision models. With a purpose to serve the economically underprivileged, she developed structural models and field experiments to improve access to energy in Africa. Finally, because this work hasn’t actually helped her make better decisions, she is currently exploring embodied approaches to decision making.

Ioana is passionate about education. She teaches a variety of courses on decision making, to MBAs, executives and PhDs. She developed new courses, including the first business course on pricing analytics, and recently an experiential course on embodied decisions.

Ioana has received numerous accolades for her research and teaching, including the Best Teacher Award for MBA core courses and the Dean’s Commendation for Teaching Excellence. Her research was featured in leading academic journals, including Management Science, Operations Research, Manufacturing & Service Operations Management, Mathematics of Operations Research, and honoured with several research excellence awards, including the M&SOM Best Paper Award, the INFORMS Decision Analysis Best Student Paper Award, the INFORMS Junior Faculty Best Paper Award and a Nicholson prize finalist. In service to the academic community, Ioana has mentored several PhD students, held Associate Editor positions at the major journals and served on the academic board of ESMT.

Originally from Romania, Ioana has lived on four continents, and was honoured as a YGL (2009) by the World Economic Forum. She is an artist at heart and finds it difficult to write academic bios.

RESEARCH AREAS
Pricing and Revenue Management, Decision Making, Revenue Models for Bottom of the Pyramid, Behavioural Pricing, Pricing Analytics and Revenue Management, Moment Problems

TEACHING AREAS
Dynamic Pricing and Revenue Management, Uncertainty, Data and Judgment, Making Authentic Decisions, Pricing Analytics, Dynamic Programming

INDUSTRY SECTORS
Information Technology, Leisure, Entertainment & Hotels, Retailing, Transport

CASE WEBSITES
- Easy Profit: A Revenue Management Pilot
# Claude Rameau

**Emeritus Professor of Decision Sciences**

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<th>CONTACT</th>
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<tr>
<td>EMAIL: <a href="mailto:claude.rameau@insead.edu">claude.rameau@insead.edu</a></td>
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<td>PHONE: +33 1 60 72 40 00</td>
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<td>CAMPUS: Fontainebleau</td>
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## Biography

Claude Rameau is an Emeritus Professor of Decision Sciences at INSEAD. Professor Rameau joined the INSEAD faculty in 1967, after working for five years as a management consultant at a European firm. He specialises in the fields of managerial economics, decision making, and quantitative analysis. He became an Associate Dean for Executive Education in 1972 and INSEAD Dean in 1982.

Professor Rameau's publications include two-volume programmed text on *Les Statistiques: un Outil de Management* and *La Prise de Décision*. He is a member of the Board of INSEAD and several European academic institutions.

He is a member of the Board and the Executive Committee of the European Foundation for Management Development (EFMD).”

## Research Areas

- Decision Sciences
- Decision Making
- Quantitative Analysis
Ilia M. Tsetlin is Professor of Decision Sciences at INSEAD. His teaching and research interests are in modeling decisions under uncertainty, with particular focus on decision making with multiple attributes, target-based and contest-based settings, and situations with background risk. Other research streams are related to negotiation, auction theory, and collective choice. His work has been published in a number of academic journals including Management Science, Operations Research, Journal of Risk and Uncertainty, Journal of Economic Theory, Psychological Review, Games and Economic Behavior, and Social Choice and Welfare.

He teaches Uncertainty, Data and Judgment; Models for Strategic Planning, (MBA); Probability and Statistics, Bayesian Analysis (PhD), and modules on decision making (EDP). He holds a PhD in Business Administration from Duke University and a MSci in Applied Mathematics and Physics from Moscow Institute of Physics and Technology.

**PUBLICATIONS**
- Income Distribution and Economic Development: Insights From Machine Learning
- Deadlines, Offer Timing, and the Search for Alternatives
- When to Abandon a Research Project and Search for a New One
- Multivariate Almost Stochastic Dominance
- Between First- and Second-Order Stochastic Dominance
- Combining Interval Forecasts
- Search Before Trade-offs Are Known
- Generalized Almost Stochastic Dominance
- Exploding Offers Can Blow Up in More than One Way
- Multitribute One-switch Utility
- Setting Price or Quantity: Depends on what the Seller is More Uncertain About
- Multittribute Utility Specifying a Preference for Combining Good with Bad
- Ultimatum Deadlines
- Auctions in which Losers Set the Price
- Apportioning of Risks via Stochastic Dominance
- Revenue Ranking of Discriminatory and Uniform Auctions with an Unknown Number of Bidders
- On the Lowest-winning-bid and the Highest-losing-bid Auctions
- Sequential Vs. Single-Round Uniform-Price Auctions
- Information Aggregation in Auctions with an Unknown Number of Bidders
- Decision Making with Multittribute Performance Targets: The Impact of Changes in Performance and Target Distributions
- A Method for Eliciting Utilities and its Application to Collective Choice
- On Equivalent Target-Oriented Formulations for Multittribute Utility
- On the Existence of an Increasing Symmetric Equilibrium in (k + 1)-st Price Common Value Auctions
- Risky Choices and Correlated Background Risk
- Strategic Choice of Variability in Multi-round Contests and Contests with Handicaps
- Modifying Variability and Correlations in Winner-Take-All Contests
- Approval Voting and Positional Voting Methods: Inference, Relationship, Examples
- The Impartial Culture Maximizes the Probability of Majority Cycles
- On the Probabilities of Correct or Incorrect Majority Preference Relations

**RESEARCH AREAS**
- Decision Making, Auction Theory, Bayesian Statistics, Collective Choice

**TEACHING AREAS**
- Uncertainty, Data and Judgment, Models for Strategic Planning, (MBA), Probability and Statistics, Bayesian Analysis (PhD), and modules on decision making (Executive Education)

**INDUSTRY SECTORS**
- Information Technology
Spyros Zoumpoulis is an assistant professor of Decision Sciences at INSEAD. His research is on using analytics and machine learning to optimize marketing and operations decisions. His current focus is on investigating how to use data from field experiments to make optimal decisions, such as targeting decisions in marketing. More generally, he is broadly interested in problems at the interface of networks, learning with data, and decision making. His research has appeared in leading management academic journals such as Management Science and Operations Research.

Spyros has worked with companies including Microsoft, LinkedIn, IBM, Oracle, and Accenture and serves on the advisory board of start-ups in the areas of his expertise. At INSEAD, he teaches the MBA core course on uncertainty, data and judgment, the MBA electives on big data analytics and models for strategic planning, the MBA business foundations course on quantitative methods, the PhD courses on probability and statistics, and the INSEAD-Sorbonne business foundations course on uncertainty, data and judgment. He has won the Dean's Commendation for Excellence in MBA Teaching award and has been nominated for the best MBA elective professor award.

Spyros received the B.S., M.Eng., and Ph.D. degrees in Electrical Engineering and Computer Science from the Massachusetts Institute of Technology.

**PUBLICATIONS**

- Efficiently Evaluating Targeting Policies: Improving on Champion vs. Challenger Experiments
- Targeting Prospective Customers: Robustness of Machine-Learning Methods to Typical Data Challenges
- Using Past Responders to Target Non-Responders
- Coordination with Local Information
- The Value of Field Experiments
- Right-Protected Data Publishing with Provable Distance-based Mining
- On Decentralized Detection With Partial Information Sharing Among Sensors

**RESEARCH AREAS**

Analytics for optimal decisions in marketing and operations, efficient learning with data, field experiments, Networks, Learning with Data, Field Experiments in Marketing, Influence, Data Mining, Coordination using Game-theoretic Modeling

**TEACHING AREAS**

Uncertainty, Data and Judgment (MBA), Data Science for Business (MBA), Decision Models (MBA), Quantitative Methods (MBA), Probability and Statistics (PhD), Uncertainty, Data and Judgment (INSEAD-Sorbonne business foundations), Models for Strategic Planning
Economics and Political Science
### BIOGRAPHY

Philippe Aghion is a Professor at the College de France and at INSEAD, and a visiting professor at the London School of Economics and a fellow of the Econometric Society and of the American Academy of Arts and Sciences. His research focuses on the economics of growth. With Peter Howitt, he pioneered the so-called Schumpeterian Growth paradigm which was subsequently used to analyze the design of growth policies and the role of the state in the growth process. Much of this work is summarized in their joint book *Endogenous Growth Theory* (MIT Press, 1998) and *The Economics of Growth* (MIT Press, 2009), in his book with Rachel Griffith on *Competition and Growth* (MIT Press, 2006), and in his survey “What Do We Learn from Schumpeterian Growth Theory” (joint with U. Akcigit and P. Howitt).

In 2001, Philippe Aghion received the Yrjo Jahnsson Award of the best European economist under age 45, in 2009 he received the John Von Neumann Award, and in March 2020 he shared the BBVA “Frontier of Knowledge Award” with Peter Howitt for “developing an economic growth theory based on the innovation that emerges from the process of creative destruction”. More recently Philippe Aghion produced a new book entitled *The Power of Creative destruction* (Odile Jacob, Harvard University Press) joint with C. Antonin et S. Bunel. While providing a reappraisal of the foundations of economic success and a blueprint for change, The Power of Creative Destruction also shows that a fair and prosperous future is ultimately ours to make.

### RESEARCH AREAS

- Innovation, Growth, Entrepreneurship, Firms and Organizations
Professor Robert Ayres joined INSEAD in 1992, becoming the first Novartis (formerly Sandoz) Chair of Management and the Environment. He was the founder of Center for the Management of Environmental Resources (CMER) which he directed from 1992 to 2000, when he retired. He remains an active member of INSEAD, producing numerous publications on topics ranging from Industrial Metabolisms and Industrial Ecology, through Environmental Policy and Technology Evaluation, Economic Growth and Environmental Regulation, Environmental Economics, to Eco-restructuring.

Professor Ayres holds a PhD in Mathematical Physics from Kings College, University of London, a MSc in Physics from the University of Maryland and a BA, BSc from the University of Chicago. He is an Adjunct Professor of Mineral Economics at Pennsylvania State University and a Visiting Professor at Chalmers University of Technology in Gotheburg, Sweden. His former positions include, among others, Professor of Engineering and Public Policy at Carnegie-Mellon University, Pittsburgh, PA, and Deputy Leader of the Technology-Economy-Society Program, International Institute of Applied Systems Analysis (IIASA), Laxenburg, Austria. From 1994 to 1997 he was a member of the International Advisory Board of the Wuppertal Institute for Climate, Environment and Energy, Germany.

**PUBLICATIONS**

- On the Practical Limits to Substitution
- REXS: A Forecasting Model for Assessing the Impact of Natural Resource Consumption and Technological Change on Economic Growth
- Sustainable Metals Management
- Economic Growth, Technological Progress and Energy Use in the US over the Last Century: Identifying Common Trends and Structural Change in Macroeconomic Time Series
- On the Reappraisal of Microeconomics: Economic Growth and Change in a Material World
- A Theory of Economic Growth with Material / Energy Resources and Dematerialization: Interaction of Three Growth Mechanisms
- Accounting for Growth: The Role of Physical Work
- Did the 5th K-wave Begin in 1990-1992? Has it Been Aborted by Globalization.
- The Life Cycle of Copper, Its Co-Products and Byproducts
- Exergy, Power and Work in the US Economy, 1900-1998
- The 1.1 Kilogram Microchip: Energy and Material Use in the Production of Semiconductor Devices

**RESEARCH AREAS**

- Environmental Economics, Technological Change and Economic Growth, Industrial Metabolism and Industrial Ecology, Eco-restructuring

**TEACHING AREAS**

- Environmental Economics, Technology and the Environment, History of Technology

**INDUSTRY SECTORS**

- Information Technology

**ACADEMIC SECONDARY AREA**

- Technology and Operations Management
BIOGRAPHY

Morten Bennedsen is the André and Rosalie Hoffmann Chaired Professor of Family Enterprise at INSEAD and the Academic Director of the Wendel International Centre for Family Enterprise. He obtained his PhD in Economics from Harvard University in 1998, a Master’s degree with distinction from London School of Economics, and a Bachelor Degree from the University of Copenhagen. His area of teaching includes family business governance, corporate governance, applied microeconomics, and firm theory.

Morten Bennedsen’s main research area is the governance of family firms and other closely held corporations in a global context. He has done research on family firms, closely held corporations, capital structures, venture capital, investor protection, ownership structures, and privatisation. His work has been published in top finance and economics journals, such as Journal of Financial Economics, Journal of Political Economics, Quarterly Journals of Economics, Journal of Banking and Finance, and Journal of Public Economics. Morten Bennedsen has won a number of research and teaching prizes, such as the winner of the Danish part of the EURYI competition (2004), the FUHU prize for Best Teaching and Course Development at the Copenhagen Business School (2006), and the biggest Danish individual research prize - EliteForsk 2008 - from the Danish Ministry of Science.

He has served as an advisor to the Danish Ministry of Business in the area of family firms and succession politics in particular, and, more generally, on corporate financial policy. He has done advisory and consultancy work for a.o., the Danish association of private equity funds, the Danish Ministry of Foreign Affairs, the World Bank, and Novo Nordisk Foundation. He frequently gives talks to family firms, corporate finance institutions, investment banks, and private equity funds on governance of family firms and the economic consequences of succession.

Morten Bennedsen’s research has been cited in many international newspapers including The Wall Street Journal, International Herald Tribune and business newspapers in Germany, Nederlands, Portugal, Norway and Denmark.

PUBLICATIONS

- Do CEOs matter? Evidence from Hospitalization Events
- Family Firms and Labor Market Regulation
- Drivers of Effort: Evidence from Employee Absenteeism
- 16,000 Years of Family Business: The Leadership Model of the Hénokiens
- Hénokiens: The Families and Firms Who Made History - Part 2
- CEO Education and Corporate Environmental Footprint
- Did Apple Pay Too Little Tax? (B): Appealing the EU Ruling on Illegal State Aid
- Research: Gender Pay Gaps Shrink When Companies Are Required to Disclose Them
- Gender Inequality: Why Are Women Paid Less than Men?
- Brunata International A/S (B): Professionalization Challenges of Family Business
- Brunata International A/S (A): Succession Challenges in a Family Business
- Corporate Tax Havens and Transparency
- Leaks, Dumps and Whistleblowers: Tax Havens and Wealth Inequality
- Ruling from the Grave: A Family Succession Controversy at the Taiwanese Evergreen Group
- To Reduce Unemployment, French President Macron Reforms the Labour Market
- Samsung: Family Assets and Roadblocks (B) - Heart Attack Puts Succession Planning at Risk
- Samsung: Family Assets and Roadblocks (C) - Court Calls 'Time Out' on Lee Jae-yong
- Samsung: Family Assets and Roadblocks (A) - Drivers of Success, Family Assets and Business Strategy
- Corporate Tax Havens and Shareholder Value
- Hankook Chinaware: Confucianism and Filial Piety within Values-based Leadership
- Drivers of Effort: Evidence from Employee Absenteeism
- Leonissa: A Succession Crisis Among Second Gens (Spanish)
- Leonisa: A Succession Crisis Among Second Gens
- Servientrega: Co-Founders in Competition (Spanish)
Research Areas

- The Governance of Family Firms
- Corporate Governance
- Private Equity
- Privatisation
- Lobbyism and Corruption
- Contract Theory

Teaching Areas

- Applied Microeconomics
- Governance of Family Firms
- Family Business Management
- Corporate Governance
- Contract Theory
Lucia Del Carpio is an Assistant Professor of Economics at INSEAD. She obtained her PhD in Economics from Princeton University in 2014, and a Master in Public Affairs from the Woodrow Wilson School of Public and International Affairs at Princeton University in 2008.

Her research is in the areas of behavioral economics, development, and applied microeconomics. Her current projects are aimed at investigating the role of social norms in tax compliance. She has thus conducted field experiments on property tax compliance in Peru, combining them with targeted surveys to identify causal channels. She is also studying the design of optimal tax enforcement policies when social norms may affect evasion decisions. More broadly, she explores how the interaction between formal and informal institutions shapes economic outcomes. Her research methods encompass theoretical, experimental and econometric approaches.

Professor Del Carpio is affiliated with the Group for the Analysis of Development (GRADE) in Peru. She has worked in an advisory role at the Ministry of Economy and Finance of Peru, in the areas of competition, trade, and international investment. She subsequently was a member of the Council of Advisers to the Prime Minister, where she was responsible for economic issues. She also has experience working in investment banking in both Peru and the United States.
Pushan Dutt is a Professor of Economics and Political Science at INSEAD. He holds a PhD in Economics from New York University, a Masters in Economics from the Delhi School of Economics, and a Bachelor degree in Economics from Presidency College, Calcutta. Professor Dutt directs the Leading Business Transformation in Asia.

Professor Dutt's work lies at the intersection of politics, institutions and international economics. His main research examines how partisan concerns (the political ideology of parties in power) and populist concerns (inequality in income and asset distribution) play an important role in the determination of trade policies. The second stream of his research has a developmental focus and examines the links between institutions and policies. His recent work shows that political instability is very costly in terms of investment and growth, whereas the level of democracy or dictatorship in a country matters much less. A third stream of his research examines the role played by international trade and technological change in accelerating the wage gap between skilled and unskilled workers.

Professor Dutt's research has been published in Canadian Journal of Economics, Review of Economics and Statistics, Economic Journal and the Journal of International Economics. He has also contributed to the Oxford Dictionary of Social Sciences where he wrote the entries on Economics.

Professor Dutt has worked as an economist at the World Bank's Development Research Group and the Latin American and Caribbean Division, and is currently consulting for the World Bank on a major research project. He has also worked as a fellow at the Ford Foundation, and as a writer and consultant for the Oxford University Press. In addition, he has taught microeconomics, economic development, and international trade and finance to undergraduate, MBA, and PhD participants since 1994. He has won the Best Teacher Award in the INSEAD MBA programme multiple times.
BIOGRAPHY

Antonio Fatás is a Professor of Economics at INSEAD. He received his PhD in Economics from Harvard University. He is a Research Fellow at the Centre for Economic and Policy Research in London and has worked as an external consultant for international organisations such as the International Monetary Fund, the OECD and the World Bank.


PUBLICATIONS

- Fiscal Policy, Potential Output, and the Shifting Goalposts
- The Permanent Effects of Fiscal Consolidations
- The Agenda for Structural Reform in Europe
- Putting the Budget on a Sound Footing: The Experience of the Irish Fiscal Adjustment
- Policy Volatility, Institutions and Economic Growth
- Fiscal Policy as a Stabilization Tool
- Fiscal Policy and the Euro
- Fiscal Policy and the Current Account
- Lessons for Monetary Policy from Asset Price Fluctuations
- Lessons from Asset Price Fluctuations for Monetary Policy
- Why Fiscal Stimulus is Likely to Work
- Another Challenge to China's Growth
- Ten Years of Fiscal Policy under a Common Currency
- The Stabilizing Role of Government Size
- Fiscal Policy, Volatility and Growth
- Quantitative Goals for Monetary Policy
- The Macroeconomic Effects of Fiscal Rules in the US States
- Restricting Fiscal Policy Discretion: The Case of U. S. States
- The Case for Restricting Fiscal Policy Discretion
- On Constraining Fiscal Policy Discretion in the EMU
- Fiscal Policy and EMU: Challenges of the Early Years

RESEARCH AREAS

Macroeconomics, Fiscal Policy, Economic Growth, Business Cycles

TEACHING AREAS

Macroeconomics, Growth, Business Cycles, Exchange Rates
BIOGRAPHY

John Fernald is the Schroders Chaired Professor of European Competitiveness and Reform and a professor of economics at INSEAD. He is also a senior research adviser for international economics at the Federal Reserve Bank of San Francisco (on leave after August 2017). At INSEAD, Mr. Fernald teaches the macroeconomics core course in the MBA program and presents on the global macroeconomic environment for executives.

Mr. Fernald’s research focuses primarily on applied macroeconomics, U.S. and global productivity trends, and emerging Asia. This research has been regularly cited in the business and academic press. The Economist magazine called Mr. Fernald “…the foremost authority on American productivity figures,” and The Wall Street Journal described Mr. Fernald as “the Fed’s point man on productivity.”

At the San Francisco Fed, Mr. Fernald previously served as vice president and team leader for the macroeconomics research group. Among his responsibilities at the Fed, Mr. Fernald advised the Bank President on monetary policy and regularly attended meetings of the Federal Open Market Committee. Mr. Fernald has also served at the Federal Reserve Bank of Chicago, the Board of Governors of the Federal Reserve System (where he was the desk officer for China, Hong Kong, and Taiwan), and as senior economist for international economics at the U.S. President’s Council of Economic Advisers. He has taught macroeconomics at the University of Michigan and the University of Chicago’s Booth School of Business as well as at INSEAD Business School. He speaks frequently at central banks, international institutions, business organizations, and academic conferences around the world.

Mr. Fernald received A.B. and PhD degrees in economics from Harvard University and an M.Sc. degree in economics from the London School of Economics. His research has been published in journals such as the Journal of Political Economy, American Economic Review, Journal of Monetary Economics, and European Economic Review.

RESEARCH AREAS
Applied Macroeconomics, U.S. and Global Productivity Trends, and Emerging Asia

TEACHING AREAS
Macroeconomics (MBA)
BIOGRAPHY

H. Landis Gabel is the Novartis Chaired Professor of Management and the Environment, Emeritus, and Emeritus Professor of Economics and Management at INSEAD. He holds a BSc in Engineering, MBA and PhD in Economics from the University of Pennsylvania, and a MSc in Economics from the London School of Economics. Before coming to INSEAD in 1982, he was on the faculty of the University of Virginia.


Professor Gabel founded INSEAD’s Centre for the Management of Environmental and Social Responsibility in 1989 and directed it until 2005. He served as INSEAD Associate Dean of Research from 1995 to 1998, Dean of the MBA Programme from 1998 to 2001, and Dean of Faculty and Deputy Dean of INSEAD from 2001 to 2006.

PUBLICATIONS

- Principles of Environmental and Resource Economics
- Frontiers of Environmental Economics
- Environmental Auditing in Management Systems and Public Policy
- Optimizing Environmental Product Life Cycles: A Case Study of the European Pulp and Paper Sector
- European Casebook on Trade and Industrial Policy
- Managerial Incentives and Environmental Compliance
- Competitive Strategies for Product Standards
- Product Standardization and Competitive Strategy

RESEARCH AREAS

Applied Microeconomics and Public Policy, Environmental and Resource Economics, International Trade

TEACHING AREAS

Microeconomics, International Trade and Public Policy, Management of Environmental Resources
Dylan's research involves studying the effects of discrimination on job search, matching and on-the-job productivity, the impacts of changing firm recruiting behavior on employment creation and how the rich perceive wealth inequality and questions of redistribution. He received his bachelor's degree from UC Berkeley in Political Economy with a focus on International Development and subsequently moved to Paris and joined the Paris School of Economics in 2007 to help start J-PAL Europe. He then led an RCT in Morocco for two years aimed at evaluating the impact of an entrepreneurial support program provided to small businesses and rural cooperatives. He obtained Masters degrees in Economics and Economics & Public Policy from Sciences Po and Ecole Polytechnique in France followed by a PhD in Economics in 2017 from Sciences Po. Before joining INSEAD as full time faculty, he was a post doc at INSEAD's Stone Centre for the Study of Wealth Inequality. In 2018, he was awarded the Malinvaud prize as the Best Young Economist in France and also the Best Young Labour Economist prize from the European Association of Labour Economists for his work on labor markets and discrimination.
Maria Guadalupe is Professor of Economics at INSEAD and the Academic Director of the INSEAD Randomized Control Trials (RCT) Lab. Maria obtained a PhD in Economics from the London School of Economics in 2003. Prior to joining INSEAD in 2012, she was an Associate Professor in the Economics and Finance department at the Columbia Business School where she held the Sanford C. Bernstein & Co. Chair in Leadership and Ethics. Maria has been a visiting scholar at MIT and Princeton and is currently a research fellow at the Center for European Policy Research (CEPR) and the IZA Institute of Labor Economics. She is also a member of the Strategy Research Initiative.

Maria has taught MBA and Executive MBA courses on Strategy, Structure and Incentives; Strategy and Regional Competitiveness; Growth and Sustainability in Brazil; as well as PhD courses on Industrial Organisation and Organisational Economics.

Her research explores the interactions between firms’ organisational choices and markets, with a focus on firm performance. She has studied how globalisation and the competitive environment faced by firms shape their internal organisational choices, including pay levels, incentives, executive compensation, and hierarchical structures. She has also studied the effect of corporate governance arrangements on firm performance. Her recent work focuses on how multinationals select their foreign targets and examines the productivity consequences of the changes in firm boundaries.

Maria’s work has been published in top economics, finance, and management journals such as the American Economic Review, Journal of Finance, Management Science, Journal of Labor and Economics, and American Economic Journal: Applied Economics. She has been awarded a number of prizes for her contributions to research including the Brattle Distinguished Paper prize awarded by the American Finance Association and the Jaime Fernandez de Araoz prize in Corporate Finance. She is an Associate Editor of the Management Science and a Co-Editor of the Journal of Economics and Management Strategy.
BIOGRAPHY

Professor Ilian Mihov was appointed Dean of INSEAD on 1 October 2013. He is concurrently the Rausing Chaired Professor of Economic and Business Transformation. His expertise is in macroeconomics with a focus on monetary policy, fiscal policy and economic growth.

He is a fellow at the Center for Economic Policy Research and vice president of the Asian Bureau of Finance and Economic Research. Currently he is a board member of the Singapore Economic Development Board (EDB), the Association to Advance Collegiate Schools of Business (AACSB), Singapore American School (SAS) and other advisory boards. He was a member of the scientific committee of the Banque de France’s Research Foundation, the advisory board of the Bulgarian National Bank, and the World Economic Forum’s Global Agenda Council on Fiscal Crises.

He holds a PhD from Princeton University and a BSc in business administration from the Moore School of Business at the University of South Carolina where, in 2006, he was recognised as a Distinguished Young Alumnus. At INSEAD he has been recognized several times with the Outstanding Teacher Award. In 2018 he won the UN Women (Singapore Chapter) HeForShe Leader Award for his outstanding service and contributions towards gender equality at INSEAD.

PUBLICATIONS

- The Effect of WTO on the Extensive and the Intensive Margins of Trade
- Stock Market Comovements and Industrial Structure
- Policy Volatility, Institutions and Economic Growth
- Fiscal Policy as a Stabilization Tool
- Why Fiscal Stimulus is Likely to Work
- Sticky Prices and Monetary Policy: Evidence from Disaggregated U.S. Data
- Is Old Money Better than New? Duration and Monetary Regimes
- Quantitative Goals for Monetary Policy
- Credibility and Flexibility with Independent Monetary Policy Committees
- The Macroeconomic Effects of Fiscal Rules in the US States
- The Case for Restricting Fiscal Policy Discretion
- Government Size and Automatic Stabilizers. International and Intranational Evidence
- Measuring Monetary Policy
- What does the Bundesbank Target?
- Monetary Policy Implementation and Transmission in the European Monetary Union

RESEARCH AREAS

Macroeconomics, Monetary Economics, Fiscal Policy, Stock Markets Comovements, Trade and Development, Institutions and Public Policy

TEACHING AREAS

Macroeconomics (MBA), Macroeconomics (EMBA), Econometrics (PhD), Time Series Analysis (PhD), Growth, Business Cycles, Financial Crises (Executive Education)
BIOGRAPHY

Alexandra Roulet is an Assistant Professor of Economics at INSEAD and a CEPR Research Affiliate. She graduated from the Ecole Normale Supérieure in Paris, and earned her PhD in Economics at Harvard University.

Alexandra’s research focuses on labour economics and has been published in leading academic journals such as the American Economic Review or the Journal of Public Economics. She is the co-winner of the 2017 Upjohn Institute Dissertation Award. Ongoing work include i) documenting supply-side gender differences in commute valuation and quantifying how much of the gender wage gap it accounts for, ii) analysing the effect of job loss and unemployment on health using Danish administrative data; iii) evaluating, through an RCT with the French Public Employment Service, a new soft skills training program for unemployed.

Her first book Repenser l’Etat (in French), co-authored with Philippe Aghion, was published in 2011. Her last book Améliorer les appariements sur le marché du travail (Presses de Sciences Po, also in French) came out in 2018 and won the AFSE prize catégorie Poche.

PUBLICATIONS

- Unemployment Insurance and Reservation Wages: Evidence from Administrative Data
- Did Apple Pay Too Little Tax? (B): Appealing the EU Ruling on Illegal State Aid
- Améliorer Les Appariements Sur Le Marché Du Travail
- Gender Inequality: Why Are Women Paid Less than Men?
- Leaks, Dumps and Whistleblowers: Tax Havens and Wealth Inequality
- To Reduce Unemployment, French President Macron Reforms the Labour Market
- Unemployment Insurance and Reservation Wages: Evidence from Administrative Data
- Creative Destruction and Subjective Well-Being
- Une action publique optimisée: vers la fin du politique?
- Evaluation et big data, de nouveaux outils pour l'action publique
- Growth and the Smart State
- Repenser l'Etat: pour une social-démocratie de l'innovation

RESEARCH AREAS

Labour Economics, Public Economics

TEACHING AREAS

Business and Public Policy
Dimitrije Ruzic is an Assistant Professor of Economics at INSEAD. He obtained an A.B. in Economics from Harvard College, an M.Sc. in Econometrics and Mathematical Economics from the London School of Economics, and a Ph.D. in Economics from the University of Michigan.

His research interests span macroeconomics and international trade. Though his projects he works to understand how differences across firms shape macroeconomic outcomes. In the process, he combines models of differentiated firms with firm microdata to explore questions related to productivity trends, the allocation of resources, inequality, and the spillovers of firm reputation.

If you cannot find him in his office, please look around the Fontainebleau forest—he might be bouldering.
Loïc Sadoulet is Affiliate Professor of Economics at INSEAD, and Visiting Professor at CEDEP. Loïc holds a PhD in Economics from Princeton University. He has been teaching at INSEAD since 2000 in Executive Development Programmes, MBA and Executive-MBA programmes.

His MBA and E-MBA teaching cover macroeconomics, economic development, negotiation analysis, and projects-based courses, using both theoretical and practical approaches to analyse the business environment, develop negotiation skills, and consulting skills to work in unfamiliar and changing settings. For Executives, he designs and directs programmes around innovation for new markets in an evolving world and in emerging markets. He also develops week-long programmes in South Africa, India, China, Korea, Japan, the Silicon Valley, as deep-dive learning journeys for companies like retail bank, telecom or entertainment groups, petroleum or pharmaceutical companies. In all these programmes, the objective is to get executives to think about emerging opportunities in a changing world.

In 2008, Loïc launched the INSEAD Africa Initiative, one of the initiatives of the INSEAD Social Innovation Centre. His research focuses on business development and expansion in emerging economies, both by local efforts and through entry by multinational companies. His interests lie in creating profitable agreements in environments with substantial information gaps. A major line of his research has concentrated on the design of financial services that can be extended (profitably) to traditionally neglected segments. Recently, he has also been involved in investigating ICT-based solutions to create new profitable markets for a range of activities: health, information services, financial services.

Previously, Loïc has worked for the World Bank; in a microfinance institution in Guatemala; at the European Centre for Advanced Research in Economics and Statistics (ECARES) at the Free University of Brussels; and at the Solvay Business School (Belgium) where he was twice rewarded by the Teacher of the Programme Award by the part-time MBA students.

**PUBLICATIONS**
- Campaign Spending Limits and Political Advertising
- Savings and Poverty Reduction: Fostering the Development of Sustainable Deposit and Savings Schemes for the Poor
- Microcredit Repayment Insurance: Better for the Borrower, Better for the Institution
- Learning from VISA®? Introducing Insurance Provisions in Microfinance Contracts

**RESEARCH AREAS**
Economics and business development in emerging markets, Financial services in emerging markets, Reputation-based contracts, Microfinance

**TEACHING AREAS**

**INDUSTRY SECTORS**
Banking and Insurance, Information Technology, Retailing
**BIOGRAPHY**

Mark Stabile is the Stone Chaired Professor of Wealth Inequality and Professor of Economics at INSEAD. He directs the James M. and Cathleen D. Stone Centre for the Study of Wealth Inequality at INSEAD and is the Deputy Academic Director of the Hoffmann Global Institute for Business and Society.

From 2007 to 2015 he was the founding Director of the School of Public Policy and Governance at the University of Toronto and Professor of Economics and Public Policy at the Rotman School of Management, University of Toronto. He maintains a cross appointment at the University of Toronto Dalla Lana School of Public Health. From 2003-2005 he was the Senior Policy Advisor to the Ontario Minister of Finance, where he worked on tax, health, and education policy. He is the recipient of the Carolyn Tuohy award in Public Policy, the John Polanyi Prize in Economics, the Harry Johnson Prize from the Canadian Economics Association and an Excellence in Teaching Award from the Rotman School. His recent work focuses on inequality, poverty, child health, health care financing, and tax policy. He has advised the Governments of the United States, Canada, and Ontario, among others, on health care reform and programs to reduce child poverty. He is associate editor of the *Journal of Health Economics*. Professor Stabile received his Ph.D. from Columbia University and his BA from the University of Toronto.

**PUBLICATIONS**

- Local Inequality and Departures From Publicly Provided Health Care in Canada
- Military Training Exercises, Pollution, and Their Consequences for Health (102345)
- The Effects of Uber Diffusion on Mental Health in the UK
- Child Cash Benefits and Family Expenditures: Evidence from the National Child Benefit
- How Do the US and Canadian Social Safety Nets Compare for Women and Children?
- The Effects of Self and Temporary Employment on Mental Health: The role of the Gig Economy in the UK
- Planting the Seeds or Squandering the Fruits? Ontario’s Basic Income Experiment
- Did Apple Pay Too Little Tax? (B): Appealing the EU Ruling on Illegal State Aid
- Gender Inequality: Why Are Women Paid Less than Men?
- Rising Inequality and the Implications for the Future of Private Insurance in Canada
- Leaks, Dumps and Whistleblowers: Tax Havens and Wealth Inequality
- To Reduce Unemployment, French President Macron Reforms the Labour Market
- Did Apple Pay Too Little Tax? (A): Appealing the EU Ruling on Illegal State Aid
- Determining what should be Included in a Publicly funded Health Care System: Reflecting on ‘Individual Responsibility for What?’
- A Conceptual Framework for Exploring the Suitability of Private Financing in a Publicly funded Health-care System
- Do Stimulant Medications Improve Educational and Behavioral Outcomes for Children with ADHD?
- The Changing Role of Government in Financing Health Care: An International Perspective
- Supplementary Private Health Insurance in National Health Insurance Systems
- Health Care Cost Containment Strategies Used In Four Other High-Income Countries Hold Lessons For The United States
- Socioeconomic Status and Child Health: What is the Role of Health Care, Health Conditions, Injuries and Maternal Health?
- The Economic Costs of Childhood Disability
- Do Child Tax Benefits Affect the Well-Being of Children? Evidence from Canadian Child Benefit Expansions
- Determinants of Health in Childhood
- Broadening the Base of Publicly Funded Health Care
- Child Health and Young Adult Outcomes
- Mental Health in Childhood and Human Capital
- Child Benefits, Maternal Employment, and Children's Health: Evidence from Canadian Child Benefit Expansions
- Exploring Social Insurance: Can a Dose of Europe Cure Canadian Health Care Finance?
- Exploring Social Insurance: Conclusions
- Seeking the Grail: Financing for Quality, Accessibility and Sustainability in the Health Care System
- Private Financing Outside the Publicly Funded Health Care System
- The Integration of Child Tax Credits and Welfare: Evidence from the Canadian National Child Benefit Program
<table>
<thead>
<tr>
<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
</tr>
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<tr>
<td>Inequality and Poverty, Child Health and Wellbeing, Health Care Financing, Tax Policy</td>
<td>Business and Public Policy, Health Care Markets and Policy</td>
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ECONOMICS AND POLITICAL SCIENCE

JONATHAN STORY
Emeritus Professor of International Political Economy
The Shell Fellow in Economic Transformation, Emeritus

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BIography
Jonathan Story is an Emeritus Professor of International Political Economy and the Shell Fellow in Economic Transformation, Emeritus at INSEAD. He held the Marusi Chair of Business at the Lally School, Rensselaer Polytechnic Institute, and was a Distinguished Visiting Professor at the Fordham School of Business. He chaired the AXA Foundation Search Committee for Country Risk: Early Warning. Prior to joining INSEAD in 1974, he worked in Brussels and Washington and obtained his PhD at the Johns Hopkins School of Advanced International Studies. He maintains his blog on politics, markets, and business, and has recently written on global energy futures, European Union, and global politics and markets.

Professor Story is the author of several books including China UnCovered: What you need to know to do business in China (FT/ Pearson’s, 2010), China: The Race to Market (FT/Pearsons, 2003), The Frontiers of Fortune (Pitman’s, 1999). His book The Political Economy of Financial Integration in Europe: The Battle of the Systems (MIT Press, 1998), co-authored with Ingo Walter of the New York University, focuses on monetary union and financial markets in the European Union. The main theme linking this work was the analysis of dynamic change in Europe, the world, and China, and what were the implications for international business. His books have been translated into French, Italian, German, Spanish, Chinese, Korean, and Arabic languages. He is a co-author of the Oxford Handbook on Business and Government (2010) and has contributed numerous chapters in books and articles in professional journals. He is a regular contributor to newspapers and has been a four-time winner of the Best Case of the Year Award of the European Case Clearing House. His latest cases detail hotel investments in Egypt and Argentina, as well as a women’s garment manufacturer in Sri Lanka and a Chinese auto parts producer.

At INSEAD, Professor Story has taught European and world politics, markets, and business in the MBA and PhD programmes. For three decades, he has taught in the Advanced Management Programme as well as in other open enrolment and customised Executive Education programmes. Jonathan Story works with governments, international organisations, and multinational corporations. He is a Doctor Honoris Causa, IEDC, Slovenia.

He is married with four children, and now, eleven grandchildren. Besides English, he is fluent in French, German, Spanish, Italian, and reads Portuguese. His hobby is singing.

PUBLICATIONS
- China and Global Energy Markets
- The Takeover of Arcelor by Mittal Steel (B): Change in a Mature Global Industry
- The Takeover of Arcelor by Mittal Steel (A): Change in a Mature Global Industry
- How Do Ideas Transform Institutions?: The Reform of the French Pension System
- MAS Holdings: Strategic Corporate Social Responsibility in the Apparel Industry
- The Origins, Launching and Consequences of ‘1992’ and the Euro: The Politics of Economic and Monetary Integration in Europe
- China Revolutionizes Energy Markets
- The Emerging World Financial Order and Different Forms of Capitalism

RESEARCH AREAS
Transition Economies, European Integration, Political Economy

TEACHING AREAS
European/Global Politics, Markets and Business

CASE WEBSITES
- MAS Holdings: Strategic Corporate Social Responsibility in the Apparel Industry
- Conquistadores in China
ECONOMICS AND POLITICAL
SCIENCE

LIN TIAN
Assistant Professor of Economics

Personal Website  CV

CONTACT
EMAIL: lin.tian@insead.edu
PHONE: 6799 5109
CAMPUS: Singapore

BIOGRAPHY

Lin Tian is an Assistant Professor of Economics at INSEAD. She holds a Bachelor degree in Economics and Statistics, and a Master degree in Statistics from Carnegie Mellon University. She earned her PhD in Economics from Columbia University.

Professor Tian's research interests include international trade, economic geography, urban economics and public finance. Her current research focuses on studying the factors that contribute to the uneven distribution of economic activities across space. More specifically, she studies the importance of firms' internal organization, e.g., worker specialization, to the spatial parity in economic development. She also investigates how and why regions vary in their adjustment to changes in local labor-market conditions, such as immigration shocks. In addition, she also studies trade tax in developing countries. In her research, she combines applied theories with well-identified empirical analyses that carefully separate the hypothesized mechanism from confounding factors.

Prior to graduate school, she worked as an urban planner at the Urban Redevelopment Authority, Singapore. Apart from doing research, she partakes in marathons and scuba diving.

RESEARCH AREAS
International Trade, Economic Geography, Urban Economics,
Public Finance, Development Economics

TEACHING AREAS
Prices and Markets
Timothy Van Zandt is a Professor of Economics (since 1999). Previously he was Dean of Faculty and Research at INSEAD.

In the early 1980s, Timothy spent four years in Bogotá, Colombia, as an undergraduate student. In 1989, he obtained a PhD in Economics from the University of Pennsylvania, and from 1990 to 1998, was an assistant professor in the Department of Economics at Princeton University. He held several one-year research appointments: a post-doctoral member of AT&T Bell Laboratories in New Jersey (1989-1990); a research fellow at CORE in Louvain-la-Neuve, Belgium (1993-1994); a visiting research professor at the Center for Mathematical Studies in Economics and Managerial Science at Northwestern University (1998-1999); a visiting professor at the Stern School of Business at New York University (2003-2004); a visiting appointment at the Institute for Advanced Studies in Princeton, New Jersey (2003-2004); and a visiting scholar at the Department of Economics at Columbia University (2010-2011). Timothy has had shorter visits at Yale University and the Universidad Juan Carlos III, Madrid. He serves as a Centre for Economic Policy Research (CEPR) Research Fellow.

Timothy’s research focuses on microeconomic theory, particularly the economics of organisations, bounded rationality (learning, information processing, and communication), and mathematical economics. His recent publications are featured in journals such as the RAND Journal of Economics, Journal of Economics Theory, Economic Theory, and the Review of Economic Studies, and cover topics such as equilibria in Bayesian games, communication, and decentralised information processing in organisations. Timothy participates in various seminars and conferences in North America and Europe, he is a referee or reviewer for numerous academic journals and academic press, he serves as an Associate Editor and a Production Editor of the Journal of the European Economic Association.

Timothy has broad teaching experience at the undergraduate, MBA, and PhD levels. At INSEAD, he teaches managerial economics (Prices and Markets) and advanced game theory courses in the MBA programme. In the process of teaching managerial economics at INSEAD, Northwestern University, and the New York University, he developed a textbook and a web-based platform for imperfect competition games. He teaches microeconomic theory, game theory, and mathematical economics in the INSEAD PhD programme. He has served on the dissertation committees of several PhD students who specialised in disciplines outside of economics.

**PUBLICATIONS**

- The Effect of WTO on the Extensive and the Intensive Margins of Trade
- The Effect of WTO on the Extensive and the Intensive Margins of Trade
- Hierarchies and the Division of Labor
- A Theorem of the Maximin and Applications to Bayesian Zero-Sum Games
- Does WTO Matter for the Extensive and the Intensive Margins of Trade?
- Theorem of the Maximin and Applications to Bayesian Zero-Sum Games
- Setting Price or Quantity: Depends on what the Seller is More Uncertain About
- Interim Bayesian Nash Equilibrium on Universal Type Spaces for Supermodular Games
- Expected Utility Theory
- Setting Price or Quantity: Depends on What the Seller is Uncertain
- Expected Utility Theory
- Monotone Equilibria in Bayesian Games of Strategic Complementarities
- Communication Complexity and Mechanism Design
- Interim Bayesian Nash Equilibrium on Universal Type Spaces for Supermodular Games
- Information Overload in a Network of Targeted Communication
- Monotone Equilibria in Bayesian Games of Strategic Complementarities
- Robustness of Adaptive Expectations as an Equilibrium Selection Device
- Hierarchy Size and Environmental Uncertainty
- Real-Time Hierarchical Resource Allocation with Quadratic Payoffs
- Balancedness of Real-Time Hierarchical Resource Allocation
- Structure and Returns to Scale of Real-Time Hierarchical Resource Allocation
- Monotone Equilibria in Bayesian Games of Strategic Complementarities
- Information, Measurability and Continuous Behavior
- Hierarchy Size and Environmental Uncertainty
- Information Overload in a Network of Targeted Communication
- Real-Time Decentralized Information Processing and Returns to Scale
- Robustness of Adaptive Expectations as an Equilibrium Selection Device
- Information, Measurability and Continuous Behavior
- Real-Time Decentralized Information Processing as a Model of Organizations with Boundedly Rational Agents
- Decentralizing Information Processing and the Theory of Organizations
- Berge's Maximum Theorem with Two Topologies on the Action Set
- Continuous Approximations in the Study of Hierarchies

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<tr>
<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
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<tbody>
<tr>
<td>Microeconomic Theory, Bounded Rationality, Economics of Organisations, Game Theory</td>
<td>Prices and Markets, Managerial Economics, Game Theory, Contract Theory</td>
</tr>
</tbody>
</table>
BIOGRAPHY

DOUGLAS WEBBER

Douglas Webber is a Professor of Political Science at INSEAD. He has been based at its Europe campus, Fontainebleau (1991-99 and since 2005) and its Asian campus, Singapore (1999-2005). He has a PhD in Government from the University of Essex. Prior to joining INSEAD, he worked at the Max Planck Institute for the Study of Societies (Cologne) and the universities of Essex, Sussex, Strathclyde and Sussex. From 1995 to 1997 he was a Jean Monnet Fellow and in 2016-17 and 2017-18 he is a Robert Schuman Fellow at the Robert Schuman Centre for Advanced Studies at the European University Institute (EUI), Florence. He has been a visiting professor or research fellow at the University of California Berkeley and at Monash University (Melbourne) and the Australian National University (Canberra). He has written and edited several books and published extensively in social science journals in the UK, the US and Germany on European Union (EU) politics, European and Asian regional political integration, Franco-German relations and German politics, foreign policy, and public policy. He is a frequent TV commentator on current political issues. He is currently working on a book on the EU’s crises and whether or how likely it is that the EU will disintegrate.

PUBLICATIONS

- European Disintegration? The Politics of Crisis in the European Union (The European Union Series)
- Regional Integration in East Asia and Europe. Convergence or Divergence?
- New Europe, New Germany, Old Foreign Policy?
- Trends in European Political (Dis)Integration. An Analysis of Post Functionalist and Other Explanations
- The Coalitions That Could Hold the EU Together
- How likely is it that the European Union will Disintegrate? A Critical Analysis of Competing Theoretical Perspectives
- The Regional Integration that didn’t happen: Cooperation without Integration in Early 21st Century East Asia
- A Consolidated Patrimonial Democracy? Democratization in Post-Suharto Indonesia
- Banana Splits: Policy Process, Particularistic Interests, Political Capture and Money in Trans-Atlantic Trade Politics
- New Europe, New Germany, Old Foreign Policy?
- Two Funerals and a Wedding? The Ups and Downs of Regional Integration in East Asia and Asia Pacific after the Asian Crisis
- Introduction: German European and Foreign Policy Before and After Unification
- A Consolidated Patrimonial Democracy? Democratization in Post-Suharto Indonesia
- Can the EU Survive?
- Owls, Sheep and Dodos: Coping with Environmental Legislation
- Regionalism and EU-Asian Relations: Patterns, Trends and Determinants
- The Context of EU-ASEAN relations: Regionalism in Europe and Asia after the end of the Cold War
- Two Funerals and a Wedding? The Ups and Downs of Regionalism in East Asia and Asia-Pacific after the Asian Crisis
- Trade and Security: Political (non-) integration in East Asia
- A Consolidated Patrimonial Democracy? Democratization in Post-Suharto Indonesia
- Regional Integration in Europe and Asia: A Historical Perspective
- Two Funerals and a Wedding? The Ups and Downs of Regional Integration in East Asia and Asia Pacific after the Asian Crisis
- The European Union in Crisis: Resilient or Rotten?
- Manulife in Indonesia (C)
- East Asia United and Peaceful?
- Making and Managing the Euro: France and Germany in the Birth and Life of Europe’s Single Currency
- Dubai Ports World in the USA (A)
- Dubai Ports World in the USA (B)
- Dubai Ports World in the USA (C)
- The European Commission vs. Microsoft
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<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
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<td>Theories of European Integration and the Politics of the European Union, Franco-German Relations, German Politics, Public Policy and Foreign Policy, Regional Political Integration in East Asia and Asia Pacific, Comparative Regional Integration, Comparative Politics, Political Economy, and Public Policy</td>
<td>Business in the World 2050 (MBA), Capitalism: Historical, Comparative and Critical Perspectives (MBA), Europe and the European Union (MBA), International Political Analysis (MBA), Global and European Political Trends (Sessions in Executive Programmes)</td>
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Entrepreneurship and Family Enterprise
**BIography**

Vikas Aggarwal is an Associate Professor of Entrepreneurship and Family Enterprise at INSEAD. His research centers on strategy issues in entrepreneurial settings, focusing on venture-backed start-ups as well as larger firms experiencing significant environmental change. He is particularly interested in the interdependencies that occur across multiple strategic decisions and the implications of these decision portfolios for outcomes, such as innovation and long-run performance. His work examines sectors such as biotechnology, software, and the US defence industry, and combines empirical studies with agent-based simulations.

Prior to beginning his academic career Professor Aggarwal was an entrepreneur in Silicon Valley, where he worked with the founding team of Military.com to develop the start-up’s core revenue streams and grow the company through multiple rounds of venture financing. He also held positions in strategy consulting and investment banking, and served as an independent consultant to a range of firms in the technology and transportation industries.

Professor Aggarwal holds a PhD from the Wharton School at the University of Pennsylvania, an MBA from the Sloan School of Management at MIT, and an AB in Economics from Princeton University.

**PUBLICATIONS**

- Resource Congestion in Alliance Networks: How a Firm's Partners' Partners Influence the Benefits of Collaboration
- Organizing Knowledge Production Teams within Firms for Innovation
- Capability Interactions and Adaptation to Demand-Side Change
- Knowledge Mobilization in the Face of Imitation: Microfoundations of Knowledge Aggregation and Firm-Level Innovation
- Adaptive Capacity to Technological Change: A Microfoundational Approach
- Organizational Constraints to Adaptation: Intra-firm Asymmetry in the Locus of Coordination
- Entrepreneurial Exits and Innovation
- Governing Collaborative Activity: Interdependence and the Impact of Coordination and Exploration
- Modes of Cooperative R&D Commercialization by Start-ups

**RESEARCH AREAS**

- Adaptation and Innovation in Dynamic Settings, Interdependence and Complexity, Inter-Firm Collaborations, Venture Capital and Private Equity

**TEACHING AREAS**

- Venture Capital and Private Equity, Entrepreneurial Field Studies, Organizational Foundations of Financial Markets, Business as a Force for Good Practicum
Philip Anderson is the INSEAD Alumni Fund Chaired Professor of Entrepreneurship and Professor of Entrepreneurship at INSEAD. He currently teaches courses in strategy, entrepreneurship, leadership, innovation, and change, and has written over 120 original case studies and teaching notes for these classes. Professor Anderson is also the Academic Director of the Rudolf and Valerie Maag INSEAD Centre for Entrepreneurship.


He has consulted and/or conducted customised Executive Education programmes for companies such as 3i, the Abu Dhabi Civil Service, the Abu Dhabi Investment Authority, the Abu Dhabi Crown Prince’s Court (Diwan), the Abu Dhabi Critical National Infrastructure Authority, Adidas, Aetna, Air Products, ALSTOM, American Express Financial Advisors, Astra International, Astra Zeneca, Bank Danamon, BOC, Bharti Airtel, Bristol-Myers Squibb, Centennial Funds, CIO Magazine, Commerce One, Cyanamid, DaimlerChrysler, Deutsche Bank, Dow, Eaton, Ernst & Young, Glaxo SmithKline, HeidelbergCement, Hewlett-Packard, Ittiam, J.M. Huber, Intel Capital, Interpharma, John Deere, Jones Lang LaSalle, KPMG, the Lee Evans Group, Malden Mills, Markem, McGraw-Hill, Medallion Enterprises, Merrill, Monument Group, Mubadala, Navis Partners, The New York Times, North Atlantic Capital Partners, OCBC, Pernod Ricard, Petronas, Pfizer, Polaris Ventures, Praxair, Procuritas, PricewaterhouseCoopers, RHC, Roche, Siemens PLM, Sonera, Tadawul, Telenor, The Executive Office of the Government of Dubai, TNT Express, the UAE Federal Government, Unilab and Visa.

**PUBLICATIONS**

- Technology
- Organic Growth through Internal Corporate Ventures
- The Next Generation
- AtomShockwave - A Venture Rollercoaster in the Online Entertainment Industry
- Managing Strategic Innovation and Change - A Collection of Readings
- From Corporate Strategy to Business-level Advantage: Relatedness as Resource Congruence
- Global Recombination: Cross-Border Technology and Innovation Management
- Entrepreneurship
- Perspective—Forming and Exploiting Opportunities: The Implications of Discovery and Creation Processes for Entrepreneurial and Organizational Research

**RESEARCH AREAS**

Entrepreneurship, Venture Capital/Private Equity, Strategic Management, Technological Change, Organisational Evolution and Growth, Complexity Theory

**TEACHING AREAS**

Entrepreneurship, Venture Capital/Private Equity, Innovation and Creativity, Managing Technological Change, Change Management, Leadership, Managing Growth
## BIOGRAPHY

Youssef Bissada is Emeritus Professor of Entrepreneurship and Family Enterprise. Owner and Chairman of Bissada Management Simulations, a company specialising in the development of computer-aided educational packages, Professor Bissada is currently teaching in the MBA and Executive Education programmes. He received degrees in engineering from Karlsruhe University, Germany, MBA from INSEAD and Harvard Business School, and a Doctorat d'Etat es Sciences from the University of Aix-Marseille in France.

He works as a consultant for numerous international organisations and corporations.

In addition to his research in the fields of international operations, project management and transfer of technology, Professor Bissada has played a major role in developing computer-aided teaching packages, including the SIGMA Challenge. He teaches in a number of open enrolment and customised Executive Education programmes.

## PUBLICATIONS

- ALCO Challenge: An Asset-Liability Management Simulation
- Asset & Liability Management - The Banker's Guide to Value Creation and Risk Control
- Asset & Liability Management - A Guide to Value Creation and Risk Control
- Le Lien Fixe Transmanche (A) (French)
- Méthode d'estimation du facteur de localisation: Le cas de l'industrie du pétrole

## RESEARCH AREAS

Utilisation of Simulation as a Teaching Vehicle, Entrepreneurship, International Management

## TEACHING AREAS

Project Management, Entrepreneurship, International Management

## INDUSTRY SECTORS

Information Technology
Dr. Randel S. Carlock researches and teaches about entrepreneurship, family business and leadership based on his experience as a CEO, management professor, consultant and psychotherapist. He is the first Berghmans Lhoist Chaired Professor in Entrepreneurial Leadership and is the founding academic director of the Wendel International Centre for Family Enterprise at INSEAD (Europe, Asia, Abu Dhabi and San Francisco) he directed from 2005 until 2009. He is co-directing the The Family Business Enterprise Challenge. Previously he was the first Opus Professor of Family Enterprise and founder of the family business centre at the University of St. Thomas in Minneapolis, MN (USA).

Carlock has an MA in education and training (1976), an Executive MBA in strategic management (1983), and a Ph.D. (1991), all from the University of Minnesota. His doctoral dissertation explored the role of organization development in managing high growth entrepreneurial firms. He has also completed a post graduate certification in family and marriage therapy at the Institute of Psychiatry, King’s College, University of London (1998) and a certificate in psychodynamic counseling at Birkbeck College, University of London (1999). He was awarded a Certificate in Family Business Advising with Fellow Status (2001) by the Family Firm Institute, Boston, MA (USA). He completed The Art and Practice of Leadership Development at Harvard University Kennedy School of Government in 2011 and in 2015 Strategic Family Therapy Training at the Mental Research Institute in Palo Alto, California.


In 2008 Carlock received the Family Firm Institute International Achievement Award for furthering the understanding of family business issues through educational programs with the primary focus on the work of family businesses crossing international borders. An article Fair Process: Striving for Justice in Family Firms (with L. Van der Heyden and C. Blondel) received the 2006 Family Business Network Research Award for the best-published research article on family business practice (Family Business Review, XVIII, (1), March 2005). The HP-Compaq Merger: A Battle for the Heart and Soul of a Company (with Liz Florent) was awarded the 2005 IMD-European Foundation for Management Education Family Business Case Competition prize.

Carlock has 25 years of management and leadership experience serving first as an executive with a New York Stock Exchange family business, Dayton-Hudson (now Target Corporation) and as a CEO and Chairman of four companies he created including a NASDAQ listed corporation. He currently advises global business families and corporations specializing strategy, leadership and governance.

**PUBLICATIONS**

- Can ABC Telecommunication Manufacturing Be Saved?
- Family Governance: Organising a Family Meeting
- Roger Levy and Iapak: A Family Business Simulation - Participant’s Guide
- Natural Selection - How to Choose the Best Board
- Board Recognition and Reward
- Legacy Advisors Ltd. - The Family Office: Building and Sustaining Value for Business Families
- Family Business on the Couch: A Psychological Perspective
- Entry on Family Business
## RESEARCH AREAS


## TEACHING AREAS


## CASE WEBSITES

- FrogPubs
- Love and Work
- Eu Yan Sang: Healing a Family and Business
- Nash Engineering: 100 Years of Evolving Family Commitment
JASON P. DAVIS
Associate Professor of Entrepreneurship and Family Enterprise

CONTACT
EMAIL: jason.davis@insead.edu
PHONE: +65 6799 5257
CAMPUS: Singapore

BIOGRAPHY

Jason Davis is an Associate Professor of Entrepreneurship and Family Enterprise at INSEAD. He is an expert on digital transformation and innovation in large enterprises and the strategies of startups in digital platform ecosystems. His research has focused on issues of collaboration and adaptation by 'big tech' computing companies in Silicon Valley and Seattle, fast experimentation by mobile app ventures on the iPhone and Android platforms, and the social media strategies of the Fortune 500 companies using Twitter and Facebook. He applies these insights to large organizations as they seek to create value with new digital technologies and systems like artificial intelligence, automation, platform-marketplaces, blockchain, and super-apps, and to new ventures in his MBA course, Digital Entrepreneurship. Jason has focused effort on investigating business model innovations by big tech companies in Asia, having developed teaching cases about how companies such as Go-Jek, Grab, Alibaba, ByteDance, and Circles.Life are innovating in the region, and how Amazon, Microsoft, and Google compete globally. Prior to joining INSEAD, Jason was an Associate Professor of Technological Innovation, Entrepreneurship, and Strategic Management in the MIT Sloan School of Management where he taught Technology Strategy.

Jason earned PhD and MA degrees from Stanford University, where his research was supported by the National Science Foundation. He also earned MS and SB degrees from Caltech and MIT where he did thesis research in computation theory and molecular biology. His research has been published in top academic journals such as the Administrative Science Quarterly, American Economic Review, Strategic Management Journal, and Academy of Management Review. Jason has served as editorial board member at Academy of Management Journal, Organization Science, Strategic Management Journal, and Strategic Organization. He has received multiple research awards including the AOM Academy-Wide Newman Award for Best Paper from a Dissertation (2009), the TIM Division Best Doctoral Dissertation Award (2009), the TIM Division Best Paper Award (2009), the OMT Division Best Paper Award (2008), and the ACAC Competitive Advantage Best Paper Award (2014). Jason also received an Honorable Mention Award for the Granovetter Prize for best article in Economic Sociology from the American Sociological Association (2012). He is also the recipient of the Academy of Management's Technology Innovation Management Emerging Scholar Award (2012). Finally, Jason was selected to receive the ASQ Award for Scholarly Contribution (2015) given to “the most significant paper published in ASQ five years earlier.” His research has also been featured in a variety of popular and industry publications like Harvard Business Review, BBC, Financial Times, Wall Street Journal, Bloomberg, The Atlantic, The Economist Podcast, Forbes, Fortune, Wired, Channel News Asia, South China Morning Post, Jakarta Post, Huffington Post, Sloan Management Review, Computer World and Technology Review. Jason has also consulted, advised, or spoken about his research or conducted executive education at multiple companies including Intel, Microsoft, Cisco, Google, Broadcom, ESI, Sun Microsystems, Tesla, Citibank, Bank Indonesia, BCA, Pertamina, Astra, Go-Jek, Axiai, Natixis, Frasers, Prudential, Aviva, CIMB, Jardines, JG Summit, Lenovo, and various startups. At INSEAD, he serves as Program Director for customized executive education programs about Digital Strategy & Leadership and the Leading Digital Transformation and Innovation open enrollment program on INSEAD’s Asia campus.

PUBLICATIONS

- The Group Dynamics of Interorganizational Relationships: Collaborating with Multiple Partners in Innovation Ecosystems
- Entrepreneurial Innovation: Killer Apps in the iPhone Ecosystem
- Brokerage as a Process: Decoupling Action from Social Network Structure
- Economic Value Creation in Mobile Applications
- The Emergence and Coordination of Synchrony in Inter-Organizational Networks
- Learning Sequences: Their Existence, Effect, and Evolution
- Rotating Leadership and Collaborative Innovation: Recombination Processes in Symbiotic Relationships
- Optimal Structure, Market Dynamism, and the Strategy of Simple Rules
- Developing Theory through Simulation Methods
- Knowledge Mobilization in the Face of Imitation: Microfoundations of Knowledge Aggregation and Firm-Level Innovation

RESEARCH AREAS
Innovation, Entrepreneurship, Networks, Strategic Management, Organization Theory

TEACHING AREAS
Innovation, Entrepreneurship, Collaboration, Networks, Leadership, Strategy in Dynamic Markets
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<tr>
<th>CASE WEBSITES</th>
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BIOGRAPHY

Vibha Gaba is an Associate Professor of Entrepreneurship at INSEAD. Her core expertise is in the area of corporate entrepreneurship, organisational innovation and learning. Much of her published and ongoing research pivots around how organisations learn and its impact on their ability to innovate and adapt their business. Her research has appeared in top academic journals such as the Academy of Management Journal, Organization Science, Journal of International Business Studies, and Strategic Entrepreneurship Journal. She also serves on the Editorial Board of Journal of Management.

At INSEAD, she teaches modules on leadership and change in various open-enrolment and specialised Executive Education programmes including Adidas, Alstom, Astra Zeneca, Bank Mandiri, COFRA, RHB, Hewlett Packard, IBM, Indian Railways, KPMG, McKinsey, Petronas, Shell, and TNT. She is also the Academic Programme Director for Leading Successful Change and Learning to Lead, three-day open-enrolment programmes for executives. She has also taught MBA core Organisational Behaviour course as well an MBA elective on Leadership and Change. Her teaching portfolio also includes a PhD course on Organisation Theory.

She holds a PhD in management from Lundquist College of Business, University of Oregon, USA, a Masters in Sociology from the Delhi School of Economics, and a Bachelors degree in Economics from Delhi University, India. She has also worked as a business journalist for a leading financial daily in India, and as a writer and consultant for the Oxford University Press.

PUBLICATIONS

- Organizational Structure, Information Processing, and Decision Making: A Retrospective and Roadmap for Research
- Safe or Profitable? The Pursuit of Conflicting Goals
- Research: Why Struggling Airlines Spend More on Safety
- Performance Feedback in Organizations and Groups: Common Themes
- The Fog of Feedback: Ambiguity and Firm Responses to Multiple Aspiration Levels
- Decomposing Uncertainty and its Effects on Imitation in Firm Exit Decisions
- Corporate Structure and Performance Feedback: Aspirations and Adaptation in M-Form Firms
- Aspirations, Innovation, and Corporate Venture Capital: A Behavioral Perspective
- Venturing Into New Territory: Career Experiences of Corporate Venture Capital Managers and Practice Variation
- Crossing the Organizational Species Barrier: How Venture Capital Practices Infiltrated the Information Technology Sector
- Organizing Far From Equilibrium: Non-Linear Change in Organizational Fields
- Timing of Entry in International Market: An Empirical Study of U.S. Fortune 500 Firms in China
- Economics (various entries)

RESEARCH AREAS

Organisational Decision Making and Learning, Innovation Diffusion, Organisational Change and Disruptive Environments, R&D Externalisation, Corporate Venture Capital Investing, New Product Introductions

TEACHING AREAS

Learning to Lead (Executive Education), Leading Successful Change (Executive Education), Leading Organisations (MBA Core), Leadership and Change (MBA Elective), Introduction to Organisation Theory (PhD)

INDUSTRY SECTORS

Information Technology

CASE WEBSITES

- Being a Change Agent
- Essilor Korea
**BIOGRAPHY**

Martin Gargiulo is a Professor of Entrepreneurship at INSEAD. He earned his PhD in Sociology at Columbia University and holds a Bachelor’s degree in Cultural Anthropology from Uruguay’s national university.

Professor Gargiulo has taught MBA and executive audiences in Asia, the Middle East, Europe, and Latin America. His teaching focuses on informal networks, leadership, influence without authority, and on the management of change in organisations. He teaches an advanced PhD seminar on theory and methods of social network analysis. In executive education, he is particularly interested in the development of high-potential executives. He currently directs the [High Impact Leadership Programme](#), and has designed and directed programmes targeted to high-potential managers for leading multinational firms.

Professor Gargiulo studies the formation of social networks and its effects on performance in business organisations. His research has appeared in leading academic journals such as *American Journal of Sociology*, *Administrative Science Quarterly*, *Organization Science*, and *The Academy of Management Journal*, as well as in several books and other reputed journals. His most recent research focuses on the effect of knowledge exchange networks on the performance of global investment bankers, as well as the dynamics of informal collaboration among software engineers. He designed a widely-used online assessment tool to measure the social capital of an executive’s informal network.

Professor Gargiulo has served as Area Chair (2006-2009) and Associate Dean for Executive Education (2009-2011), having been responsible for INSEAD’s Executive Education operations in Asia-Pacific during that period. He was also an elected member of the Executive Committee of the Organization and Management Theory division of the Academy of Management (2009-2012) and serves on the Editorial Board of *Administrative Science Quarterly* and *Strategic Organization*, two leading academic publications in organisation and management theory.

**PUBLICATIONS**

- The Two Faces of Control: Network Closure and Individual Performance among Knowledge Workers
- Component Modularity, Team Network Structure, and the Attention to Technical Interdependencies in Complex Product Development
- The Dark Side of Trust
- Partner Substitutability, Alliance Network Structure, and Firm Profitability in the Telecommunications Industry
- Trapped in Your Own Net? Network Cohesion, Structural Holes and the Adaptation of Social Capital
- Where do Inter-organizational Networks Come From?
- Two-Step Leverage: Managing Constraint in Organisational Politics
- The Dark Side of Social Capital

**RESEARCH AREAS**

- Social Networks, Social Capital, Organisational Theory, Intra- and Inter-Organisational Cooperation, Resource-Dependence Theory

**TEACHING AREAS**

- Network Analysis (Doctoral Seminar), Power, Influence and Networks, Organisational Change and Transformation, Leadership and Social Capital

**INDUSTRY SECTORS**

- Banking and Insurance, Energy, Oil and Gas, Pharmaceuticals and Health
Henrich R. Greve is a Professor of Entrepreneurship and the Rudolf and Valeria Maag Chaired Professor in Entrepreneurship at INSEAD. He holds a PhD in Organisational Behaviour and MA in Sociology from the Graduate School of Business, Stanford University.

Henrich’s research focuses on the causes and consequences of strategic change in organisations, and he also studies organisational innovations and founding and growth of organisations in young industries. He has published over 80 articles in leading journals including Administrative Science Quarterly, Academy of Management Journal, Strategic Management Journal, American Journal of Sociology, and Management Science. He has co-authored the book Network Advantage: How to Unlock Value from Your Alliances and Partnerships (Jossey-Bass, 2013) and authored the book Organizational Learning from Performance Feedback: A Behavioral Perspective on Innovation and Change (Cambridge University Press, 2003).

Henrich is the editor of Administrative Science Quarterly where he has previously been an Associate Editor, and has also served as a Senior Editor of Organization Science. He has been a joint guest editor at Academy of Management Journal, Organization Science, Advances in Strategic Management, Research in the Sociology of Work, and Research in the Sociology of Organizations. He has served as the Program Chair and Division Chair of the Organisation and Management Theory (OMT) Division at the Academy of Management.

His business and policy presentations include the World Knowledge Forum in Seoul, Korea, and the World Economic Forum Annual Meeting of New Champions in Tianjin, China.

**PUBLICATIONS**

- Relining the Garbage Can of Organizational Decision-Making: Modeling the Arrival of Problems and Solutions as Queues
- Strategic Rule Breaking: Time Wasting to Win Soccer Games (e0224150)
- Is All Publicity Good Publicity? The Impact of Direct and Indirect Media Pressure on the Adoption of Governance Practices
- Safe or Profitable? The Pursuit of Conflicting Goals
- Research: Why Struggling Airlines Spend More on Safety
- Dominant Coalitions Directing Acquisitions: Different Decision Makers, Different Decisions
- Where to Search
- Delayed Adoption of Rules: A Relational Theory of Firm Exposure and State Cooption
- Show me the Data! Improving Evidence Presentation for Publication
- Disasters and Community Resilience: Spanish Flu and the Formation of Retail Cooperatives in Norway
- Goal Selection Internally and Externally: A Behavioral Theory of Institutionalization
- Hereafter: How Crises Shape Communities through Learning and Institutional Legacies
- Amazon Warrior: How a Platform can Restructure Industry Power and Ecology
- Unequal Bedfellows: Gender Role-based Deference in Multiplex Ties Between Korean Business Groups
- Performance Feedback in Organizations and Groups: Common Themes
- Board Reform versus Profits: The Impact of Ratings on the Adoption of Governance Practices
- Institutional Logics and Power Sources: Merger and Acquisition Decisions
- Emergence: How Novelty, Growth, and Formation Shape Organizations and Their Ecosystems
- Look at Me: Overt Status-seeking Behavior and Competitive Emergence among Securities Analysts
- Emergence: How Novelty, Growth, and Formation Shape Organizations and Their Ecosystems
- Emergence (Research in the Sociology of Organizations (Book 50))
- Ripples of Fear: The Diffusion of a Bank Panic
- Consequences of Organizational Misconduct: Too Much and too Little Punishment
- Asymmetry of Reputation Loss and Recovery under Endogenous Partnerships: Theory and Evidence
- Short- and Long-Term Performance Feedback and Absorptive Capacity
- Self-Assessment, Self-Enhancement, and the Choice of Comparison Organizations for Evaluating Organizational Performance
- The Building of the Behavioral Theory of the Firm Continues
- The Thin Red Line between Success and Failure: Path Dependence in the Diffusion of Innovative Production Technologies
- Behavioral Theories of Organization
- Resource Dependence Dynamics: Partner Reactions to Mergers
- History and the Present: Institutional Legacies in Communities of Organizations
- Sex, Drugs, and Rolling Rocks: Adolescent Counter-Normative Behaviors and their Job Mobility as Young Adults
- Adolescent Experiences and Adult Work Outcomes: Connections and Causes
- Running for the Exit: Community Cohesion and Bank Panics
- Competitive Parity, Status Disparity, and Mutual Forbearance: Security Analysts’ Competition for Investor Attention
- Network Advantage: How to Unlock Value From Your Alliances and Partnerships
- How Partners Shape Strategy
- Microfoundations of Management: Behavioral Strategies and Levels of Rationality in Organizational Action
- Greener Pastures: Outside Options and Strategic Alliance Withdrawal
- Echoes of the Past: Organizational Foundings as Sources of an Institutional Legacy of Mutualism
- Correctly Assessing the Value of Our Research to Management Education
- Young and Growing Research Directions in Competitive Strategy
- The Behavioral Theory of the Firm: Assessment and Prospects
- The Prince and the Pauper: Search and Brokerage in the Initiation of Status-Heterophilous Ties
- Market Niche Entry Decisions: Competition, Learning, and Strategy in Tokyo Banking, 1894-1936
- Market Niche Entry Decisions: A Retrospective Introduction
- Fast and Expensive: The Diffusion of a Disappointing Innovation
- Positional Rigidity: Low Performance and Resource Acquisition in Large and Small Firms
- When do Interlocks Matter? Institutional Logics and the Diffusion of Multiple Corporate Governance Practices
- Business Group Affiliation and Firm Search Behaviour in India: Responsiveness and Focus of Attention
- Built to Last but Falling Apart: Cohesion, Friction, and withdrawal from Interfirm Alliances
- Organizations Gone Wild: The Causes, Processes, and Consequences of Organizational Misconduct
- Designing Performance Feedback Systems to Guide Learning and Manage Risk
- A Matching Theory of Alliance Formation and Organizational Success: Complementarity and Compatibility
- Undeserved Loss: The Spread of Legitimacy Loss to Innocent Organizations in Response to Reported Corporate Deviance
- Bigger and Safer: The Diffusion of Competitive Advantage
- A Behavioral Theory of Firm Growth: Sequential Attention to Size and Performance Goals
- Multimarket Contact and Sales Growth: Evidence from Insurance
- Organizational Routines and Performance Feedback
- A Behavioral Theory on the Firm-40 Years and Counting: Introduction and Impact
- Exploration and Exploitation in Product Innovation
- Power and Glory: Concentrated Power in Top Management Teams
- Vox Populi: Resource Partitioning, Organizational Proliferation, and the Cultural Impact of the Insurgent Microradio Movement
- Superman or the Fantastic Four? Knowledge Combination and Experience in Innovation Teams
- Intent and Extent of Multimarket Contact
- Time to Break Up: Social and Instrumental Antecedents of Firm Exits from Exchange Cliques
- Competing in Groups
- Job Search with Organizational Size as a Signal
- Organizational Learning from Performance Feedback: A Behavioral Perspective on Innovation and Change
- Fool’s Gold: Social Proof in the Initiation and Discontinuation of Coverage by Wall Street Analysts

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**RESEARCH AREAS**

Strategic Change in Organisations, Organisational Learning

**TEACHING AREAS**

Organisational Theory, Entrepreneurship, Research Methods
BIOGRAPHY

Manfred F. R. Kets de Vries is the Distinguished Clinical Professor of Leadership Development and Organisational Change and the Raoul de Vitry d’Avaucourt Chaired Professor of Leadership Development, Emeritus, at INSEAD. He brings a different view to the much-studied subjects of leadership and the dynamics of individual and organisational change. Bringing to bear his knowledge and experience of economics (EconDrs, University of Amsterdam), management (ITP, MBA, and DBA, Harvard Business School), and psychoanalysis (Canadian Psychoanalytic Society and the International Psychoanalytic Association), he scrutinises the interface between international management, psychoanalysis, psychotherapy, and dynamic psychiatry. His specific areas of interest are leadership, career dynamics, executive stress, entrepreneurship, family business, succession planning, cross-cultural management, team building, coaching, and the dynamics of corporate transformation and change. Manfred F. R. Kets de Vries directs The Challenge of Leadership Executive Education programme.

A clinical professor of leadership and organisational change, he held the Raoul de Vitry d’Avaucourt Chair of Leadership Development at INSEAD from September 1992 to March 2013. He is the founder of the INSEAD Global Leadership Centre, the programme director of INSEAD’s top management seminar The Challenge of Leadership, and the scientific director of the INSEAD Executive Master in Consulting and Coaching for Change. He has received the INSEAD Distinguished Teacher Award five times. He has held professorships at McGill University, the Ecole des Hautes Etudes Commerciales, Montreal, and the Harvard Business School, and has lectured at management institutions around the world.

Financial Times, Le Capital, Wirtschaftswoche, and The Economist rated Manfred Kets de Vries as one of the world’s top fifty leading management thinkers, as well as one of the most influential contributors to human resource management. In 2008, he received the Lifetime Achievement Award from the International Leadership Association (the Leadership Legacy Project), being viewed as one of the world’s six founding professionals in the development of leadership as a field and discipline.

He is the author, co-author or editor of forty-nine books and has published over 400 papers as articles or chapters in books. His books and articles were translated into thirty-one languages. He is a member of seventeen editorial boards. He has been elected a Fellow of the Academy of Management. In 2011, he was awarded the Doctor Honoris Causa title by the IEDC-Bled School in recognition of his contributions to leadership development and research. In 2001, he received the Harry and Miriam Levinson Award (Organizational Consultation division) from the American Psychological Association for his contributions to the field of consultation. He is a founding member of the International Society for the Psychoanalytic Study of Organizations (ISPSO), and in 2009 he became its Lifetime Distinguished Member. Kets de Vries is also the first non-American recipient of the International Leadership Award from the International Leadership Association (ILA) for “his contributions to the classroom and the boardroom”. In 2010, he received the Freud Memorial Award from the Dutch Psychoanalytic Institute in acknowledgement of his exceptional work on the interface between psychoanalysis and organisations.

Kets de Vries is a consultant on organisational design/transformation and strategic human resource management to leading US, Canadian, European, African, and Asian companies. As an educator and consultant, he has worked in more than forty countries.

He was awarded an Officer in the Order of Oranje Nassau by the Dutch government. He was the first fly fisherman in Outer Mongolia and is a member of New York’s Explorers Club. In his spare time, he can be found in the rainforests or savannas of Central and Southern Africa, the Siberian taiga, the Ussuri Krai, Kamchatka, the Pamir and Altai Mountains, Arnhemland, or within the Arctic Circle.

PUBLICATIONS

- How to Find and Practice Courage
- Workplace Stress in Senior Executives: Coaching the ‘Uncoachable’
- Is Your Corporate Culture Outfit?'
- Down the Rabbit Hole of Leadership: Leadership Pathology in Everyday Life
- Coaching Challenging Executives
- Understanding Why We Overreact at Work
- Dealing with Disappointment
<table>
<thead>
<tr>
<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CASE WEBSITES</td>
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<td>● Best Western Italy: Creating an Authentizotic Organization by Putting People First</td>
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BIOGRAPHY

Ji-Yub (Jay) Kim is an Associate Professor of Entrepreneurship and Family Enterprise at INSEAD. His research centers on organisational learning and its implications on organisational performance and evolution. His research interests also include mergers and acquisitions, community influences, corporate entrepreneurship and innovation, and corporate misbehaviour. He has published in leading academic journals including American Sociological Review, Administrative Science Quarterly, Academy of Management Journal, Organization Science, and Strategic Management Journal. He serves on the editorial review boards of Administrative Science Quarterly, Academy of Management Journal, and Organization Science.

He teaches a broad spectrum of strategy, innovation and organisation topics including competitive strategy, technology disruption, digital strategy, strategy and business model innovation, value innovation, corporate entrepreneurship, and mergers and acquisitions. He has extensive experience in designing, directing and teaching for executive development programmes for global corporate clients. His clients include OCBC, Nike, Mitsubishi Corporation, Schroders, Mizuho Bank, Central Group, Ajinomoto, AmBank, Takeda, Borouge, SK Group, Permatabank, Korean Management Association, Pertamina, and Hana Financial Group. He is a recipient of multiple INSEAD Executive Education Teaching and Direction Awards.

Prior to joining INSEAD, Jay was an assistant professor of Management and Organisation at the Marshall School of Business at the University of Southern California, where he was honoured to receive several teaching awards including Golden Apple Teaching Award for Business Core and Evan C. Thompson Faculty Teaching and Learning Innovation Award. A native of South Korea, Jay received his bachelor’s degree in engineering from Yonsei University in Seoul, South Korea. He earned his PhD in Strategic Management and Organisation Theory from the Wisconsin School of Business at the University of Wisconsin–Madison. He also holds an MBA from the Ross School of Business, University of Michigan.

April 2019

PUBLICATIONS

- Ripples of Fear: The Diffusion of a Bank Panic
- Running for the Exit: Community Cohesion and Bank Panics
- All Aspirations are Not Created Equal: The Differential Effects of Historical and Social Aspirations on Acquisition Behavior
- When Firms are Desperate to Grow via Acquisition: The Effect of Growth Patterns and Acquisition Experience on Acquisition Premiums
- The Effects of Strategic and Market Complementarity on Acquisition Performance: Evidence from the U.S. Commercial Banking Industry, 1989-2001
- Organizational Learning from Extreme Performance Experience: The Impact of Success and Recovery Experience
- Vicarious Learning from the Failure and Near-failure of others: Evidence from the U.S. Commercial Banking Industry
- The Influence of Acquisition Experience and Performance on Acquisition Behavior: Evidence from the U.S. Commercial Banking Industry

RESEARCH AREAS

Organisational Learning, Mergers & Acquisitions, Network & Strategic Alliance, Corporate Misbehaviour, Technology & Innovation, Corporate Entrepreneurship

TEACHING AREAS

Corporate Entrepreneurship, Strategic Management, Global Strategy
ROGER LEHMAN is a professor at INSEAD’s Singapore campus where he is Director of the Executive Masters in Consulting and Coaching for Change Program. In addition, he designs and teaches in both open and company specific programs, providing a focus on executive leadership, leading innovation, personal and professional development, change management and high performance teams. In 2002 Roger was instrumental in setting up the INSEAD Global Leadership Center (IGLC) serving as its first Executive Director. As co-designer and Program Director of INSEAD’s innovative Coaching and Consulting for Change Program (CCC), he is deeply involved in supporting leadership transformational processes. In 2009 Roger navigated the CCC program through its own transformation from a non-degree executive education program into an Executive Masters Degree, resulting in the EMCCC program being offered in both Fontainebleau and Singapore and Roger’s relocation from Europe to Singapore.

Roger’s clinical, teaching and organizational consulting career spans over 35 years during which time his experience has included a variety of staff and leadership positions in both public and private institutions. Over the past 20 years his teaching and consulting have led him to a variety of international assignments on all continents… including Antarctica. In addition to his extensive involvement in the Executive Masters Program, Roger’s current focus is on leader development in Asia and Africa.

As a result of his extremely varied academic background (anthropology, sociology, clinical social work, psychiatry and religion, clinical and organizational psychology and psychoanalytic training) Roger brings a variety of “lenses” to his understanding of both leader and leadership development. His formal academic degrees include Masters degrees from both Rutgers (Social Work) and Princeton Theological Seminary (Psychiatry and Religion) as well as a Ph.D. from the Florida Institute of Technology (Clinical Psychology). He completed his psychoanalytic training at the Sigmund Freud Institute, Frankfurt Germany in 1996.

He is an active member of the American Psychological Association, the International Psychoanalytic Association and the International Society for the Psychoanalytic Study of Organizations. Over the years he has been instrumental in helping to bridge the gap between the psychoanalytic and business communities. Over the years, some of Rogers clients have been the executive teams from Deutsche Bank, SAP, HSBC, BP, Church of England Bishops, JTI, the UN, Credit Suisse, as well as the Executive Management Board of LEGO. His advisory board positions include 8inc; TeamStreamz & The Sparks Foundation.

When not traveling, Roger splits his time between Singapore and Europe with his wife, Tessa. They have two adult sons, one who resides in Hong Kong and the other who lives in New York City.

PUBLICATIONS

- Reflections on Teaching Leaders to Coach: Using the Self as a Tool in Developing Others
- Crisis Management of Children During Desert Storm
- Psychosoziale Belastung in Familien amerikanischer Armeeangehöriger
- Fortbildung, wissenschaftlicher Austausch und Netzwerke in psychodynamischer Organisationsberatung

RESEARCH AREAS

Leadership and Collaboration, Leading in Turbulent Times, Life-long Learning

TEACHING AREAS

Leadership, High-Performance Teams, Leading Change, Collaborative Leadership and Organisational Culture
Professor Xiaowei Rose Luo is a tenured senior faculty member in the Area of Entrepreneurship and Family Business at INSEAD. She is Academic Director of the top-ranked Tsinghua-INSEAD dual-degree EMBA program, and has served as Academic Director for open enrolment and customer-specific programs at INSEAD including Expanding Business in China. During her appointment as Visiting Professor at CKGSB in 2014, one of the leading business schools in China, she served as Academic Director of its most prestigious Doctor of Business Administration program attended by top Chinese private entrepreneurs. Before INSEAD, she served as a tenured faculty member at the University of Illinois at Urbana-Champaign for 9 years. She holds a Ph.D. in sociology with a focus on organizational studies from Stanford University.

Professor Luo is a prominent scholar in the field of entrepreneurship, emerging market strategies, and family business research. She has published numerous research studies in leading academic journals such as Administrative Science Quarterly, Organization Science, Academy of Management Journal, and Strategic Management Journal, and serves as editorial board members in the leading journals. In 2016, she was invited to be the keynote speaker of the biennial conference of the International Association of Chinese Management Research, the most influential scholarly community on China-related research. Her research on Chinese family firms also won the 2016 Best Paper Award from the Strategic Management Society Hongkong Conference. She has been the Senior Editor of the Management and Organization Review (MOR) since 2013, the most impactful academic journal on China-related research.

Professor Luo has consulted for McKinsey Co., World Economic Forum, Walmart, Sinopec, among other companies and organizations, and is a judge for the prestigious Cartier Award for Women Entrepreneurs. In 2015, she was invited to teach at the corporate university of Alibaba, which was dedicated to training high-growth entrepreneurs in China.

A native of China, Professor Luo received her B.A. in Linguistics and English and American Literature and studied in the graduate program in World Economy at Fudan University, Shanghai.

November 2017

**RESEARCH AREAS**

Cross-cultural Variation in Organisational Practices, Family Business, Corporate Governance, Corporate Social Responsibility, Institutional Theory

**TEACHING AREAS**

Entrepreneurial Strategies in Emerging Markets, Organisational Design and Effectiveness, Strategic Human Resources Management, Organisation Theory
Stephen J. Mezias is a Professor of Entrepreneurship and Family Enterprise at INSEAD. His current research focuses on cognitive and social aspects of institutional processes, especially as they relate to legal environments, the emergence of new industries, the production of culture, organisational learning processes, and cultural differences and similarities in performance evaluation.

He is an active leader at the Academy of Management where he has served as both a Division Chair and a representative-at-large for two divisions. He is a current member of the editorial boards of Organization Science and Strategic Management Journal. He has previously served as an Associate Editor of Management Science, and is on the editorial boards of the Journal of Management and Administrative Science Quarterly. He is an ad-hoc reviewer for numerous journals. His publications have appeared or are forthcoming in Management Science, Organization Science, Administrative Science Quarterly, Strategic Management Journal as well as other journals.

### Publications

- Situated Learning and Brokerage as Keys to Successful Knowledge production: An Experiential Review
- Country Level Corruption as a Liability of Foreignness: Effects in Staffing, Incentives and Activities
- Storming Legitimacy Barriers: Capacities for Social Action, Attention, and Favorability During the Emergence of the American Film Industry, 1894-1927
- Walking the Walk as well as Talking the Talk: Replication and the Normal Science Paradigm in Strategic Management Research
- Blind Trust: Market Control, legal Environments, and the Dynamics of Competitive Intensity in the Early American Film Industry
- Aspiration-Level Adaptation in an American Financial Services Organization: A Field Study
- National Cultural Distance as Liability of Foreignness: The Issue of Level of Analysis
- Entrepreneurship and the Evolution of Strategic Communities: The Emergence of the American Film Industry, 1895-1930
- Resource Partitioning and the Founding of Specialist Firms: The American Feature Film Industry, 1912-1929
- Adapting Aspirations to Feedback: The Role of Success and Failure
- Dynamic Performance Measurement Systems for a Global World: The Complexities to Come
- Legal Environments and the Population Dynamics of Entrepreneurship: Litigation and Foundings in the Early American Film Industry, 1897-1918
- Industry Creation, Legitimacy and Foundings: The Case of American Film Industry, 1896-1928
- Organizational Dynamics of Creative Destruction

### Research Areas

The Ecology of Industry Emergence, Business Models for the Base of the Pyramid, The Institutions of Global Financial Integration, Private Equity in Emerging Markets

### Teaching Areas

Winning in Emerging Markets, Media and Internet, Entrepreneurial Field Studies, Social Innovation and Entrepreneurship
Melanie Milovac is an Assistant Professor of Entrepreneurship and Family Enterprise at INSEAD. Professor Milovac’s research and teaching interests focus on psychological factors that foster matchmaking between entrepreneurs and stakeholders. Specifically, Professor Milovac’s research examines the role of affect (moods, feelings) in signaling underlying capabilities for the entrepreneurial process. For example, her research examines how observing entrepreneurs’ mood compositions in pitches influences initial impressions of the pitched opportunity. Her research has received numerous awards and grants from entrepreneurship organisations. Professor Milovac teaches the New Business Ventures course in the MBA programme.

Professor Milovac holds a PhD in Management from the University of Cambridge, an MPhil in Innovation, Strategy and Organisation from the University of Cambridge, and a BSc in Psychology from the University of Heidelberg. Prior to joining INSEAD, she held positions as a visiting scholar and a postdoctoral fellow at the Washington University in St. Louis and the Ross School of Business, University of Michigan.

### RESEARCH AREAS
Social Psychology of Entrepreneurship, Entrepreneurship and Emotion, Emotional Cues in Forecasts and Perceptions of Entrepreneurs

### TEACHING AREAS
New Business Ventures, Entrepreneurship (PhD)
Ivana Naumovska is an Assistant Professor at INSEAD, where she teaches in the MBA, Executive MBA and PhD Programs. Her research examines how social and economic forces jointly shape financial market dynamics. In particular she examines stock market valuations of firms, diffusion of financial practices, and the antecedents and consequences of corporate financial fraud. A distinctive feature of Ivana’s research is that it focuses on novel and understudied financial phenomena, such as reverse mergers and special purpose acquisition companies.

Ivana's research has been published in leading academic journals such as the Academy of Management Journal, and the Review of Finance. Her research has also received a number of prestigious recognitions and awards, including Best Dissertation Prize from the Dutch Royal Academy of Arts and Sciences, and multiple Distinguished and Best Paper Awards from the Academy of Management and the Strategic Management Society. In terms of teaching, Ivana has been awarded the Deans’ Commendation for Excellence in MBA Teaching, and has been nominated multiple times for the Best Teacher Award.

Before joining INSEAD, Ivana held a Postdoctoral position at Northwestern University. She has a PhD in Management and Finance (cum laude) and an MA in Finance (cum laude) from Erasmus University, and a BA in Financial Economics (cum laude) from Utrecht University.

**PUBLICATIONS**

- Strength and Weakness in Numbers? Unpacking the Role of Prevalence in the Diffusion of Reverse Mergers
- Last to Come and Last to Go? On the Complex Role of Gender and Ethnicity in the Reputational Penalties for Directors Linked to Corporate Fraud
- A Note on Event Studies in Finance and Management Research

**RESEARCH AREAS**

Strategic Management and Organization Theory, Sociological Influences on Financial Markets, Corporate Fraud, Diffusion of Practices, Reverse Mergers and Special Purpose Acquisition Companies

**TEACHING AREAS**

Entrepreneurial Finance, Organizational Foundations of Financial Markets, Entrepreneurship Through Acquisition and Search Funds
Henning Piezunka is an Assistant Professor of Entrepreneurship and Family Enterprise at INSEAD. He obtained a PhD at Stanford University, a Master of Science at the London School of Economics, UK, and a Diplom Kaufmann from the University of Mannheim, Germany. Henning is an accomplished researcher in the areas of competition and innovation, and publishes his work in leading academic journals including the Academy of Management Journal.

Before starting his academic career, he co-founded a web design company in 1998 and acted as its founder-CEO until selling it in January 2016. By 2016, Henning’s company employed more than 30 people and served customers in more than 80 countries.

Henning’s teaching focus is on the New Business Ventures course which he teaches in the MBA and the Executive MBA programmes. Henning has received outstanding teaching ratings, has been on Dean’s list for excellence in MBA teaching, and has won the INSEAD best teacher award.

### Publications

- **The Uniplex Third: Enabling Single-Domain Role Transitions in Multiplex Relationships**
- **Strategies for Leveraging Crowds**
- **Idea Rejected, Tie Formed: Organizations’ Feedback on Crowdsourced Ideas**
- **Escalation of Competition into Conflict in Competitive Networks of Formula One Drivers**
- **The Matthew Effect as an Unjust Competitive Advantage: Implications for Competition near Status Boundaries**
- **Distant Search, Narrow Attention: How Crowding Alters Organizations’ Filtering of Suggestions in Crowdsourcing**
- **Open to Suggestions: How Organizations Elicit Suggestions through Proactive and Reactive Attention**
- **All the Right Moves: How Entrepreneurial Firms Compete Effectively**
- **Complexity and Corporate Strategy**
- **Technological Platforms: An Assessment of the Primary Types of Technological Platforms, their Strategic Issues and their Linkages to Organizational Theory**

### Research Areas

- Organisations, Innovation, Selecting Ideas and Relationship Management with Partners

### Teaching Areas

- New Business Venture, Entrepreneurship, PhD
ENTREPRENEURSHIP AND FAMILY ENTERPRISE

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CAMPUS: Fontainebleau

BIOGRAPHY

Stanislav Shekshnia is a Senior Affiliate Professor of Entrepreneurship at INSEAD, co-director of Leading from the Chair and Scandinavian Executive Institute Executive Board development programs. His research concentrates on leadership, leadership development and effective corporate governance at emerging markets and organizations. Shekshnia is the author, co-author, and editor of 11 books, including recently published Leading a Board (2019), CEO School (2018), Athletic CEOs (2018), and Russian management bestsellers Managing People in Contemporary Organization (seven editions since 1996). He has published book chapters, articles, executive commentaries, interviews and case studies on entrepreneurship, leadership, people management, intercultural management and business and management.

Stanislav Shekshnia is a senior advisor at Ward Howell talent equity advisory with an office in Moscow. Stanislav provides advice and personal coaching to business owners, senior executives and executive teams.

Dr. Shekshnia is a Chair of the Board of Samolet Development and an independent director at Novolipetsk Steel (FTSE: NLMK). He has served as a Board Chairman of Russian Fishery, SUEK, Vimpelcom-R and a board member of several international companies.

In 1991-2002 Stanislav Shekshnia held positions of CEO, Alfa-Telecom, President and CEO, Millicom International Cellular, Russia and CIS, Chief Operating Officer of VimpelCom, Director of Human Resources, Central and Eastern Europe of Otis Elevator.

Stanislav Shekshnia has a Ph.D. and Master's Degree in Economics from Moscow State University, and an MBA from Northeastern University in Boston.

PUBLICATIONS

- Leading a Board: Chairs’ Practices Across Europe
- CEO School: Insights From 20 Global Business Leaders
- Athletic CEOs: Leadership in Turbulent Times
- How to Be a Good Board Chair: the Key to Remember You’re Not the CEO
- Coaching for Executives: How to Manage Free People
- The New Russian Business Leaders
- Corporate Governance in Russia

RESEARCH AREAS

Corporate Governance, Governance of Entrepreneurial Companies, Leadership, Leadership Development, Emerging Economies, Emerging Companies

TEACHING AREAS

Corporate Governance, Leadership, Leadership Development, Emerging Companies, Coaching, Organisational Culture

CASE WEBSITES

- Ice and Flame: Building a NYSE Company in Wild Russia
Chiara Spina is an Assistant Professor of Entrepreneurship at INSEAD.

Chiara’s research focuses on understanding how entrepreneurial firms leverage systematic decision-making and experimentation to innovate and grow. She examines the effect of emerging practices such as accelerators, hackathons, and crowdfunding often in collaboration with government entities and incubation hubs. Her research has been published in top-tier academic journals such as *Management Science* and has been featured in leading management publications including *Harvard Business Review*, and *Forbes* among others. Chiara is presently managing research projects funded by institutions such as the UK government (Department for Business, Energy and Industrial Strategy), the Italian government (Ministry of Education, University and Research), the Strategy Research Foundation, and the Innovation Growth Lab.

Chiara is the Director of pre-acceleration programs in Italy, the UK and India, where she has worked with more than 1,500 entrepreneurs. In her role, she combines the latest management practices with research insights to help deliver cutting-edge training and mentorship programs. Chiara is also the co-founder of Strategy Insight Lab, a business support program that has helped 250+ entrepreneurs adopt innovative practices that resulted in significant revenue growth.

In the last ten years, Chiara has worked with governments, as well as with multinationals in commodities, technology, and in the financial sector across Europe, Middle-East, Asia, and North America. Chiara holds a Ph.D. in Business Administration and Management (cum laude) from Bocconi University, and earned her BSc (cum laude) and MSc (cum laude) from the University of Milan.

**RESEARCH AREAS**
- Experimentation
- New Business Creation
- Entrepreneurial Strategy
- Entrepreneurial Funding

**TEACHING AREAS**
- Corporate Entrepreneurship
- Innovation Management
Bala Vissa is Professor of Entrepreneurship at INSEAD. His research focuses on the people side of entrepreneurship—such as structuring effective venture teams, building entrepreneurial networks, and enhancing corporate governance—particularly in emerging economies. He is an invited speaker and advises entrepreneurial companies and professional investors on these topics.

Prof. Vissa has received numerous research awards and currently serves as Associate Editor at the Strategic Management Journal; in addition, he previously served as Associate Editor at the Academy of Management Journal. He also served as elected Chairperson of the Entrepreneurship & Strategy interest group of the Strategic Management Society.

He teaches topics related to entrepreneurial leadership, corporate venturing, new venture creation & growth in the MBA program as well as in executive training programs, using a variety of approaches including simulations and case-based learning. Currently he is directing INSEAD Leadership Programme for Senior Executives - India and Certificate in Leadership Effectiveness.

Prior to finishing his doctoral studies at London Business School, Prof. Vissa was involved in setting up and growing new businesses in different specialty chemical niches for Unilever in India.

PUBLICATIONS

- Does Social Similarity Pay Off? Homophily and Venture Capitalists' Deal Valuation, Downside Risk Protection, and Financial Returns in India
- Turning Lead into Gold: How Do Entrepreneurs Mobilize Resources to Exploit Opportunities?
- How do Entrepreneurial Founding Teams Allocate Task Positions?
- Modernizing without Westernizing: Social Structure and Economic Action in the Indian Financial Sector
- The Causes and Consequences of Churn in Entrepreneurs' Personal Networks
- Agency in Action: Entrepreneurs' Networking Style and Initiation of Economic Exchange
- A Matching Theory of Entrepreneurs' Tie Formation Intentions and Initiation of Economic Exchange
- Business Group Affiliation and Firm Search Behaviour in India: Responsiveness and Focus of Attention
- Leveraging Ties: The Contingent Value of Entrepreneurial Teams' External Advice Networks on Indian Software Venture Performance
- Are Emerging Economies Less Efficient? Performance Persistence and the Impact of Business Group Affiliation

RESEARCH AREAS

Building effective entrepreneurial teams and networks, Business group networks, Entrepreneurial leadership in emerging markets

TEACHING AREAS

New Venture Formation and Growth, Entrepreneurial Leadership, Expert in Using Simulation based Approach to Teach Entrepreneurship

CASE WEBSITES

- Simplex Solutions: Expanding the Entrepreneurial Team
Claudia Zeisberger is a Senior Affiliate Professor of Decision Sciences and Entrepreneurship & Family Enterprise at INSEAD, and the Founder and Academic Director of the school’s private equity centre (GPEI). Through the centre’s work, INSEAD has established itself as the go-to source for insights on PE in emerging markets and as an incubator for talent and professionals.

Her links to alumni in the venture space were instrumental in the 2015 formation of “INSEAD Alum Ventures (IAV)”, the school’s first dedicated seed fund, by Alumni – for Alumni.

Professor Zeisberger is known for her extensive research on PE in emerging markets, and her output is a function of her close working relationships with private equity firms and their investee companies, institutional investors, Family Offices and Sovereign Wealth Funds.

Joining Academia in 2005 after a 16-year career in investment banking & alternative investments, allowed her to leverage her extensive network and combine her passion for education & innovation by connecting academia with industry.

In 2010, she launched INSEAD’s popular elective “Managing Corporate Turnarounds,” which combines in-class case studies and visits from industry professionals with an intensive computer-based simulation involving the iconic car brand SAAB and its struggle with bankruptcy. Over a full weekend student teams work to rescue the distressed car manufacturer by drawing on their management, finance and operational skills while facing increasingly complex decisions impacting both the firm’s short-term liquidity and long-term value creation. Students consider MCT the perfect course to put their MBA skills to test; corporations see the simulation as an opportunity to prepare their senior executives for challenging times ahead.

Professor Zeisberger teaches the Private Equity & Venture Capital, Corporate Turnaround and Risk management electives in INSEAD’s MBA, EMBA and Executive Education programmes. She has frequently been nominated for the “Best Teaching Award” in her PE elective and has been awarded the “Dean’s Commendation for Excellence in MBA Teaching” annually since 2008.

Professor Zeisberger is a founding committee member of the Financial Women’s Association (FWA) in Singapore and was previously on the Board of the Singapore Venture Capital Association (SVCA). She has worked with clients in China, Hong Kong, Malaysia, Thailand, Taiwan, Europe & the Middle East and continues to advise institutional investors, Asian family offices, sovereign wealth funds and regulators on Financial Market Dynamics, Risk Management and Private Capital related issues.

She recently published ‘Mastering Private Equity – Transformation via Venture Capital, Minority Investments & Buyouts’ as well the corresponding INSEAD case book ‘Private Equity in Action – Case Studies from Developed & Emerging Markets’.

http://claudiazeisberger.com/
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<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
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<td>Private Equity &amp; Venture Capital, especially minority stakes in emerging markets &amp; the impact of private equity on the economy at large, Institutional Investment portfolios and challenges of maintaining exposure to PE &amp; VC, Corporate Turnaround &amp; Restructuring situations, Risk Management, especially in institutional investment portfolios</td>
<td>Private equity, Growth Equity &amp; Venture Capital, Managing Corporate Turnarounds, Risk Management (Integrated Risk Management, Market Risk, VaR &amp; Investor Due Diligence), Hedge Funds &amp; Alternative Investments</td>
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<td>The Indian Railways 'Cash Cow'</td>
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<td>Slalom to the Finish: Carlyle's Exit from Moncler</td>
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<td>Chips on the Side: The Buy-out of Avago Technologies</td>
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<td>Crisis at the Mill: Weaving an Indian Turnaround - Alvarez &amp; Marsal</td>
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<td>PE in Emerging Markets</td>
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<td>ACTIS' Pan-Regional Payment Platform: Private Equity Buy-and-build Strategy</td>
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Finance
Frederico Belo is Associate Professor of Finance at INSEAD (on leave from the University of Minnesota). He conducts both theoretical and empirical research on the intersection of finance and macroeconomics. He is a research associate at the National Bureau of Economic Research (NBER). His research is published in academic journals such as *Journal of Political Economy*, *Journal of Finance*, *Journal of Financial Economics*, *Review of Financial Studies*, *Journal of Monetary Economics*, and *Review of Economic Dynamics*. Professor Belo holds a B.Sc. degree in Economics from Catholic University of Portugal, an MSc. in Finance and Economics from the London School of Economics, and a Ph.D. and MBA from the University of Chicago.

**RESEARCH AREAS**
- Asset Pricing
- Macroeconomics
- Corporate Finance

**TEACHING AREAS**
- Asset Management (MBA)
- Empirical Asset Pricing (PhD)
- Foundations of Financial Economics (PhD)
Adrian Buss is an Associate Professor of Finance at INSEAD, where he teaches "Financial Markets and Valuation" course in the MBA programme. Adrian graduated from the University of Mannheim with a degree (M.Sc. equivalent) in Mathematics and Business Information Systems and holds a Ph.D. in Finance from Goethe University Frankfurt.

His current research investigates the effects of financial frictions and financial market regulation on equity prices, prices of risk as well as real exchange rates.

**RESEARCH AREAS**
- Theoretical and Empirical Asset Pricing
- Incomplete Markets
- Financial Market Frictions
- International Finance
- Financial Regulation

**TEACHING AREAS**
- Financial Markets and Valuation (MBA)
Jean Dermine is a Professor of Banking and Finance at INSEAD. He holds Doctorat en Sciences Economiques from the Université Catholique de Louvain and Master of Business Administration from Cornell University. He directs the INSEAD Executive Education programmes on Risk Management in Banking and Strategic Management in Banking.

Author of numerous articles on asset and liability management, European financial markets, and the Theory of Banking, Jean Dermine has published five books, among which are European Capital Markets with a Single Currency (Oxford University Press), and Bank Valuation and Value-based Management (McGraw-Hill). His research papers have appeared in the Journal of Financial Intermediation, Journal of Money, Credit and Banking, Journal of Banking and Finance, and other academic and professional journals. Laureate of the EIB Prize for his essay "Eurobanking, a New World", he is a co-author of the ALCO Challenge, a computer-based training simulation used in Europe, Africa, the Americas, and Asia.

Jean Dermine has served as a Visiting Professor at the Wharton School of the University of Pennsylvania, at the Universities of Louvain and Lausanne, CESAG in Dakar, as well as a Salomon Center Visiting Fellow at New York University, and a Danielsson Foundation Guest Professor of Bank Management at the Göteborg and Stockholm Schools of Economics. As a consultant or director of training and executive education programmes, he worked with several international banks, accounting and consulting firms, national central banks, European Central Bank, Bank for International Settlements, HM Treasury, the OECD, the World Bank, the European Commission, and the Mentor Forum for the US Supreme Court and the European Court of Justice.

**RESEARCH AREAS**
- Asset & Liability Management (ALM), European Banking, Banking Regulations (Basel III), Banking Theory

**TEACHING AREAS**
- Bank Management, Financial Markets

**INDUSTRY SECTORS**
- Banking and Insurance
**FINANCE**

**OLIVIER DESSAINT**
Assistant Professor of Finance

[Personal Website] [CV]

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CAMPUS: Fontainebleau

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**BIOGRAPHY**

Olivier DESSAINT is an assistant professor of finance at INSEAD. His research interests include corporate finance and behavioral finance. His work has been published in leading academic journals such as the Journal of Financial Economics, the Review of Financial Studies, and the Review of Finance. He currently teaches in the MBA and PhD programs.

Olivier holds a PhD in finance from HEC Paris. Prior to joining INSEAD, he was a faculty member at the Rotman School of Management from the University of Toronto in Canada. Before joining academia, he was also an investment banker at BNP Paribas. He was a part of the M&A advisory teams in Paris and Madrid.

**RESEARCH AREAS**

- Corporate Finance
- Behavioral Finance

**TEACHING AREAS**

- Financial Markets and Valuation (MBA)
FINANCE

BERNARD DUMAS
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The INSEAD Chaired Professor of Finance, Emeritus

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CAMPUS: Fontainebleau

Personal Website   CV

BIOGRAPHY
Bernard Dumas is an Emeritus Professor of Finance at INSEAD. Prior to INSEAD, he was a Professor of Finance at the University of Lausanne and Swiss Finance Institute, and before joining Lausanne, he was Professor at INSEAD, HEC (Paris), the Wharton School of the University of Pennsylvania, and ESSEC.

Professor Dumas specialises in international finance and finance theory in continuous time. He is or has been Editor or associate Editor of various academic journals including The Review of Financial Studies, the Journal of Finance, and the Review of Finance. His research has been published in prestigious journals.

Professor Dumas has served as a Member of the Board of the American Finance Association and is a Research Associate of the National Bureau of Economic Research and a Research Fellow of the Centre for Economic Policy Research.

Professor Dumas received his Engineering degree from Ecole Centrale de Paris, and his MSc and PhD degrees from Columbia University, New York.

RESEARCH AREAS

TEACHING AREAS
Empirical Asset Pricing (PhD), Foundations of Financial Economics (PhD), Investments (MBA)
Lily Fang is a Professor of Finance at INSEAD and the holder of the AXA Chair in Financial Market Risk. Professor Fang joined INSEAD in 2003. She is currently based in the European campus, after having spent twelve years in the Asian campus.

Professor Fang’s primary research interest is financial market information and investment strategies. She has published numerous papers on the performance, behavior, and incentives of financial analysts, fund managers, and financial institutions in top academic journals such as the *Journal of Finance*, the *Journal of Financial Economics*, and the *Review of Financial Studies*. Her work on the relation between media coverage and stock returns received the prestigious Smith Breeden prize for outstanding papers published in the *Journal of Finance*. Professor Fang has advised a number of large institutional investors on investment strategies.

At INSEAD Professor Fang teaches corporate finance, capital markets, valuation, private equity, venture capital and entrepreneurial finance in the MBA, EMBA, and Executive Education programmes. She has won the Dean's Commendation Award for Excellence in MBA Teaching numerous times and has taught and directed numerous Executive Education programmes. Professor Fang has also been a Visiting Professor of Finance at the MIT Sloan School of Management where she won the Outstanding Teacher Award.

Professor Fang obtained her PhD in Finance from the Wharton School, University of Pennsylvania. Prior to that, she studied mathematics, actuarial science and management science at Simon Fraser University in Vancouver.
BIOGRAPHY

Federico Gavazzoni is an Assistant Professor of Finance at INSEAD. He teaches the Financial Markets and Valuation course in the MBA programme. Federico graduated from Milan’s Bocconi University, holds an MSc in Finance from Birkbeck, University of London, and an MS and a PhD in Financial Economics from Carnegie Mellon University.

His current research investigates the effects of monetary policy decisions on the dynamics of equity prices, the term structure of interest rates, and currency returns.

RESEARCH AREAS
- Asset Pricing
- International Finance
- Macroeconomics
- Monetary Policy

TEACHING AREAS
- Financial Markets and Valuation
- Finance
BIOGRAPHY

Sergei Glebkin is an Assistant Professor of Finance at INSEAD. His research interests lie in the area of asset pricing theory, market microstructure, and information economics.

Sergei holds a PhD in Finance from London School of Economics, MA in Economics from New Economic School, Moscow, and BSc and MSc in Physics from Moscow State University.

RESEARCH AREAS

Asset Pricing, Market Microstructure, Information Economics

TEACHING AREAS

Corporate Financial Policy
BIOGRAPHY

Naveen Gondhi is an Assistant Professor of Finance at INSEAD Europe campus. He joined INSEAD in 2016 after obtaining a PhD and MS in Finance from Kellogg School of Management and BTech from Indian Institute of Technology Madras.

Naveen teaches Financial markets and Valuation course in the MBA programme. His research interests revolve around the generation of information in financial markets, with applications to macroeconomics, asset pricing, and portfolio theory. His recent research investigates the impact of limited attention of firm managers for macroeconomic variables and asset prices.
FINANCE

GABRIEL HAWAWINI
Emeritus Professor of Finance

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PHONE: +65 6799 5351
CAMPUS: Singapore

BIOGRAPHY


Trained as a Chemical Engineer at the University of Toulouse in France, he received his doctorate in Economics and Finance from the New York University (1977). Before joining INSEAD, he taught at the New York University, the City University of New York, and the Columbia University (1974-1982).

In 1982 he received the Presidential Award for Distinguished Faculty Scholarship from the City University of New York. During the 1987-1988 academic year, he was a Visiting Professor of Finance at the Wharton School of the University of Pennsylvania where he received the Helen Kardon Moss Anvil Award for Excellence in Teaching. He is the recipient of The Fulbright Award for Global Business Education (2004) and was awarded Honorary Doctorates from the University of Liège, Belgium (2005), the Art Center College of Design, California (2005), and the American University in Cairo (2010). He received the French Legion of Honour in 2005 and was presented with The Chief Executive Leadership Award from the Council for Advancement and Support of Education (CASE) in 2006.

Gabriel Hawawini served as a vice-president of the French Finance Association (1984-1986) and was a member of the editorial board of several academic journals. He authored sixteen books and over eighty research papers. His publications are in the areas of value-based management, risk estimation and asset valuation, portfolio management, the structure of the financial services industry, and the internationalisation of higher education institutions. His books include Mergers and Acquisitions in the U.S. Banking Industry (North Holland, 1991), the fifth edition of the Finance for Executives: Managing for Value Creation (Cengage, 2015) which has been translated into several languages, and The Internationalization of Higher Education and Business Schools: A Critical Review (Springer, 2016).

He served on the board of several public companies and chaired the EQUIS accreditation Awarding Body (2004-2011). He is currently a trustee of the University of the People as well as a member of the advisory boards of the MIT Sloan School of Management and the Carnegie Mellon University in Qatar. He consults for a number of companies on the implementation of value-based management systems and, since 1982, has organised, directed, and participated in various executive education programmes around the world.

PUBLICATIONS

- The Internationalization of Higher Education and Business Schools: A Critical Review
- Finance for Executives: Managing for Value Creation
- A Brief History of Yield Approximations
- Is Performance Driven by Industry - or Firm-specific Factors? A Reply to McNamara, Aime and Vaaler
- The Future of Business Schools
- Louvre Museum
- Is Performance Driven by Industry- or Firm-Specific Factors? A New Look at the Evidence

RESEARCH AREAS
Performance of Firms and Industries, Management Performance Measurement, Valuation and Risk Estimation, Corporate Finance, Financial Markets and Institutions

TEACHING AREAS
Corporate Finance and Strategy, Corporate Financial Policy, Valuation
BIOGRAPHY

Pierre Hillion is a Professor of Finance, de Picciotto Chaired Professor of Alternative Investments, and the Program Director of the INSEAD-Macquarie Master of Finance. From 1999 to 2004, he held the Shell Professorship in Finance. He serves as a visiting professor at the University of California in Los Angeles and the California Institute of Technology. He is a CEPR Research Fellow. He received his MBA from the Ecole des Hautes Etudes Commerciales (HEC) in France, a DEA from the University Paris-Dauphine, and a PhD from the University of California in Los Angeles. He is currently based at the INSEAD Singapore campus.

Pierre Hillion teaches in various Executive Education programmes offered at INSEAD and at the Amsterdam Institute of Finance. He is the Programme Director of Dresdner Kleinwort Wasserstein and Société Générale programmes at INSEAD and is co-directing the INSEAD Advanced Asset Management programme.

Pierre Hillion was the recipient of several awards from the Q. Group, NATO, ECMI and the BSI Gamma Foundation. He has published extensively in the fields of asset and option pricing models and market microstructure.


Pierre Hillion works as an academic advisor to Union Bancaire Privée and Lombard Odier Darier Hentsch banks in Geneva, Switzerland.

PUBLICATIONS

- Diversification Benefits of Funds of Hedge Funds: Identifying the Optimal Number of Hedge Funds
- China Aviation Oil (Singapore) Limited - Sliding Down a Slippery Slope: The US$550m Derivative Trading Loss of November 2004
- Chartered Semiconductor Manufacturing Limited: When Rights go Wrong: The Rights Offering of September 2002
- Death Spiral Convertibles
- The Manipulation of Closing Prices
- Local Parametric Analysis of Derivatives Pricing and Hedging
- The Relevance of Currency Risk in the EMU
- Log On America

RESEARCH AREAS

Market Microstructure, Empirical Asset Pricing, Corporate Finance, International Finance

TEACHING AREAS

Capital Markets, Investments, Asset Management, Corporate Finance, Hedge Funds and Alternative Investments
FINANCE

JOHN KUONG
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BIOGRAPHY

John is an Assistant Professor of Finance at INSEAD. He teaches Corporate Financial Policy course in the MBA programme, and Research Topics in Corporate Finance course in the PhD programme. John has obtained a PhD in Finance from the London School of Economics, an MSc in Financial Economics from the Toulouse School of Economics, and a BBA from the University of Macau. He has also completed a PhD research internship at the International Monetary Fund in Washington D.C.

His main area of research is banking and corporate finance. His recent research investigates the fragility of the modern collateral-based banking system, the effects of securitisation on mortgage foreclosures, and the optimal design of bank regulation and bail-out policy.

RESEARCH AREAS

Financial Intermediation, Banking, Corporate Finance

TEACHING AREAS

Corporate Financial Policy (MBA), Financial Intermediation and Banking (PhD)
Pierre Mabille is an Assistant Professor of Finance. He joined INSEAD in 2020, after graduating from École Normale Supérieure and ENSAE Paris in France, and obtaining a PhD in Economics from New York University, Stern School of Business.

Pierre teaches the Financial Markets and Valuation course in the MBA programme. His research interests are in macro-finance, asset pricing, household finance, and real estate. His recent work studies the financial determinants of changes in credit, and their interactions with the cross-section of regions, households, and firms. He has been awarded the Macro Financial Modeling Dissertation Fellowship of the Becker Friedman Institute. Prior to graduating, Pierre worked at the Federal Reserve Bank of New York and Banque de France.
BIOGRAPHY

Pascal Maenhout is an Associate Professor of Finance at INSEAD. He teaches corporate finance, portfolio theory, and capital markets in MBA, PhD and Executive Education programmes. He graduated summa cum laude from the Department of Economics at the University of Leuven, Belgium and obtained an MA and a PhD in Financial Economics from Harvard University.

His research interests include portfolio theory, derivatives, asset pricing, and risk management. Recent papers have been published, or are forthcoming, in leading academic journals such as the *Journal of Finance*, *Review of Financial Studies*, *Journal of Economic Theory*, *Journal of Financial and Quantitative Analysis*, *Review of Finance*, and *Journal of Banking and Finance*. Pascal Maenhout received the 2006 Institut Europlace Award for best article in finance published in 2005, the 2000 BACOB ARTESIA Prize for Research in Financial Economics, and grants from BSI Gamma and Inquire.

He has previously taught at Harvard University.

PUBLICATIONS

- Does Skin in the Game Matter? Director Incentives and Governance in the Mutual Fund Industry
- The Price of Correlation Risk: Evidence from Equity Options
- Explaining the Level of Credit Spreads: Option-Implied Jump Risk Premia in a Firm Value Model
- Individual Stock-option Prices and Credit Spreads
- An Empirical Portfolio Perspective on Option Pricing Anomalies
- Robust Portfolio Rules and Detection-Error Probabilities for a Mean-Reverting Risk Premium
- Consumption and Portfolio Choice over the Life-Cycle
- Robust Portfolio Rules and Asset Pricing

RESEARCH AREAS

Asset Pricing, Portfolio Choice, Continuous Time Finance, Derivatives, Credit Risk, Risk Management

TEACHING AREAS

Corporate Financial Policy and Derivatives (MBA and EMBA), Financial Markets and Valuation (EMBA), Foundations of Financial Economics (PhD)

INDUSTRY SECTORS

Banking and Insurance
Massimo Massa is the Rothschild Chaired Professor of Banking and a Professor of Finance at INSEAD. He teaches international finance, corporate finance, asset management, behavioural finance, and governance in MBA, EMBA, PhD and Executive Education programmes. He has an MBA from the Yale School of Management and an MA and a PhD in Financial Economics from Yale University. He is a CPA and an Auditor. He has previously worked in the Bank of Italy.

His research interests include asset management, corporate finance, behavioural finance, and financial intermediation. He has published articles on M&A, alliances, capital structure, dividend policy, share repurchases, IPOs, mutual funds, hedge funds, short-selling, behavioural biases, banking, asset management, international finance, the role of media and social networks in financial markets, ownership structure, corporate governance, family firms. His publications have been featured in top academic journals and his research has been quoted in major magazines, newspapers, professional journals, and forums. He is an Associate Editor of the Journal of Empirical Finance and the Review of Finance.

Professor Massa has been a consultant with several companies on strategic issues related to governance and corporate financial and growth strategies. He co-directs the Hoffmann Fund for research in family firms and is the director of the Advanced Asset Management programme, the Interalpha Banking programme and the Executive Master in Finance. He co-directs Value Creation for Owners and Directors programme and has managed several programmes for corporations and banks, including ABN AMRO, Maybank, Société Générale, Fineco, Mubadala, Bertelsmann. Professor Massa is also teaching in the International Directors Programme and directing the Developing Leaders in Global Banking programme.

Professor Massa’s current research focuses on the link between corporate financial strategies, governance, and type of ownership and how this affects value creation and growth in corporations as well as the strategies of asset managers and banks and their synergies.

**PUBLICATIONS**

- First to ‘Read’ the News: News Analytics and Algorithmic Trading Review of Asset Pricing Studies
- Air Pollution, Behavioral Bias, and the Disposition Effect in China
- Biased Short: Short Sellers’ Disposition Effect and Limits to Arbitrage (100512)
- The Unexpected Activeness of Passive Investors: A Worldwide Analysis of ETFs
- The Effects of Global Leniency Programs on Margins and Mergers
- The Mouse and the Fox: A Disney Story
- Governance of the Tata Group: In Pursuit of Profitability, Philanthropy and Power
- Adjusting to the Information Environment: News Tangibility and Mutual Fund Performance
- R3: Putting the ‘Fin’ Back to FinTech

**RESEARCH AREAS**

Information in Financial Markets, Mutual Funds, Corporate Finance, Behavioural Finance

**TEACHING AREAS**

Corporate Finance: International Finance (MBA, EMBA, Executives: AICF, AMP, GMP, CSPs), Applied Corporate Finance (MBA, EMBA, MFIN, Executives: AICF, AMP, GMP, CSPs, MFIN), Mergers and Acquisitions (MBA, MFIN, Executives: AICF, AMP, GMP, CSPs), 2) Governance: Value Creation and Governance (Executives: AMP, IDP, VCOD, CSPs), 3) Behavioral Finance: Behavioral Strategies for Asset Managers and Managers (CSPs, MFIN), 4) Asset Management: Investment Strategies (Executives: AAM, CSPs), Strategic Insutrial Positioning (Executives: Interalpha, SMB, CSPs), 5) PhDs: Information Economics, Behavioral Finance, Applied Corporate Finance
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<th>INDUSTRY SECTORS</th>
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<td>Banking and Insurance</td>
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FINANCE

JOEL PERESS
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The Claude Janssen Chaired Professor of Business Administration

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BIOGRAPHY

Joël Peress is a Professor of Finance and the Claude Janssen Chaired Professor of Business Administration. He joined INSEAD in 2001, after graduating from the Ecole Polytechnique in France and obtaining a PhD in Economics from the University of Chicago.

At INSEAD, Joël teaches in the MBA, PhD and various Executive Education programmes. His research interests revolve around the generation and diffusion of information in financial markets, with applications to asset pricing, portfolio theory, the mass media, and economic growth. His work have been published in various journals including The Journal of Finance, The Review of Financial Studies, The Journal of Portfolio Management, and The Journal of Economic Theory. He was twice awarded the Smith Breeden Prize for the best paper published in The Journal of Finance.

PUBLICATIONS

- Glued to the TV: Distracted Noise Traders and Stock Market Liquidity
- Does Media Coverage of Stocks Affect Mutual Funds' Trading and Performance?
- The Media and the Diffusion of Information in Financial Markets: Evidence from Newspaper Strikes
- Learning from Stock Prices and Economic Growth
- Do Demand Curves for Currencies Slope Down? Evidence from the MSCI Global Index Change
- The Tradeoff Between Risk Sharing and Information Production in Financial Markets
- Product Market Competition, Insider Trading and Stock Market Efficiency
- Media Coverage and the Cross-section of Stock Returns
- Information versus Entry Costs: What Explains U.S. Stock Market Evolution?
- Wealth, Information Acquisition and Portfolio Choice
- Optimal currency portfolios: Trading on the Forward Bias
- Dynamics of Swaps Spreads: A Cross-Country Study

RESEARCH AREAS

The generation and diffusion of information in financial markets, with applications to asset pricing, portfolio theory, mass media and economic growth

CASE WEBSITES

- Infineon Technologies
- Big Game: Goldman Sachs' Elephant Hunt in Libya

TEACHING AREAS

**BIOGRAPHY**

Urs Peyer is the Dean of Master Programmes and an Associate Professor of Finance at INSEAD. He holds a PhD in Finance from the Kenan-Flagler Business School, University of North Carolina, and a Lic.rer.pol. from the University of Berne, Switzerland.

Urs Peyer’s research interests focus on corporate governance, executive compensation, empirical corporate finance, and share repurchases. He has published his research in the top finance and managerial journals. Recent publications include The Best-Performing CEOs in the World (Harvard Business Review), Lucky CEOs and Lucky Directors (Journal of Finance), The CEOs Pay Slice (Journal of Financial Economics), and The Nature and Persistence of Buyback Anomalies (Review of Financial Studies).

Urs Peyer is teaching in INSEAD’s MBA, PhD and Executive Education programmes. He teaches the Corporate Governance MBA and PhD courses and has directed both customised and open-enrolment programmes. Urs was a visiting faculty at the University of Chicago and at UNC’s Kenan-Flagler Business School. Previously, he has worked in the portfolio management team for a subsidiary of Credit Suisse and was a jet pilot in the Swiss Airforce.

**RESEARCH AREAS**

Empirical Corporate Finance, Corporate Governance, Executive Compensation, Firm Diversification, Internal Capital Markets, Share Repurchases

**TEACHING AREAS**

Empirical Corporate Finance (PhD), Corporate Governance: Financial Aspects (MBA), Finance for Executives (Executive Education)
FINANCE

LEE REMMERS
Emeritus Professor of Finance

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BIOGRAPHY

Lee Remmers is an Emeritus Professor of Finance at INSEAD since 1998. He received his BS in Economics from the University of California (Berkeley), an MBA from INSEAD and a PhD from Manchester University (UK). He has conducted extensive research on various aspects of financial management in European and multinational companies.

Professor Remmers is a co-author of books The Strategy of Multinational Enterprise: Organization and Finance, The International Firm and The Multinational Company in Europe. He has published articles on investment decisions, company valuation, financial markets, and foreign exchange management, numerous case studies, and has developed computer models of financial problems and the international finance simulation FORAD.

Professor Remmers has organised and contributes to the Executive Education programmes for multinational companies, banks, and international organisations in Europe, China, Hong Kong, Singapore, Japan, the Philippines, Australia, Africa, Mexico, Canada, and the United States. At INSEAD, he launched, directed, and taught in the Finance for Executives and the Corporate Financial Strategy in Global Markets programmes as well as other Executive Education programmes and MBA courses. He served in various administrative capacities at INSEAD, in particular, as Associate Dean for the MBA programme in the 1970s.

PUBLICATIONS

- International Financial Management: 35 Years Later--What Has Changed?
- Great Eastern Toys (A)
- Lundbeck A/S
- Merton Electronics Corporation
- Compagnie d'Equipements Electroniques
- Société Lambert
- Société MCE
- Managing Currency Fluctuations

RESEARCH AREAS

Multimedia Teaching Applications, Business Simulations, Corporate-Risk Management, Corporate Finance

TEACHING AREAS

Corporate-Risk Management (Foreign Exchange, Interest-Rate Risk, Commodity Risk), Valuation of Companies and Corporate Securities, Capital Investment Decision Analysis, Corporate Finance: Financial Analysis

INDUSTRY SECTORS

Banking and Insurance, Information Technology
Lin is an Assistant Professor of Finance at INSEAD Europe campus. She joined INSEAD in 2019 after obtaining a PhD in Finance from the Wharton School and a BSc in Quantitative Finance and Risk Management Science from the Chinese University of Hong Kong.

Her research focuses on the coordination problems and policy-relevant issues in banking, corporate finance and political economy. Her recent research investigates the impact of capital flows in the financial system on the credit supply to the real economy, and the design of government intervention policies to resolve panic-based bank runs and other coordination failures.

### RESEARCH AREAS
- Corporate Finance, Financial Markets, and Financial Institutions

### TEACHING AREAS
- Financial Markets and Valuation (MBA)
FINANCE

LUCIE TEPLA
Senior Affiliate Professor of Finance

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BIography

PhD in Engineering-Economic Systems and Operations Research from Stanford University, USA, MBA (Finance and Accounting) from William E. Simon Graduate School of Business, University of Rochester, NY, USA and BA in Management Science with Computing from the University of Kent in the UK. Lucie Tepla's research interests include portfolio investment, derivatives, term-structure modelling and risk management. Recent publications include 'Optimal portfolio investment with borrowing and short sale constraints' and 'Optimal Investment with Minimum Performance Constraints'. Lucie Tepla has taught graduate level and executive education classes in Investment Science at Stanford University. She has worked for BZW, Credit Suisse and Cornerstone Research, a litigation-consulting firm.

Lucie Tepla directs the Transition to General Management programme.

PUBLICATIONS

- Risk Management with Benchmarking
- KBC Alternative Investment Management (A): Convertible Bond Arbitrage
- KBC Alternative Investment Management (B): Capital Structure Arbitrage
- Optimal Investment with Minimum Performance Constraints
- Optimal Hedging and Valuation of Non-traded Assets
- Optimal Portfolio Policies with Borrowing and Shortscoal Constraints

RESEARCH AREAS

Portfolio Choice and Risk Management, Credit Risk

TEACHING AREAS

Corporate Financial Policy, Derivatives, Financial Economics, Credit Derivatives, Structured Credit
Theo Vermaelen is a Professor of Finance, the UBS Chair in Investment Banking, endowed in honour of Henry Grunfeld, and the chair of the Finance Area at INSEAD. He teaches in the MBA, PhD and Executive Education programmes and is an Academic Director of the Advanced International Corporate Finance programme. He is a graduate from the Department of Applied Economics at the Catholic University of Leuven (Commercial Engineer) and obtained his MBA and PhD in Finance from the Graduate School of Business, University of Chicago.

Professor Vermaelen has taught at the University of British Columbia, the Catholic University of Leuven, the London Business School, UCLA and the University of Chicago. He has published articles on corporate finance and investments in leading academic journals including the Journal of Finance, the Journal of Financial Economics, and the Journal of Banking and Finance. He serves as a co-editor of the Journal of Empirical Finance, an associate editor of the Journal of Corporate Finance and the European Financial Review, and an advisory editor of Teaching and Case Abstracts.

Professor Vermaelen is a consultant to various corporations and government agencies and a Programme Director of the Amsterdam Institute of Finance.

The KBC Buyback Fund: Beating the Market with Buybacks
Mimicking Repurchases
Share Repurchases
The Many Facets of Privately Negotiated Stock Repurchases
Death Spiral Convertibles
Post-IPO Capital Expenditures and Market Feedback
Log On America
Regulation, Taxes and Share Repurchases in the UK

Corporate Finance, Share Repurchase, Death Spirals, IPOs, Call Option Enhanced Reverse Convertible (COERC)
FINANCE

BART ZHOU YUESHEN
Assistant Professor of Finance

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BIOGRAPHY

Bart Zhou Yueshen is an assistant professor (Finance area) at INSEAD. His research focuses on the operation, organization, and regulation of financial securities markets, with specific interests on how real-world frictions and market structure affect resource allocation and information.

Bart holds a PhD in Finance (VU University Amsterdam, Tinbergen Institute, and Duisenberg School of Finance; 2014), an M.Phil. in finance (Universiteit van Amsterdam, Tinbergen Institute, and Duisenberg School of Finance; 2011), and a B.E&F (The University of Hong Kong; 2009).

RESEARCH AREAS

Operation, Organization, Regulation of Financial Securities Markets

TEACHING AREAS

Information Economics (PhD), Financial Market Valuation (MBA)
## Biography

Junyuan Zou is an Assistant Professor of Finance at INSEAD. He teaches Corporate Financial Policy in the MBA program. His research interests lie broadly in market microstructure, corporate finance and financial fragility. His recent research investigates the relationship between information acquisition and market liquidity in over-the-counter markets.

Junyuan joined INSEAD in 2019 after obtaining a Ph.D. in Economics from University of Pennsylvania. Before that, he obtained a M.A. in Economics and a B.S. in Applied Math and Physics from Tsinghua University.

## Research Areas

Market Microstructure, Corporate Finance, Financial Fragility and Crises

## Teaching Areas

Corporate Finance
Marketing
BIOGRAPHY

Paulo Albuquerque is an Associate Professor of Marketing at INSEAD. He holds a PhD in Management from the UCLA Anderson School of Management. Before joining the PhD programme, Paulo worked for 3 years at Warner Lambert Portugal, as the product manager and trade marketing manager, involved in management of brands such as Listerine, Trident, and Halls. He was an Associate Professor of Marketing and the Faculty Director of the MBA programme at the Simon Business School, University of Rochester, where for 8 years he lectured the marketing core course and the elective class on distribution channels. He was in the teaching honour roll multiple times and won the best teaching award twice, in 2012 and 2013.

Paulo’s research interests focus on several marketing areas including firm decisions to introduce new products, how products are adopted and sales spread across different markets, and consumer decisions to search and buy products online. This diverse research has appeared in several top marketing academic journals such as *Marketing Science, Journal of Marketing Research,* and *Management Science.* His recent projects used data collected from some of the most known firms and products, such as Amazon.com and Hewlett-Packard. Currently, he studies the role of social media in political races, and how much and for how long consumers use products, using data from the online games industry and the popular game World of Warcraft, as an example.

PUBLICATIONS

- Effects of Front-Of-Pack Labels on the Nutritional Quality of Supermarket Food Purchases: Evidence From a Large-Scale Randomized Controlled Trial
- How Should Firms Manage Excessive Product Use? A Continuous-Time Demand Model to Test Reward Schedules, Notifications, and Time Limits
- Persuading Children: a Framework for Understanding Long-Lasting Influences on Children’s Food Choices
- Applying Structural Models in a Public Policy Context
- Structural Models
- The Probit Choice Model Under Sequential Search with an Application to Online Retailing
- Studying Marketing: Education, Research, Jobs, and Teaching
- Evaluating Promotional Activities in an Online Two-Sided Market of User-Generated Content
- Measuring the Impact of Negative Demand Shocks on Car Dealer Networks
- Mapping Online Consumer Demand
- Online Demand under Limited Consumer Search
- Estimating Demand Heterogeneity Using Aggregated Data: An Application to the Frozen Pizza Category
- Measuring Long Run Marketing Effects and their Implications for Long Run Marketing Decisions
- A Spatio-temporal Analysis of Global Diffusion of ISO 9000 and ISO 14000 Certification
- Geography and Marketing Strategy in Consumer Packaged Goods

RESEARCH AREAS

- Product Usage
- Marketing of Video Games
- Consumer Search

TEACHING AREAS

- Marketing Management
- Distribution Channels

CASE WEBSITES

- Smartick vs. Khan Academy: A Marketing Strategy for Moving Free Users to a Paying Model
MARKETING
REINHARD ANGELMAR
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CV

BIOGRAPHY
Reinhard Angelmar is Emeritus Professor of Marketing and the Salmon and Rameau Fellow of Healthcare Management, Emeritus, at INSEAD. Other institutions at which he has held appointments include MIT (Sloan School), the Stockholm School of Economics, and Université Paris-Dauphine.

Professor Angelmar has taught in the INSEAD’s MBA and PhD programmes, as well as in many Executive Education programmes. He created INSEAD Healthcare Compliance Implementation Leadership Programme and has designed and directed Customised Executive Education programmes for organisations including Amgen, Celgene, Janssen, Eli Lilly, LEEM (Les Entreprises du Médicament), Johnson & Johnson, Novartis, Pfizer, Sanofi Pasteur, Takeda, Teva, and the World Medical Association. In addition, Professor Angelmar has been working with other pharmaceutical companies including Abbott, ALK-Abello, Almirall, AstraZeneca, Bristol-Myers Squibb, Grünenthal, Ipsen, Novo Nordisk and Roche. He has carried out assignments as an expert in pharmaceutical litigation and is a member of the Editorial Board of the International Journal of Pharmaceutical and Healthcare Marketing.

Professor Angelmar received his undergraduate education at the Vienna University of Economics and Business (WU), Austria, and obtained his MBA and PhD degrees, under a Fulbright scholarship, at the Kellogg School of Management at Northwestern University, Evanston. His dissertation won an award from the American Marketing Association.

Professor Angelmar has co-authored three books and has written numerous papers published in journals including Journal of Marketing, Journal of Marketing Research, Journal of Medical Marketing, Journal of Industrial Economics, European Journal of Operational Research, and Organization Science. He has also written numerous case studies which are used by business schools around the world.

PUBLICATIONS
- Building Strong Condition Brands
- Amgen Europe in the Renal Anaemia Treatment Market
- Building Strong Condition Brands
- The Rise and Fall of Baycol/Lipobay
- Celebrex
- Alza and Ciba-Geigy: Renewing the Collaboration? (A)
- Lipitor (A)

RESEARCH AREAS
Pharmaceuticals, New Product Development and Innovation, Marketing Management

TEACHING AREAS
Marketing Management, Pharmaceutical Marketing

INDUSTRY SECTORS
Pharmaceuticals and Health

CASE WEBSITES
- Novartis: Building a Sustainable Business at the Bottom of the Pyramid
**MARKETING**

**ALIXANDRA BARASCH**  
Visiting Associate Professor of Marketing

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**BIOGRAPHY**

Alixandra Barasch is a Visiting Associate Professor of Marketing at INSEAD. She earned her Ph.D. in Marketing from The Wharton School, University of Pennsylvania. She is also an Assistant Professor at the Stern School of Business, New York University.

Alix’s research examines how new technologies are fundamentally reshaping consumer behavior and well-being. For example, in one stream of research, she investigates how different technologies (e.g., photo-taking, live streaming, personal quantification) affect consumers’ enjoyment and memories of their experiences, as well as how consumers pursue goals and interpersonal relationships. Another stream of her research explores how people communicate with others in online contexts, how they decide to share information or resources with others, and how they make inferences about others from various sorts of signals. Alix also studies moral judgments associated with new technologies, such as how consumers evaluate the fairness of new innovations and how people and companies communicate their status and generosity through social media and word-of-mouth. Finally, another related stream of Alix’s work explores prosocial behavior (e.g., charitable donations), both in terms of what motivates people to do good deeds and how consumers perceive the good deeds of others.

Alix’s research has been published in top marketing journals (Journal of Consumer Research, Journal of Marketing Research) and psychology journals (Journal of Personality and Social Psychology, Psychological Science). Her work is also regularly featured in worldwide media outlets such as New York Times, Atlantic, Time, Washington Post, Business Insider, Boston Globe, Fast Company, Wired, Slate, NPR, CNN, among others. She currently serves on the editorial boards at the Journal of Consumer Research and Journal of Consumer Psychology.

Before starting her graduate studies, Professor Barasch worked at MDRC, a non-profit dedicated to education policy research. She was also selected as a Fulbright Scholar, and spent a year teaching at the University of Macau and doing research at the Hong Kong University of Science and Technology.

**RESEARCH AREAS**

Sharing and Experiential Consumption, New Technologies and Consumer Well-being, Social Judgments and Signaling, Prosocial Behavior, Judgment and Decision-making

**TEACHING AREAS**

Marketing Management, Luxury Consumption, Behavioral Economics
### BIOGRAPHY

Amit Bhattacharjee is an Associate Professor of Marketing at INSEAD. He earned his Ph.D. in Marketing from The Wharton School, University of Pennsylvania. Prior to joining INSEAD, he was an Assistant Professor at the Rotterdam School of Management, Erasmus University, and served as a visiting scholar at New York University and Dartmouth College.

Amit’s research examines how moral psychology shapes consumers’ marketplace judgments and behaviors. Current topics of interest include lay economic reasoning, perceptions of inequality and market fairness, moral evaluations of producer motivations, judgments about the relationship between morality and job performance, symbolic consumption and signals of authenticity, and perceptions of consumer welfare and well-being. He spends much of his personal and professional life in a state of confusion about which moral standard to apply in any given situation.

His work has appeared in several top business and psychology journals, such as *Journal of Consumer Research*, *Organizational Behavior and Human Decision Processes*, *Harvard Business Review*, *Journal of Personality and Social Psychology*, and *Behavioral and Brain Sciences*. Amit’s research was recognized with the *Journal of Consumer Research* Best Article Award in 2017, and he was selected as a Marketing Science Institute Young Scholar in 2019.

### RESEARCH AREAS

Morality, Fairness, and Welfare in Markets, Moral, Political, and Economic Psychology, Signaling and Symbolic Consumption, Well-being and Utility from Experience, Judgment and Decision-making

### TEACHING AREAS

Marketplace Morality and Behavioral Business Ethics, Marketing Insights and statistical Inference, Marketing Management
Abhishek Borah is an Assistant Professor of Marketing at INSEAD with expertise in generating customer insights from unstructured data such as textual data using computational linguistics and machine learning. He holds a PhD in Marketing from the Marshall School of Business at the University of Southern California with a focus in quantitative marketing and econometrics. Prior to joining INSEAD, he was a faculty member at the Foster School of Business at the University of Washington in Seattle. Previously to that he worked in McKinsey and Company.

Abhishek’s research interests lie at the intersection of media, technology, and human behaviour. His research has appeared in leading academic journals such as Customer Needs and Solutions, Harvard Business Review, Journal of Marketing, Journal of Marketing Research, Marketing Science, and Strategic Management Journal. His research has been referenced in outlets such as Nature, Wall Street Journal, Ad Age, Fast Company, Forbes, and futurity.org.

In recognition of his research, Abhishek has been named as a 2019 Young Scholar by the Marketing Science Institute (MSI) where MSI identifies faculty members who are likely leaders of the next generation of marketing academics. Abhishek Borah won the MSI Robert D. Buzzell Best Paper Award 2018 for “The Dark Side of Big Data’s Effect on Firm Performance,” which is determined by MSI Company Trustees for the most significant contribution to marketing practice and thought. His paper on “Data Privacy: Effects on Customer and Firm Performance”, in the Journal of Marketing was a finalist for both the Maynard Award and the MSI Paul Root Award.

He was awarded the Undergraduate Faculty of the Year cross all disciplines in the year 2017-2018 at the Michael G. Foster School of Business, University of Washington, Seattle. He has received funding for his research from the Marketing Science Institute, American Marketing Association, EBSCO, National Science Foundation, and University of Southern California’s Center for Global Innovation.

Abhishek Borah sits on the editorial review board for the top journals in marketing such as Journal of Marketing, Journal of Marketing Research, International Journal of Research in Marketing, and the Journal of Academy of Marketing Science, and reviews papers on a regular basis for other leading academic journals. He is also a co-editor of a special section on the marketing-finance interface at the International Journal of Research in Marketing. He has co-organized/co-chaired the Marketing Strategy Meets Wall Street Conference, 2019 and the New Ideas in Marketing (NIM) online seminar series, 2020.

**RESEARCH AREAS**
Use of Language in the Marketplace, Managing Brand Crisis, Computational Linguistics

**TEACHING AREAS**
Managing Customer Value, Consumer Insights for Creating Consumer Value, Digital and Social Media Strategy
Ziv Carmon is the Dean of Research and the Alfred H. Heineken Chaired Professor of Marketing at INSEAD. He studies judgment and decision-making, and its public policy, strategic, and tactical implications. His research has been extensively published in the leading academic marketing and decision-making publications. Ziv’s work on placebo effects of marketing actions won the 2010 William F. O’Dell Award, which is considered the most prestigious annual research award in the field, and which honors the Journal of Marketing Research paper that has made the most significant long-term contribution to marketing theory, methodology, & practice; was a runner-up for the 2006 Paul Green Award, which honors the Journal of Marketing Research paper showing the most potential to contribute significantly to marketing research practice and research in marketing; and was also chosen as one of the top 50 management articles of 2005 by Emerald Management Reviews. His papers on Indeterminacy and Live Television, and on Option Attachment, were finalists for the 2009 and 2006 Journal of Consumer Research Best Article Awards.

Ziv received many teaching excellence awards. He teaches such topics as Understanding & Influencing Customers, Customer Focus, Customer Insight, Behavioral Economics, Market Driving Strategies, and Marketing Management. He has taught these and other topics to senior, mid-level, and junior executives in company-specific, in-house, and open enrolment Executive Education programs in many countries around the world, as well as to the Executive MBA, MBA, undergraduate and PhD students. He often consults and serves as a featured speaker, discussant, or moderator at professional and industry conferences, as well as an expert witness in legal cases.

Ziv has served as an Associate Editor of the Journal of Marketing Research, a Consulting Editor of the Journal of Behavioral Decision Making and an editorial review board member of other prominent journals, such as the Journal of Consumer Research, the Journal of Consumer Psychology, and the International Journal of Research in Marketing, among others. He received an Outstanding Reviewer Award from the Journal of Consumer Research. He has been a guest editor of articles for a variety of leading journals and is a frequent reviewer of articles for numerous journals, international funding organizations, promotion and tenure cases at other universities, and various research competitions.

Ziv received a BSc degree (Cum Laude) in Industrial Engineering and Management from the Technion, master’s and PhD degrees in Business Administration from the University of California at Berkeley. He worked for several years in sales and marketing prior to his academic career. Before joining INSEAD, he was an Associate Professor of Marketing at Duke University.
MARKETING

PIERRE CHANDON

Director, INSEAD Sorbonne University Behavioural Lab
Professor of Marketing
The L’Oréal Chaired Professor of Marketing - Innovation and Creativity

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BIOGRAPHY

Pierre Chandon is the L’Oréal Chaired Professor of Marketing, Innovation and Creativity at INSEAD in France, and the Director of the INSEAD-Sorbonne University Behavioural Lab. He holds a PhD in marketing from HEC Paris, an MS in Business Administration from ESSEC, and an honorary professorship from Pacific University in Lima, Peru. Prior to joining INSEAD, Pierre Chandon was a faculty of the London Business School and of the University of North Carolina at Chapel Hill. He has also held visiting positions at Kellogg, Wharton, and Harvard Business School.

Pierre Chandon studies innovative marketing solutions to better align business growth with consumer health and wellbeing. His research has been published in marketing journals (Journal of Consumer Research, Journal of Marketing Research, Journal of Marketing and Marketing Science) and in psychology or nutrition journals (Appetite, Journal of Experimental Psychology: General, Nutrition Reviews, Obesity, and Psychological Science).

Pierre Chandon won the best article award from the Journal of Consumer Research in 2010 and in 2014. In 2012, he received the O’Dell award for the article in the Journal of Marketing Research which was judged to have made the most significant long-term contribution to marketing. He was also twice a finalist for the Marketing Science Institute / H. Paul Root Award for the best article published in the Journal of Marketing in 2006 and in 2010. His research has been the subject of media coverage worldwide by, among others, The New York Times, The Economist, The Financial Times, The Wall Street Journal, South China Morning Post, NPR, Le Monde, Cosmopolitan, but also the Daily Mail and Cosmopolitan.


Pierre Chandon has written numerous award-winning case studies, including the global best case award from the CaseCentre in 2006 (marketing category), 2007 (marketing category and overall award), 2008 (overall award), 2012 (overall award), and 2016 (overall award). The CaseCentre also awarded him the Outstanding Contribution to the Case Method Prize in 2016 and the Outstanding Case Teacher Prize in 2018. According to the CaseCentre, he is the 10th best-selling business case author of the past 40 years. He has worked with many of the largest consumer and luxury goods companies.

At INSEAD, Pierre Chandon teaches brand management in the MBA, EMBA, and executive education programs. He also teaches an innovative course entitled “The Body Business: Understanding Food and Wellbeing” in the MBA program. In 2017, he received the Dominique Héau award for inspiring education excellence at INSEAD. He was voted the best MBA elective course teacher by MBA students and has received the Dean’s Commendation for Excellence in teaching every year since its inception.

RESEARCH AREAS

Food and Obesity, Perceptual Biases, Packaging, Habits, Intentions-Behaviour link, Point-of-Purchase Marketing

TEACHING AREAS

Marketing Management, Brand Management, The “Body” Business (food, health, and well-being)
CASE WEBSITES

- Cacharel
- L'Oréal in China
- Unilever in Brazil
- Who’s #1: INSEAD, Harvard, Wharton, LBS?
- Candy Crush? Aligning Health, Business, and Pleasure in the Chocolate Industry
- Can 3G Capital Make Burger King Cool Again?
- Diesel
- The Carrot Rewards Wellness App: Using Financial Incentives for Social and Health Impact
- Renova Toilet Paper: Avant-garde Marketing in a Commoditized Category
BIOGRAPHY


Professor Chattopadhyay is an Associate Editor of the Journal of Consumer Psychology, and an Area Editor of the International Journal of Research in Marketing. He is also on the editorial review boards of the Journal of Consumer Research, Journal of the Academy of Marketing Science, Long Range Planning, Social Science Research Network, International Journal of Internet Marketing and Advertising, and the International Journal of Marketing Education. Professor Chattopadhyay has been a member of the Advisory Board of the Association for Consumer Research and is currently serving on its Board. For his research, he has been the recipient of several awards, including the Robert Ferber Award. He is a Fellow of the Institute on Asian Consumer Insight.

Professor Chattopadhyay has developed and taught courses on branding, marketing strategy, communication strategy, consumer behaviour, marketing in emerging economies, and international marketing for MBA and PhD students. He has taught in Executive Education programs in Europe, the Americas, Asia, Australia, and Africa. He is on the advisory boards of several companies and a consultant to multinational firms. Professor Chattopadhyay is co-directing INSEAD Leadership Programme for Senior Executives - India.

Professor Chattopadhyay holds a PhD from the University of Florida, a PGDM from the Indian Institute of Management, Ahmedabad, and a BSc (Honours) degree from Jadavpur University, India.

PUBLICATIONS

- Unexpected-Framing Effect: Impact of Framing a Product Benefit as Unexpected on Product Desire
- When Busy Is Less Indulging: Impact of Busy Mindset on Self-Control Behaviors
- Building Sustainable and Socially Impactful Businesses at the Base of the Pyramid
- Attainment Versus Maintenance Goals: Perceived Difficulty and Impact on Goal Choice
- Does Your Company Have the Right Logo? How and Why Circular and Angular Logo Shapes Influence Brand Attribute Judgments
- Pursuing Attainment versus Maintenance Goals: The Interplay of Self-Construal and Goal Type on Consumer Motivation
- Six Lessons for Setting Your Business on a Growth Trajectory
- The Offer Framing Effect: Choosing Single versus Bundled Offerings Affects Variety Seeking
- Defensive Reactions to Slim Female Images in Advertising: The Moderating Role of Mode of Exposure
- Unconscious Creativity: When can Unconscious Thought Outperform Conscious Thought?
- A Global Brand Management Roadmap
- The New Emerging Market Multinationals: Four Strategies for Disrupting Markets and Building Brands
- Facilitating and Rewarding Creativity during New Product Development
- The Different Roles of Product Originality and Usefulness in Generating Word-of-Mouth
- The Persuasive Role of Incidental Similarity on Attitudes and Purchase Intentions in a Sales Context
- Differences and Similarities in Hue Preferences between Chinese and Caucasians
- CAM: A Spreading Activation Network Model of Subcategory Positioning When Categorization Uncertainty is High
- Valuing Time: Moderate Download Times Can Improve Online Goal Pursuit
- On the Perceived Value of Money: The Reference Dependence of Currency Numerosity Effects
- Just Give Me Another Chance: The Strategies for Brand Recovery from a Bad First Impression
- The Valence of Initial Evaluation, Challenge Characteristics, and the Magnitude of Evaluation Revisions
- The Importance and Functional Significance of Affective Cues in Consumer Choice
- Name Letter Branding: Valence Transfers when Product Specific Needs Are Active
- Managing Brand Experience: The Market Contact Audit
### Tata Tea Limited: How to Go Global?

<table>
<thead>
<tr>
<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>INDUSTRY SECTORS</th>
<th>CASE WEBSITES</th>
</tr>
</thead>
</table>
- Novartis: Building a Sustainable Business at the Bottom of the Pyramid  
- Branding in an Emerging Market  
- BRITA: In Search of a Winning Strategy  
- Arogya Parivar: Novartis' BOP Strategy for Healthcare in Rural India |
BIOGRAPHY

Marcel is the Emeritus Professor of Marketing and the Unilever Chaired Professor of Marketing, Emeritus, at INSEAD.

After his studies in Belgium, Marcel received his PhD from the University of California, Berkeley. His doctoral dissertation won first prize from the American Marketing Association. He taught at Berkeley, University of California, and in 1978 he joined INSEAD. He has been a visiting professor at Cornell and Stanford universities.

At INSEAD, Marcel has conducted his research and consulting activities in marketing strategy with a particular focus on innovation, distribution channels and the interaction between distributors and manufacturers. His current research focuses on the relationship between manufacturers and retailers in the fast moving consumer goods (FMCG) industry.

Marcel is the author and developer of a number of educational computer-based simulations and decision-making support systems (most recently, Allocator and phValue). His most widely known products are Stratpharm and Elexir simulations for the pharmaceutical industry, accompanied by a book Marketing Strategy in the Pharmaceutical Industry, and Storewars designed for the FMCG industry. Based on Storewars, Marcel and his wife Judith Corstjens co-authored a book Store Wars: The Battle for Mindspace and Shelfspace (J. Wiley & Sons), which analyses and proposes strategies for manufacturers and retailers in the FMCG industry. Marcel is the creator and director of the Storewars programme for senior executives in the consumer goods industries.


Marcel's consulting activities focus on marketing strategy in the pharmaceutical and FMCG industries.

PUBLICATIONS

- Retail Doesn’t Cross Borders: Here’s Why and What to Do About It
- The Power of Inertia: Conservatism in Marketing Resource Allocation
- Competition, Risk and Return in the US Grocery Industry
- An International Empirical Analysis of the Financial Performance of Manufacturers and Retailers
- Financial Risk and Return across the Grocery Supply Chain
- New-product Success in the Pharmaceutical Industry: How Many Bites at the Cherry?
- MARKPACK: A Marketing Decision Support System
- STORWARS: A Consumer Goods’ Marketing Simulation
- STRATPHARM: A Pharmaceutical Business Game
- How do Investors Assess the Relative Performance of Retailers and Manufacturers in the US and Europe?
- Stock Market Performance of Family Firms
- How do Investors Assess the Relative Performance of Retailers and Manufacturers in the US and in Europe?
- Performance of Family Firms: Evidence from US and European firms and investors
- Store Wars: The Battle for Shelfspace and Mind Space

RESEARCH AREAS

Retailing, Social Media, Marketing Insight, New Products, Value Creation and Value Capture

TEACHING AREAS

Marketing Strategy, Branding, Retail and Distribution
David Dubois (PhD, Kellogg School of Management) is a tenured Associate Professor at INSEAD and one of the world’s leading scholars on data-driven marketing, customer centricity and digital transformation. Through his research and teaching, he helps professionals and organizations to unlock valuable customer insights from advanced data analytics, and to design and implement effective omnichannel strategies. To do so, he focuses on when and how companies can turn insights from digital technologies such as social media, IoT, AI or blockchain into long-term competitive advantages in the marketplace. He also helps business leaders unpack the steps they need to take to transform their organization and create long-term customer value from data analytics. David is also a global expert on luxury and fashion brand management.


At INSEAD, David is the co-director of the Leading Digital Marketing Strategy Programme (on campus and online) and the Driving Digital Marketing Strategy Programme (online). He has designed, directed and delivered dozens of executive education programs or workshops for companies such as Google, Cartier, Moët Hennessy, Diageo Reserve, L’Oréal Paris, Pernod Ricard, Silversea Cruises, Ferrero, Adecco, Celgene, Sanofi, Abbvie, Biogen, Grünenthal, Takeda, Mizuho, Ajinomoto, Nitto Denko, HDFC Life, Hewlett Packard Enterprise and teaches in several of INSEAD’s flagship executive education programs. He has also launched and teaches MBA electives on (1) Digital and Social Media Strategy and (2) Value Creation in Luxury and Fashion.

A passionate educator, David has developed many pedagogical tools on data-driven marketing, customer centricity and digital transformation. He was in among the top 40 bestselling case authors worldwide in 2018 and 2019. He won the 2017 and 2018 best marketing case awards by the Case Center for his work on L’Oréal Paris’ big data and analytics strategy and the customer experience makeover at AccorHotels. He also won the 2019 EFMD case competition for his case on Air Liquide’s customer-centric digital transformation. David regularly accompanies business leaders in the digitalization of their organisations and is involved in selected business analytics and insights generation ventures.

A global citizen, David grew up in France and has lived in the USA (Chicago) and Japan. He currently lives in Singapore with his wife and two kids.

**PUBLICATIONS**

- Fulfilling Social Needs Through Luxury Consumption
- How Consumers’ Political Ideology and the Status-Maintenance Goal Interact to Shape Their Desire for Luxury Goods
- Single-Dose Testosterone Administration Increases Men’s Preference for Status Goods
- Ease of Retrieval Moderates the Effects of Power: Implications for the Replicability of Power Recall Effects
- Digital and Social Strategies for Luxury Brands
- Sharing with Friends Versus Strangers: How Interpersonal Closeness Influences Word-of-Mouth Valence
- Dynamics of Communicator and Audience Power: The Persuasiveness of Competence Versus Warmth
- Power and Morality
- Social Hierarchy, Social Status and Status Consumption
- Social Class, Power, and Selfishness: When and Why Upper and Lower Class Individuals Behave Unethically
- Ombre, Tie-Dye, Splat Hair: Trends or Fads? “Pull” and “Push” Social Media Strategies at L’Oréal Paris
- Power gets the Job: Priming Power Improves Interview Outcomes
- Power and Consumer Behavior: How Power Shapes Who and What Consumers Value
- Super Size Me: Product Size as a Signal of Status
- Power and Choice: Their Dynamic Interplay in Quenching the Thirst for Personal Control
- Generous Paupers and Stingy Princes: Power Drives Spending on One'sSelf versus Others
- From Rumors to Facts, and Facts to Rumors: The Role of Certainty Decay in Consumer Communications
- The Accentuation Bias: Money Literally Looms Larger (and Sometimes Smaller) to the Powerless
- Brand Magic: Harry Potter Marketing

**RESEARCH AREAS**


**TEACHING AREAS**


**CASE WEBSITES**

- Managing Creativity in Luxury Fashion Houses: Raf Simons at Dior
- AccorHotels and the Digital Transformation
- Ombre, Tie-Dye, Splat Hair: Trends or Fads?
- The Nokia N8 'Push Snowboarding' Campaign
- Transforming Luxury Distribution in Asia: Bluebell's Makeover in the Face of Digital Disruption
- S.T.Dupont - The Renaissance of a French Luxury Brand
- Analytics-Driven Transformation at Majid Al Futtaim
- Digitally-powered Customer-centricity in the Industrial Gas Sector: The Air Liquide-Airgas Merger
BIOGRAPHY

Hubert Gatignon is the Emeritus Professor of Marketing and the Claude Janssen Chaired Professor of Business Administration, Emeritus, at INSEAD. He joined INSEAD in 1994 after serving as Professor of Marketing at the Wharton School of the University of Pennsylvania. He holds a PhD in Marketing from the University of California, Los Angeles, and the Habilitation à Diriger des Recherches from Université Paul Cézanne-Aix Marseille.


He is also a co-author of MARKSTRAT: The Strategic Marketing Simulation, ADSTRAT: An Advertising Decision Support System, and COMPTRACK: A Competitive Tracking Software. He edited New Products and Services Development (4 volumes, Sage) and co-edited The INSEAD-Wharton Alliance on Globalizing: Strategies for Building Successful Global Businesses.


Professor Gatignon served as INSEAD Dean of Faculty (1995-2001), Dean of the PhD Programme (2001-2006), Chair of the Marketing area (2011-2014), and is a member of the board of Sorbonne Universités.
**BIOGRAPHY**

Pavel Kireyev is an Assistant Professor of Marketing at INSEAD. He conducts research with data-driven companies and studies innovative marketing technologies, platforms, and marketplaces. Prior to joining INSEAD, he led projects on the development of machine learning algorithms at a startup, formed partnerships with corporate artificial intelligence labs, and worked as a data scientist with large organizations in the US and Japan.

Pavel uses modern quantitative methods to uncover how organizations can effectively coordinate their pricing and advertising strategies across multiple platforms, benefit from new resources such as crowd intelligence, and manage behavioral data to improve decision-making and market design in multi-sided marketplaces. He has published research in academic journals on quantitative marketing and presented at several business schools and international conferences. He holds a Doctorate in Business Administration from the Harvard Business School, an MA in Statistics from Yale University, and a BSc in Business Mathematics and Statistics from the London School of Economics.

**RESEARCH AREAS**

Marketing Technology, Digital Platforms, Marketplaces, Behavioural Data

**TEACHING AREAS**

Artificial Intelligence Strategy (MBA), Advanced Multivariate Statistics (PhD)
Jean-Claude Larreche is Emeritus Professor of Marketing and the Alfred H. Heineken Chaired Professor of Marketing, Emeritus at INSEAD. He directs the Powering Growth Programme. His book *The Momentum Effect: How to Ignite Exceptional Growth*, published by Pearson, was named the 4th Best Book of the Year by Amazon USA in its Business and Investing category. It has been translated into several languages.

Building on his research in *The Momentum Effect*, Professor Jean-Claude (JC) Larreche currently works on developing "leadership talents for powering growth" on a global scale. He has designed the learning simulation DiG (Discovery, Innovation, and Growth) which is currently available in six languages (English, French, Spanish, Russian, Chinese, and Korean) and is offered internationally by a network of local certified DiG instructors. The research objective of the simulation is to test if the leadership skills for growth are different in a variety of contexts (country, industry, the size of company…) and to explore if personal development approaches have to be adapted accordingly.

JC Larreche received an MSc in Computer Sciences from the University of London, an MBA from INSEAD, and a PhD in Business from Stanford University. He was as a student at Stanford when he was first nicknamed ‘JC’ by his friends.

JC Larreche has always combined his academic career with business activities. He is a renowned consultant working with leading global corporations, most of which are listed in the Fortune Global 500. When he was 35 years old, he was appointed a non-executive director of the multinational firm ReckittBenckiser, and he served in that capacity for an exceptionally long tenure of 18 years. He served on the INSEAD Board of Directors for 18 years. He is the Founding Chairman of StratX, a strategic development consultancy with offices in Paris and Boston.

His academic work concentrates on fostering the fundamental capabilities that influence company’s ability to deliver growth, especially through marketing excellence, customer focus, and innovation. He is the author or co-author of numerous simulations including Markstrat, the leading strategic marketing simulation used by more than a million executives worldwide, DiG (Discovery, Innovation, Growth), and Industrat. His publications have appeared in leading international journals and he has authored numerous books, including *Marketing Management: A Strategic Decision-Making Approach* and *Marketing Strategy: Planning and Implementation*. From 1998 to 2002, he authored five annual reports on Measuring the Competitive Fitness of Global Firms.

He has won many awards for his research and his teaching, and was selected as one of the top twelve marketing masters in the world by Mazur and Miles in their book *Conversations with Marketing Masters*.

JC Larreche is the founder of several INSEAD Executive Education Programmes including Powering Growth, Advanced Industrial Marketing Strategy, Customer Focus: From Promise to Action, and Strategic Management of Services. He was named the Marketing Educator of the Year by Club 55, the European Community of Marketing Experts. He has won twice the Overall European Case of the Year award from ECCH (European Case Clearing House) for his case studies on Virgin Atlantic Airways and First Direct.

**Publications**

- *The Momentum Effect: How to Ignite Exceptional Growth*
- *Marketing Strategy: A Decision-Focused Approach*
- *Marketing Management: A Strategic Decision-Making Approach*
- *Beyond Strategy: Market-Based Capabilities*
- *Measuring the Competitive Fitness of Global Firms 2001*
- *The Competitive Fitness of Global Firms 2000*
- *The Report on the Competitive Fitness of Global Firms 1999*
### RESEARCH AREAS
Strategies for Efficient Growth, Customer Centricity, Marketing Leadership, Strategic Competitiveness

### TEACHING AREAS
Momentum Leadership for Efficient Growth, Strategic Marketing, Customer Focus, Customer-Based Innovation, Founder and Director of Customer Focus: From Promise to Action (CF), Founder of Strategic Management of Services (SMS), Founder of Advanced Industrial Marketing Strategy (AIMS)

### INDUSTRY SECTORS
Banking and Insurance, Energy, Oil and Gas, Electronic & Electrical Equipment, Household Goods & Textiles, Information Technology, Leisure, Entertainment & Hotels, Pharmaceuticals and Health, Telecommunication Services

### CASE WEBSITES
- Quick Growth at QlikTech
Stephanie Lin is an Assistant Professor of Marketing at INSEAD. Her research examines how consumers maintain an image of themselves as good and virtuous in everyday life. People often wish to engage in virtuous behaviors, such as eating healthy, saving money, and supporting worthy causes, and feel negatively about themselves when they engage in more viceful or sinful behaviors, such as eating unhealthy food, overspending, or saying "no" when asked to donate. Stephanie examines the psychological processes and behaviors that allow consumers see themselves as good and virtuous even as they are tempted by these viceful desires.

Stephanie received her Ph.D. in Marketing with a Ph.D. minor in Psychology from Stanford University. Prior to joining INSEAD, she was an Assistant Professor of Marketing at Singapore Management University, where she taught Consumer Behavior. In a previous life, she was a teacher at Phillips Exeter Academy. Stephanie’s work has been published in journals such as the Journal of Personality and Social Psychology, the Journal of Experimental Social Psychology and the Journal of Consumer Psychology.

RESEARCH AREAS
The Self and Self-Regulation, Prosocial Behavior and Morality, Social Influence, Joint Goal Pursuit and Sabotage

TEACHING AREAS
Brand Management
BIOGRAPHY

David Midgley joined INSEAD in 1999 as Professor of Marketing and is now Emeritus. Previously he was Foundation Chair at the Australian Graduate School of Management and he has also held visiting positions at the University of California, the University of Pennsylvania and Stanford University.

Professor Midgley is a graduate in science, management and marketing from the Universities of Salford and Bradford. He has over 120 publications, including papers in leading journals such as the Journal of Consumer Research, Journal of Information Technology, Journal of International Business, Journal of Marketing Research, Journal of Marketing Science, Management Science, Organization Science and Research Policy. He has also written several books, including the The Innovation Manual and most recently Strategic Marketing for the C-Suite. His principal areas of research are innovation, strategy and international business.

PUBLICATIONS

- Organizational Structure Characteristics’ Influences on International Purchasing Performance in Different Purchasing Locations (100523)
- Archetypes of Marketing Mix Standardization-Adaptation in MNC Subsidiaries: Fit and Equifinality as Complementary Explanations of Performance
- Culture as a Configuration of Values: An Archetypal Perspective
- Mindscapes across Landscapes: Archetypes of Transnational and Subnational Culture
- Strategic Marketing for the C-Suite: A Review of the Research Literature and its Relevance to Senior Executives
- Customer Relationship Management and Firm Performance
- The Value of Managerial Beliefs in Turbulent Environments: Managerial Orientation and e-Business Advantage
- Formative versus Reflective Measurement Models: Two Applications of Formative Measurement
- Embodied Agents on a Communication and Branding Website: Modeling Effects Through An Affective Persuasion Route
- Embodied Agents on Commercial Websites: Modeling Their Effects through an Affective Persuasion Route
- Building and Assurance of Agent-based Models: An Example and Challenge to the Field
- E-Business Strategy and Firm Performance: A Latent Class Assessment of the Drivers and Impediments to Success
- Organizational Learning in High-technology Purchase Situations: The Antecedents and Consequences of the Participation of External IT Consultants
- External Knowledge Acquisition, Creativity and Learning in Organisational Problem Solving
- Co-evolving Better Strategies in Oligopolistic Price Wars
- Relating Customer Value to Strategic Competence: a Discrete Choice Measurement Approach
- Strategy Content and Process in the Context of E-Business Performance
- Organisational Learning in High-technology Purchase Situations: The Antecedents and Consequences of the Participation of External IT Consultants
- Dual Paths to Performance: The Impact of Global Pressures on MNC Subsidiary Conduct and Performance
- Knowledge Creation in Organizations: A Multiple Study Overview
- The Nature of Lead Users and Measurement of Leading Edge Status
- A New Perspective on the Integration-Responsiveness Pressures Confronting Multinational Firms
- Dual Paths to Multinational Subsidiary Performance: Networking to Learning and Autonomy to Innovation
- The Role of Knowledge Quality in Firm Performance
- Managerial Beliefs, Market Contestability and Dominant Strategic Orientation in the Eclectic Paradigm
- E-Business Performance: A Latent Class Examination.
- What to Codify: Marketing Science or Marketing Engineering?
- Keeping E-Business in Perspective
- Knowledge Management: Philosophy, Processes and Pitfalls
- E-Business: Revolution, Evolution or Hype?
<table>
<thead>
<tr>
<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Archetypal Analysis, National Personality and Value Mixtures and Economic Performance, Strategy for Disruptive Innovation</td>
<td>Innovation and strategy</td>
</tr>
</tbody>
</table>
BIOGRAPHY

Joerg Niessing is a Senior Affiliate Professor of Marketing at INSEAD and is passionate about bridging the academic and the business world on topics related to digital transformation, marketing, branding, customer centricity, and data analytics. He is a globally-recognized expert on digital marketing strategy and is known for his work on digital transformation of the customer experience.

At INSEAD Joerg teaches executives and MBA students on digital strategy, digital transformation, CX strategies, brand management, data analytics & customer intelligence. He is the co-director of INSEAD’s flagship programmes “Leading Digital Marketing Strategy” and “B2B Marketing Strategies”. Joerg has designed, directed, and delivered executive education programs or workshops for hundreds of global companies in over 30 countries such as Google, IBM, Diageo, IBM, Roche, Société Générale, PwC, Ferrero, Pernod Ricard, Abbvie, Randstad, Kion, Sanofi, Kone, Adecco, Kimberly-Clark, Associated British Foods or Daimler. For his teaching Joerg has been awarded multiple times over the last years including the “teaching excellence award” in executive education, “direction excellence award” in executive education and “teaching excellence award in the MBA Programme”.

His credentials do not only come from his academic career, but also from over 14 years in consulting. Before joining INSEAD Joerg worked as a Partner at Prophet; a strategic marketing consultancy, where he was building and leading the customer insights & analytics team. As an experienced strategy consultant and start-up mentor, Joerg helps companies drive uncommon growth through customer-first, digital transformation. Joerg has worked and advised many companies across industries such UBS, Cisco, eBay, United Healthcare, PepsiCo, T-Mobile, United Airlines, Samsung, Electrolux, Cartier, Schneider Electric, Friesland Campina, Zurich, Swarovski, or GE. Joerg gives keynotes at conferences and consults for a number of organizations in his area of expertise.

Joerg holds a PhD in Marketing and a Master of Science from the University of Muenster. He has published more than 20 academic cases. He won the best marketing case award by the Case Center in 2018 for his case on Accor’s digital transformation.

PUBLICATIONS

- The Definitive Guide to B2B Digital Transformation: How to Drive Uncommon Growth by Prioritizing Customers Over Technology
- Three Steps to Outstanding Digital CX
- Google in Russia; Leveraging Digital Analytics and Intelligence for Sustainable Growth
- Analytics-Driven Transformation at Majid Al Futtaim: Building a Data-Led, Test-à-Learn Culture to Generate Customer Value in the Middle East
- AccorHotels and the Digital Transformation: Enriching Experiences through Content Strategies along the Customer Journey (Spanish)
- waterdrop®: Changing the Paradigms of the Beverage Industry with Limited Resources and Digital Marketing
- How Corporates Co-Innovate with Startups: The BMW Startup Garage (Russian)
- How Corporates Co-Innovate with Startups: The BMW Startup Garage
- WeWork - Service Excellence through Business Model Innovation: Creating Outstanding Customer Experiences by Leveraging Data, Analytics and Digital Technologies
- AccorHotels and the Digital Transformation: Enriching Experiences through Content Strategies along the Customer Journey (Japanese)
- Kuoni: Missing the Digital Boat - The Downfall of an Icon in the Travel Industry
- Telenor: Revolutionizing Retail Banking Services in Serbia - Digital Transformation of the Customer Experience (Russian)
- Smartick vs. Khan Academy: A Marketing Strategy for Moving Free Users to a Paying Model (Spanish)
- Jaguar Land Rover: Towards a Customer-Centric Organisation - Leveraging Customer Intelligence and Data Analytics for Sustainable Growth
- AccorHotels and the Digital Transformation: Enriching Experiences through Content Strategies along the Customer Journey (French)
- Smartick vs. Khan Academy: A Marketing Strategy for Moving Free Users to a Paying Model
- Telenor: Revolutionizing Retail Banking Services in Serbia - Digital Transformation of the Customer Experience
<table>
<thead>
<tr>
<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>for Sustainable</td>
<td>Experience, Digital Marketing, Brand Management, Marketing</td>
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<td>Does Bigger Data Lead to Better Decisions?</td>
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<td>(Customer Relationship Management for Transportation Services)</td>
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<th>CASE WEBSITES</th>
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<td>S.T. Dupont : The Renaissance of a French Luxury Brand</td>
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<td>AccorHotels and the Digital Transformation</td>
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**MARKETING**

**V. (PADDY) PADMANABHAN**  
Academic Director, Emerging Markets Institute  
Professor of Marketing  
The Unilever Chaired Professor of Marketing  

**CONTACT**  
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PHONE: +65 6799 5335  
CAMPUS: Singapore

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**BIOGRAPHY**

V. “Paddy” Padmanabhan is a Professor of Marketing and the Unilever Chaired Professor of Marketing at the INSEAD Asia campus. He is the Academic Director of the Emerging Markets Institute.

Prior to joining INSEAD, Professor Padmanabhan was the John K. and Ellen A. Wallace Distinguished Professor of Marketing at the Olin School of Business, Washington University (1998-2002), and an Associate Professor of Marketing and the Fletcher Jones Faculty Fellow at the Graduate School of Business, Stanford University (1990-1998). He has served as a visiting professor at the Kellogg Graduate School of Management, Northwestern University, and INSEAD (Europe campus).

Professor Padmanabhan directs the Leading Business Transformation in Asia, the Leading Effective Sales Force programme, the INSEAD Leadership Programme for Senior Executives - India, and the Certificate in Business Acumen programme.

His current research focuses on business opportunities and challenges in the developing economies, economic crises and their implications, pricing and supply chain management. He is among the top 250 most highly-cited scholars in the world in the field of economics and business. His research has received numerous awards including the recognition in the Ten Most Influential Papers of Management Science's First Fifty Years (1954-2004). He has consulted, delivered Executive Education courses, and acted as an expert witness for various companies, ranging from multinationals (e.g., Hewlett Packard, Nokia, Syngenta, Coca-Cola, Lufthansa, Monsanto, Target, Japan Tobacco, Westpac, OCBC, etc.) to start-ups across Asia, North and South Americas, and Europe.

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**PUBLICATIONS**

- Setting Price or Quantity: Depends on What the Seller is Uncertain
- An Econometric Model of Location and Pricing in the Gasoline Market
- Internet Based Service Institutions: a Comment on ‘Marketing Models of Service and Relationships by Rust & Chong.
- Durable Goods, Extended Warranty and Channel Coordination
- Reply: Do Returns Policies Intensify Retail Competition
- The Bullwhip Effect: Reflections
- Airpork - From Zero to Hero: What Next?
- Eastern Condiments Private Limited
- Airpork - From Zero to Hero: What Next?

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**RESEARCH AREAS**

- Applied Microeconomics and Game Theory, Pricing, Retailing, Distribution Channels and Supply Chain Management, Services Marketing and Management

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**TEACHING AREAS**

- Retailing, Contemporary Channels of Distribution, Services Marketing and Management, Marketing Management

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**CASE WEBSITES**

- Eastern Condiments Private Limited
- Airpork - From Zero to Hero: What Next?
Philip M. Parker is a Professor of Marketing at INSEAD and the INSEAD Chaired Professor of Management Science. Before joining INSEAD, he was a Professor of International Strategy and Economics at the University of California, San Diego. He has taught at Harvard University, MIT, Stanford University, and UCLA, and delivered courses in various countries in Africa, the Middle East, Asia, Latin America, North America, and Europe. He has degrees in Finance and Economics, and a PhD from the Wharton School of the University of Pennsylvania.

Philip M. Parker is the programme director of the Business Strategy for HR Leaders Executive Education programme.

He is an economist and his research explores why existing theories governing macroeconomic growth and firm level competition yield unreliable forecasts of actual market outcomes. He introduced the idea that physical sciences (physics and physiology) should be directly integrated into macroeconomics. His contrarian research concludes that certain economic development measures, such as income per capita, can dramatically exaggerate the levels of poverty in a country, but also be poor indicators of future economic growth. Some of his work was published in his book Marketing Management: A Strategic Decision-Making Approach and Physioeconomics: The Basis for Long-Run Economic Growth (MIT Press, 2000) in which he forecasts global economic and demographic trends to the year 2100. He argues that critical economic axioms violate laws of physics and shows that convergence across nations is unlikely, if not impossible, in the long run. Free markets will, however, allow countries to converge to similar levels of well-being across individuals, but at dramatically different levels of income-based consumption (i.e. low-income countries may remain so, but will not be “poorer” than high-income countries) provided that citizens are given economic liberty. Wealth redistribution, from “richer” countries to “poorer” countries, in these cases, is not justified for the sake of “poverty reduction”, and may actually increase poverty.

He has also studied how firms generate market inefficiencies by relying on common forms of information asymmetry (creating markets for “sweet lemons” where low-quality products drive higher-quality products from the market, at higher prices). His work also debunks the notion that allowing more competitors in regulated markets (e.g. telecommunications) will lead to competition if remaining firms are allowed to cross-own or vertically integrate. His work has appeared in the leading journals including Rand Journal of Economics and the International Journal of Industrial Organization.

In March 1998, after directing a workshop for the World Bank which considered illiteracy, he launched a private initiative dubbed the “K to 12 +2 project”. One aspect of this problem is the lack of educational materials in local languages (the smaller the language in population, the less likely the publishing industry will find it profitable to serve such communities, leaving some 1000 written languages without basic textbooks). Utilising the automated authoring processes which he pioneered, his international business publications have funded a variety of multilingual educational materials including a free online multilingual dictionary, PC games, videos, and ebooks. He applied this approach to support projects sponsored by the Bill and Melinda Gates Foundation creating thousands of factsheets (using meta-analysis) on tropical plants, and currently works on automated rural radio scripts, call center materials serving smallholder farmers, and SMS content engines collaborating with the GSM Association, the Grameen Foundation, and Farm Radio International in Kenya, Uganda, Malawi, and India, among other developing countries. As a hobby, he applied the graph theory to automatically author hundreds of thousands of didactic poems (limericks, sonnets, haiku, acrostics, etc.) and is working on fiction and academic studies.

**PUBLICATIONS**

- Physioeconomics: The Basis for Long-Run Economic Growth
- Staged Estimation of International Diffusion Models: An Application to Global Cellular Telephone Adoption
- Linguistic Cultures of the World - A Statistical Reference - Vol 2
- Religious Cultures of the World - A Statistical Reference - Vol 1
- National Cultures of the World - A Statistical Reference - Vol 4
- Collusive Conduct in Duopoly Market Contract and Cross-Ownership in the Mobile Telephone Industry

**RESEARCH AREAS**

- Economic Growth, Globalisation, International Strategy, Collusion, Diffusion, Forecasting, Telecommunications

**TEACHING AREAS**

- Global Strategy, Telecommunications Strategy
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## BIOGRAPHY

Professor Pinson is an Emeritus Professor of Marketing at INSEAD. He is also an Affiliate Professor at the University of Paris Dauphine (doctoral programme). He graduated from HEC (Ecole des Hautes Etudes Commerciales, France) and holds Masters Degrees in Sociology from the University of Paris and the Northwestern University and a PhD in Marketing from the Northwestern University.

Professor Pinson is a co-author of the book *Metatheory and Consumer Research* (Dryden Press) and a co-editor of *Encyclopédie du Marketing* (Editions Techniques) and *Marketing Research: Applications and Problems* (Wiley). He has been a Visiting Scholar at the University of California, Los Angeles, and is a former President of AFM (The French Marketing Association). From 2001 to 2008, he was an editor of *Recherches et Applications en Marketing*, the leading French academic journal in marketing. He serves as a book series editor for Palgrave/Macmillan Press Ltd as well as an editorial advisor for the French publisher Dunod. He is a member of the editorial board of several international academic journals in marketing.

His research interests include consumer behaviour, marketing research, and marketing communications.

## PUBLICATIONS

- Consumer Cognitive Styles and the Dimensionality of Multidimensional Configurations
- Marketing Semiotics
- *Le comportement du consommateur*
- *Marketing: Semiotics*
- *Semiotics and Marketing Communications Research*
- *Marketing Research: Problems and Applications*
- *Metatheory and Consumer Research*

## RESEARCH AREAS

- Consumer Behaviour, Marketing Communications, Applied Semiotics and its Subfields, Applied Epistemology

## TEACHING AREAS

- Marketing Strategy, Marketing Communications, Consumer Behaviour

## INDUSTRY SECTORS

- Automobiles, Household Goods & Textiles, Leisure, Entertainment & Hotels, Pharmaceuticals and Health
**BIOGRAPHY**

Hilke Plassmann is INSEAD's Octapharma Chaired Professor of Decision Neuroscience and Associate Professor of Marketing at INSEAD. She joined INSEAD in September 2008. She is a Principal Investigator in the Social Affective Neuroscience Team at the Brain and Spine Institute (ICM) of Sorbonne University. She has been a visiting faculty at the Wharton School, NYU's Stern School of Business and Bonn University and Affiliated Faculty at the connive Neuroscience Unit of the Ecole Normale Superieure. In 2005, she earned a PhD in Marketing and Neuroscience (Dr.rer.pol) from the University of Münster’s School of Business and Economics, and then was a postdoctoral scholar at Stanford University and the California Institute of Technology.

Hilke is one of the pioneers in the nascent field of decision and consumer neuroscience. Her primary research areas are consumer decision-making and its strategic marketing implications at the intersection of neuroscience, psychology, and economics (e.g., influence of marketing actions on the consumption experience, the neural basis of different decision-making related value signals, and ways to alter/self-control/regulate these signals).

Her research has appeared in leading academic journals such as the *Proceedings of the National Academy of Sciences of the USA*, *Journal of Marketing Research*, *Journal of Consumer Research*, *Journal of Consumer Psychology*, and *Journal of Neuroscience*. Hilke is currently an Associate Editor of the *Journal of Consumer Research and Frontiers in Psychology Section Decision Neuroscience*.


Hilke has written several award-winning cases and has worked with several large companies and start-ups. At INSEAD, Hilke teaches marketing management, consumer behaviour and neuromarketing, in the different programs that INSEAD offers. She co-directs the Business Foundations Certificate (BFC) Programme at INSEAD.

**RESEARCH AREAS**

- Consumer Decision-Making
- Emotion Regulation & Self Control
- Consumer Welfare
- Perception of the Consumption Experience
- Branding

**TEACHING AREAS**

- Marketing Management
- Consumer Behaviour
- Decision Making and the Human Brain
- Neuromarketing

**CASE WEBSITES**

- The Neuromarketing Toolkit
- *Michel et Augustin Cookies: Culinary Adventurers Competing Against Food Industry Giants*
- *Telenor: Revolutionizing Retail Banking Services in Serbia*
BIOGRAPHY

Wolfgang Ulaga works with executives, managers, scholars and students around the globe on building and growing competencies and skills in marketing and sales of products, services and customer solutions, with an emphasis on business-to-business (B2B) markets.

Wolfgang’s executive education activities focus on how companies can achieve marketing and commercial excellence by (co-) creating value for (and with) B2B customers, capture (more) value through better pricing, strategically compete through service excellence, translate data and analytics into digital B2B services that generate revenues and profits, and differentiate from competition through outstanding customer experiences in professional services and industrial goods markets.

Since more than 20 years, Dr. Ulaga serves as an educator, scholar, and frequent keynote speaker. He regularly consults with companies, and designs and directs custom and open executive education programs and workshops for corporations in a broad cross-section of B2B markets.

Wolfgang holds a PhD from the University of Paris 1, Pantheon-Sorbonne and a Habilitation a Diriger des Recherches (HDR) from University Paris-Dauphine. He received a Honorary Doctorate in Economics from Turku University’s School of Economics, Finland, for his pioneering research on customer value and servitization strategies in B2B. His research investigates how firms implement value-based marketing and sales, craft service-growth strategies, develop new service business models in emerging and mature markets, design B2B service portfolios, improve service pricing, and manage the change from a product-centric to a service-savvy salesforce.


Wolfgang has received numerous awards and recognitions, including W.P. Carey Business School’s 2018 Most Impactful MBA Marketing Concentration Professor, HEC Paris’ 2009 Best Teacher of the Year Award, the American Marketing Association’s (AMA) 2011 Winter Educator’s Conference Overall Best Paper Award, The Case Center’s Annual Awards for globally best-selling case in Marketing (2015 and 2016), Top 40 Best-Selling Case Authors (2016;2017), and the Outstanding Case Writer Award (2016).

Prior to joining INSEAD, Dr. Ulaga was on the full-time faculties at Arizona State University (AT&T Professor of Services Leadership), IMD Business School Lausanne, HEC School of Management Paris (Electricité de France Professor of Marketing), ESCP-EAP Paris, and EDHEC Lille anf Nice. He also served as a Visiting Professor at the Mendoza College of Business, University of Notre Dame, Indiana. Before starting his career in academia, he worked in Frankfurt and Paris as a consultant for DML & Associés, an international management consulting firm.

RESEARCH AREAS


TEACHING AREAS

Maria Ana Vitorino is an Associate Professor of Marketing at INSEAD. Professor Vitorino holds a Ph.D. and an MBA from The University of Chicago Booth School of Business and was on the faculty at the Wharton School of the University of Pennsylvania prior to joining INSEAD.

Professor Vitorino's research interests include firms' pricing strategies, consumer-choice models and using game-theoretic models to explain the strategic impact of firms' decisions. Professor Vitorino also does research in the intersection of Marketing and Finance. More specifically, she is interested in understanding how firm value is affected by Marketing activities such as Advertising.

For more information please refer to: [Personal Website](#).

**RESEARCH AREAS**

Empirical Industrial Organization, Pricing, Entry and Market Structure, Advertising, Game Theory, Regulation, Finance

**TEACHING AREAS**

Marketing Research, Market Driving Strategies
**MARKETING**

**DANIEL WALTERS**  
Assistant Professor of Marketing

**CONTACT**

EMAIL: daniel.walters@insead.edu  
PHONE: +65 6799 5125  
CAMPUS: Singapore

**BIOGRAPHY**

Dan Walters is an Assistant Professor of Marketing at INSEAD. He holds a PhD and MBA from the UCLA Anderson School of Management. Prior to his academic career Dan was in investment banking and investment management where he oversaw a portfolio of $200 million at a value focused, long/short equity hedge fund.

Dan's research focuses on judgment and decision making. He is particularly interested in understanding how people make inferences about missing information in the context of making product decisions, investment judgments, and intertemporal choices. Dan has examined how overconfidence in product inferences can stem from a neglect of unknown evidence, why consumers are overconfident in their memories of products, and how beliefs about the nature of unknown information can impact investment behaviors, such as diversification, trading frequency, and willingness to seek financial advice. Dan has validated this research in theoretical and applied settings, using incentive compatible lab experiments, field studies, and large-scale datasets. Dan has published his work in top academic journals such as Management Science and has given talks on his research at the Society for Consumer Psychology, the Subjective Probability, Utility, and Decision Making Conference, and the Society for Judgment and Decision Making.

**RESEARCH AREAS**

- Judgment and Decision Making, Overconfidence, Financial Decision Making

**TEACHING AREAS**

- Market Driving Strategies
BIOGRAPHY

David Weinstein is Emeritus Professor of Marketing at INSEAD. He earned his PhD in Business Administration at Columbia University in New York City. He is a Graduate of the Hebrew University of Jerusalem in Economics and Mathematical Statistics. His teaching, research and consulting focus is on industrial marketing, the chemical industry, the high technology sector, the automotive market and marketing in the financial sector.

Professor Weinstein has published numerous case studies in his areas of interest. He is co-author of INDUSTRAT: The Strategic Industrial Marketing Simulation. His research has been published in the Journal of Business, Journal of Marketing, Management Science, Multivariate Behavioural Statistics and other professional journals. He is a member of the editorial board of the Journal of Marketing.

Professor Weinstein has taught numerous senior executive development programmes around the world and has been consulting to corporations in the chemical, IT and automobile industries.

Professor Weinstein joined INSEAD in 1972 and served several times as coordinator of its marketing area. He served as programme director for INSEAD’s European Marketing Program for eight years, acted as programme director on numerous other seminars and is currently directing the Advanced Industrial Marketing Programme. He was a Visiting Scholar at Harvard Business School in 1977-1978, and Visiting Professor at Stanford Business School in 1982-1984. In 1993 David Weinstein held the Henry Sweetbaum Chair of Distinguished Visiting Professor at the Wharton School. He continues as Visiting Professor there and is co academic director of the Industrial Marketing Strategy at the Aresty Institute.

PUBLICATIONS

- Nissan Motor Co., Ltd. (A): The Hakone Pilot
- Nissan Motor Co., Ltd. (B): The Hakone Pilot
- Features and Functions for Business-to-Business Websites: An Exploratory Study of What Users Want
- Van Leer Packaging Worldwide: The Total Account (A)
- Intel Inside
- Banco Popular Español: Las Super Cuentas
- ABN Planet
- Volvo Grand Prix

RESEARCH AREAS


TEACHING AREAS

Advanced Industrial Marketing (MBA), Advanced Industrial Marketing for Executives, Advanced Industrial Marketing (Company Specific)
Klaus Wertenbroch is the Novartis Chaired Professor of Management and the Environment and Professor of Marketing at INSEAD. He directs the INSEAD Strategic Marketing Programme.

Trained at the University of Chicago’s influential Center for Decision Research, Dr. Wertenbroch is an expert in behavioural economics and consumer decision-making, strategic brand management, and pricing. He has taught these topics in undergraduate, MBA, Ph.D., and executive education programmes in the U.S., Europe, and Asia and has worked with clients including Allianz, Booz Allen Hamilton, Cemex, Citigroup, ExxonMobil, Ferrero, GfK, IBM, Indian Railways, Lafarge, LG, L’Oreal, Mediamarkt/Saturn, Metro, Nissan, Petronas, Philip Morris, Starwood Hotels, and Unilever.

His research focuses on behavioural economics and its strategic marketing and public policy implications. He is an expert on consumer self-control problems, with a focus on overconsumption, overspending, and consumer debt, and has contributed to the financial education initiatives by the public and the private sector (e.g., Citigroup, Friedrich-Ebert-Foundation, German Institute for Economic Research/DIW, OECD, U.S. Treasury Department). He is currently investigating how consumers respond to the more dystopian aspects of artificial intelligence (AI) and marketing automation (e.g., in the areas of data privacy, explainability of algorithms, and consumer autonomy).

His work has appeared in leading scientific journals such as the Journal of Consumer Research, Journal of Marketing Research, Marketing Science, Organizational Behavior and Human Decision Processes, and Psychological Science. His work was featured by the Financial Times, Sloan Management Review, and Harvard Business Review and has received international newspaper, radio, and TV coverage by various media outlets including BBC Radio, Le Figaro, National Public Radio, Nightly Business Report, Psychology Today, Tagesspiegel, The Economist.com, and U.S. Industry Today. His research won the 1995 American Marketing Association (AMA) Doctoral Dissertation Award and the 2005 AMA O’Dell Award, the most prestigious annual award in marketing, for the Journal of Marketing Research article that has made the most significant long-term contribution to marketing over the previous five years. He was a finalist for the 2006 and 2009 Journal of Consumer Research Best Article Awards. He was also selected as one of the inaugural Marketing Science Institute Young Scholars in 2001.

Klaus will be an Associate Editor for Journal of Consumer Research from 2021 and for the Journal of Public Policy and Marketing from 2020. He has served as the launching editor-in-chief of the Journal of Marketing Behavior, as an Associate Editor of the Journal of Consumer Psychology, and as a member of the editorial boards of the Journal of Consumer Research and the Journal of Marketing Research, among others, for many years.

He holds a Ph.D. and an MBA from the University of Chicago and an M.Sc. (Diploma) in Psychology from the Darmstadt University of Technology in his native Germany. At INSEAD, he has been based in both Singapore and Fontainebleau and has served as the director of what is now the INSEAD-Sorbonne Université Behavioural Lab in Paris. Before joining INSEAD, he was a faculty member at Duke University and then at Yale University. Klaus also held appointments as Visiting Professor of Marketing at the University of California, Berkeley, in 2009 and at The Wharton School of the University of Pennsylvania from 2010 to 2013, where he was also the Judith C. and William G. Bollinger Visiting Professor.

### PUBLICATIONS

- Autonomy in Consumer Choice
- Designing AI Systems That Customers Won't Hate
- From the Editor: A Manifesto for Research on Automation in Marketing and Consumer Behavior
- Consumer Choice and Autonomy in the Age of Artificial Intelligence and Big Data
- Performance Pay or Redistribution? Cultural Differences in Just-World Beliefs and Preferences for Wage Inequality
- Consumer and Managerial Goals in Assortment Choice and Design
- How (Not) to Protect Meta-Rational Consumers from Themselves
- Self-Signaling and the Costs and Benefits of Temptation
- How Behavioral Decision Research Can Enhance Consumer Welfare: From Freedom of Choice to Paternalistic Intervention
- The Value Heuristic in Judgments of Relative Frequency
- Free Will, Temptation, and Self-Control: We Must Believe in Free Will, We Have No Choice
- On the Perceived Value of Money: The Reference Dependence of Currency Numerosity Effects
- Indeterminacy and Live Television
<table>
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<tr>
<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
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<th>CASE WEBSITES</th>
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<td>Measuring Price Promotion Effects</td>
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Organisational Behaviour
ORGANISATIONAL BEHAVIOUR

JOSE-LUIS ALVAREZ
Academic Director, INSEAD Corporate Governance Centre
Senior Affiliate Professor of Organisational Behaviour
The Mubadala Chaired Professor in Corporate Governance and Strategy

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CAMPUS: Fontainebleau

BIOGRAPHY

Jose Luis Álvarez is Senior Affiliate Professor of Organisational Behaviour at INSEAD. He teaches in the MBA Program (where he received three times the Best Teacher Award) and mostly in executive education programmes, where he has also received several teaching and directing recognitions. He serves as academic director of the Leadership Transition Programme and the Leading for Results Programme. He is also the Academic Director of INSEAD’s Corporate Governance Center. Professor Álvarez was a Visiting Professor at the Harvard Business School and at Cambridge University.

Professor Álvarez holds degrees in Law and Philosophy from the University of Barcelona, an MBA from IESE Business School, a M.A. and a Ph.D. in Organizational Behavior from Harvard University. His research has been published in the MIT-Sloan Management Review, European Management Journal, Organization Studies, Organizations, Corporate Governance, and he has published six books, on corporate governance, senior executive careers and the political facets of the managerial work. His book Sharing Executive Power: Roles and Relationships at the Top published by Cambridge University Press was selected as one of the top three books in 2007 by the Academy of Management.

His current work, to be published in 2019 by Oxford University Press, centers on the executive functions and roles in corporate governance. His consulting experience has focused mostly on issues of corporate governance, organisational design and change.

PUBLICATIONS

- Los presidentes españoles
- Educating Contemporary Princes and Princesses for Power
- At the Crossroads of Agency and Communion: Defining the Shared Career
- Sharing Executive Power: Roles and Relationships at the Top
- Leading in Pairs
- Network Perspective
- The Increasing Role Professional Service Firms in the Reform of Shareholders' Meetings

RESEARCH AREAS

Executive Power and Roles, Top Management Teams, Political Leadership, Sociology of Managers, Career transitions

TEACHING AREAS

Corporate Governance, Roles of Senior Executives, Leadership, Leading Change, Networking, Stakeholder Management, Executive Powers and Roles in Corporate Governance
### BIOGRAPHY

Noah Askin is an Assistant Professor of Organisational Behaviour at INSEAD, where he teaches the organisational design and leadership core course in the MBA program. His teaching focuses primarily on firms’ organisational-strategic alignment, leading and experiencing organisational change, managing corporate culture, and utilizing social networks.

Noah is interested in social and cultural networks, the antecedents and consequences of creativity and innovation, the production and consumption of culture, and the dynamics of organisational and individual status. His current research is divided among these interests in two streams. The first is around the creation and performance of cultural products: music chart and industry dynamics, what factors contribute to creativity, the tradeoffs associated with being innovative, the implications of the shift to digital distribution, and the analysis of culture using big data. The second area of research is around the role and impact of network- and rankings-based status on organisations. His work, which has garnered him recognition on the Thinkers 50 Radar list, has appeared in *Administrative Science Quarterly*, computational social science publications, and been covered in *Forbes*, Quartz.com, *The Times of London*, and music industry blogs.

Prior to becoming a business school academic, Noah had a number of roles in the business and not-for-profit sectors. He was a management consultant for the Monitor Group, working in its strategy practice and its Executive Development group. This was followed by several years as an early member of a start-up in the educational services space. Noah received a joint PhD from the University of Chicago’s Booth School of Business and its Sociology department. He also has an MA in Sociology from the University of Chicago and an MBA from Booth, as well as an AB in Psychology from Harvard University.

### RESEARCH AREAS

- Economic Sociology,
- Social and Cultural Networks,
- Status,
- Higher Education,
- popular culture

### TEACHING AREAS

- Organisational Behaviour,
- Organisational Theory
Dr. Black is Professor of Management Practice in Global Leadership and Strategy at INSEAD. He specializes in leadership, strategy, change, globalization, and stakeholder engagement. Stewart Black is co-directing the Leading Successful Change programme.

Across his career Dr. Black has lived and worked in Europe, Asia, and North America. During that time he has worked with over 10,000 executives, helping them develop themselves and their organizations. Much of this work has been with senior teams as they determine strategic direction, identify needed culture and leadership capabilities to implement their strategies, and aligning systems and processes to support the organizational transformation. In addition, he is frequently a keynote speaker at conferences and events on the topics of leading change, organizational culture, global leadership, innovation, and strategy.

He is the author or co-author of over 100 articles and cases. His research has been published in the most respected academic journals, such as Academy of Management Review, Academy of Management Journal, Journal of International Business Studies, as well as in practitioner oriented journals such as Harvard Business Review, Sloan Management Review, and Human Resource Management Journal, and he has published articles in and had his work featured in a variety of newspapers and magazines such as Financial Times, The Wall Street Journal, and BusinessWeek. He is frequently sought out by and appeared in both print and live media.

He is the author or co-author of 18 books, including best selling textbooks, including Management: Meeting New Challenges, Organizational Behavior, and International Business Environments: Text and Cases, as well as books written for practicing executives, such as Failure to Globally Launch, It Starts with One: Changing Individuals Changes Organizations, The Global Leadership Challenge, and International Assignments: An Integration of Research and Practice.

Dr. Black received his undergraduate degree in psychology and English from Brigham Young University, where he graduated with honors. He earned his master degree from the business school at Brigham Young University, where he was on the dean’s list and graduated with distinction. After graduation, he worked for a Japanese consulting firm, where he eventually held the position of managing director. Dr. Black returned to the U.S. and received his Ph.D. in Business Administration from the University of California, Irvine.

Dr. Black started his career on the faculty at the Amos Tuck School of Business Administration, Dartmouth College. Later he was a professor of business administration at the University of Michigan and Executive Director of the school’s Asia Pacific Human Resource Partnership. Prior to joining INSEAD, Dr. Black was Professor of Global Leadership and Strategy at IMD. At INSEAD Dr. Black served for four years as Associate Dean of Executive Development Programs for the Americas, as the founder and program director of Learning to Lead and Leading for Results, and as the program director for a variety of company-specific programs including, Astra Zeneca, Ciba, Ernst & Young, Lexmark, HSBC, IFF, Jones Lang LaSalle, Manpower, National Commercial Bank of Saudi Arabia, Nissan, NYSE, Rio Tinto, Siam Cement, Shell, Takeda Pharmaceutical, Toshiba, Western Union among others.

Dr. Black is Professor of Management Practice in Global Leadership and Strategy at INSEAD. He specializes in leadership, strategy, change, globalization, and stakeholder engagement. Stewart Black is co-directing the Leading Successful Change programme.

Across his career Dr. Black has lived and worked in Europe, Asia, and North America. During that time he has worked with over 10,000 executives, helping them develop themselves and their organizations. Much of this work has been with senior teams as they determine strategic direction, identify needed culture and leadership capabilities to implement their strategies, and aligning systems and processes to support the organizational transformation. In addition, he is frequently a keynote speaker at conferences and events on the topics of leading change, organizational culture, global leadership, innovation, and strategy.

He is the author or co-author of over 100 articles and cases. His research has been published in the most respected academic journals, such as Academy of Management Review, Academy of Management Journal, Journal of International Business Studies, as well as in practitioner oriented journals such as Harvard Business Review, Sloan Management Review, and Human Resource Management Journal, and he has published articles in and had his work featured in a variety of newspapers and magazines such as Financial Times, The Wall Street Journal, and BusinessWeek. He is frequently sought out by and appeared in both print and live media.

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- The Character of Global Leaders
- Globalization of Komatsu: Digging Out of Trouble
- Sunset in the Land of the Rising Sun: Why Japanese Multinationals will Struggle in the Global Future
- Study Guide for Management
- Management: Meeting New Challenges
- Strategic International Assignments: An Integration of Research & Practice
- Study Guide for Management
- Leading Strategic Change: Breaking Through the Brain Barrier
- J. W. Marriott, Jr., on Growing the Legacy
- High Impact Training: Forging Leaders for the Global Frontier
- Triumphs and Tragedies: Expectations and Commitments upon Repatriation
- Management: Meeting New Challenges
- Global Explorers: The Next Generation of Leaders
- The Right Way to Manage Expats
- So You’re Coming Home
- Globalizing People Through International Assignments
- Developing Leaders for the Global Frontier

### RESEARCH AREAS
Globalization, Competitive Strategy, Human Capital Leading Change

### TEACHING AREAS
Executive Education, Competitive Strategy, Innovation, Organization Structure, Leading Change, Effective Influence, Human Capital, Managing Stakeholders, Global Leadership

### INDUSTRY SECTORS
Automobiles, Chemicals, Energy, Oil and Gas, Electronic & Electrical Equipment
Henrik Bresman is an Associate Professor of Organisational Behaviour at INSEAD. He studied economics at the Stockholm School of Economics, philosophy and Japanese at Lund University, Sweden, and financial management at Keio University, Japan. He received his PhD from the Massachusetts Institute of Technology.

Professor Bresman is an expert on distributed leadership and high-performance teams. He is the co-author of the top-selling book *X-Teams: How to Build Teams that Lead, Innovate, and Succeed* (published by Harvard Business School Press), which examines how teams at all levels can take on strategic leadership roles and change the direction of their firms. It also documents how top management can unlock the talent of the organisation to create an infrastructure for innovation across their company.

His research on leadership and teams in contexts of technological innovation, international post-acquisition integration, and strategic change draws on data from industries such as biotechnology, pharmaceuticals, aerospace, software development, and investment banking. His articles have appeared in peer-reviewed academic journals such as *Academy of Management Journal*, *Journal of International Business Studies*, *Journal of Management Studies*, *MIT Sloan Management Review*, and *Organization Science*. He has served on the editorial boards of *Academy of Management Journal*, *Academy of Management Review*, and *Organization Science*. His work has been profiled in many media outlets including *Time Magazine*, *The New York Times*, *The Wall Street Journal*, *Financial Times*, *Forbes*, and *The Economist*.

Professor Bresman’s work has been recognised with honours such as the Journal of International Business Studies Decade Award (winner), the George R. Terry Book Award (finalist), the Academy of Management’s William H. Newman Award (winner), the Academy of Management’s Best Paper Award (Organizational Development and Change Division), and the Richard Beckhard Prize for best article on organisational change published in the *MIT Sloan Management Review*.

Professor Bresman’s current teaching at INSEAD focuses on developing principled and effective leaders. He is directing the *Management Acceleration Programme*. His teaching at INSEAD has been awarded the Dean’s Commendation for Excellence in Executive Development Programmes (EDP) Teaching, Excellence in EDP Direction, and Excellence in MBA Teaching. He has also been nominated for the Best MBA Core Course Teacher award.

Prior to entering academia, Professor Bresman worked in several roles as a manager, consultant, and entrepreneur. He co-founded a venture capital firm focused on early-stage technology businesses.

**PUBLICATIONS**

- Contextualization and Context Theorizing in Teams Research: A Look Back and a Path Forward
- The Structural Context of Team Learning: Effects of Organizational and Team Structure on Internal and External Learning
- Changing Routines: A Process Model of Vicarious Group Learning in Pharmaceutical R&D
- External Learning Activities and Team Performance: A Multi-method Field Study
- *X-Teams: How to Build Teams that Lead, Innovate, and Succeed*

**RESEARCH AREAS**

High-Performance Teams, Innovation, Leadership

**TEACHING AREAS**

Leadership (Executive Education), High-Performance teams (Executive Education), Organisational Behaviour (EMBA), Organisational Behaviour (MBA)

**INDUSTRY SECTORS**

Aerospace & Defence, Information Technology, Pharmaceuticals and Health
**BIOGRAPHY**

Linda Brimm is Emeritus Professor of Organisational Behaviour at INSEAD, teaching both in the MBA and Executive Education programmes. Along with her teaching responsibilities, Dr Brimm created and ran the psychological service for the MBA programme at INSEAD. Trained as a clinical psychologist, she also works with both individuals and families at a centre, which she co-founded in Paris.

She received her Doctorate in Clinical Psychology and Psychoanalysis from the Université of Paris. Her undergraduate degree is from Cornell University, her master's degree is from Northeastern University, and she completed a postgraduate program in clinical psychology at Hebrew University in Israel.

Identity development, diversity, and change have been an interest in her research, consulting and teaching over the years. Her initial research focused on managing workforce diversity and the development of people’s lives and careers. Dr Brimm’s research and consulting interests currently focus on Global Cosmopolitans. Her groundbreaking book, Global Cosmopolitans, The Creative Edge of Difference, published in September 2010, combines her study of identity development and change in the lives of the next generation of global leaders and the use of narrative writing and analysis. Her work has been described as presenting ‘a whole new concept of careers, and thereby, becomes one of the most important career development books published in the last decade’.

While her earlier work focused on competence and challenges affecting identity for people in relatively early career and life stages, her current research focuses on people that are in a different life stage and have experienced significant success in their professional lives. Her current research examines the lives of Global Cosmopolitan senior executives and entrepreneurs. Using a narrative approach she is pulling together, through their stories and analysis, the impact of different life stages on the lives of Global Cosmopolitans and the impact of growing up in a different generation and in a different global context. This work should also afford an understanding of the ways people find to manage what appear to the outsider to be seamless transitions from one world to another.

**PUBLICATIONS**

- The Global Cosmopolitan Mindset: Lessons from the New Global Leaders
- Global Cosmopolitans: The Creative Edge of Difference
- Dear CEO: 50 Personal Letters from the World’s Leading Business Thinkers: Linda Brimm
- Diversity Management at Hewlett-Packard Europe
- Claire and Alain (A) Shifting Roles
- Rebecca and David (A)
- Rebecca and David (B)

**RESEARCH AREAS**

Global Cosmopolitans, Narrative, Identity, Diversity, The Development of Successful Global Executives and Entrepreneurs over time

**TEACHING AREAS**

Change, Professional Development, Self-Assessment, Lives in Transition, Global Cosmopolitans, Women and Leadership, Diversity
**ORGANISATIONAL BEHAVIOUR**

MICHAEL BRIMM  
Emeritus Professor of Organisational Behaviour

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CAMPUS: Fontainebleau

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**BIOGRAPHY**

Michael Brimm is Emeritus Professor of Organisational Behaviour at INSEAD. He has been active as a researcher and consultant in designing strategies for improving individual and organisational performance. In recent years, he focuses on leadership and organisational transformation in large multinational businesses. His current research extends from studies of organisational change to a project that focuses on leadership and innovation in achieving organisational excellence in outstanding French restaurants.

Professor Brimm has been a leader in the design of innovative processes to link organisational change with executive development activities. Working with companies, as well as in consortium programmes at INSEAD and the University of Michigan, he has been active in the development of action learning and other new pedagogical methods. He has also received a number of awards for teaching excellence.

Professor Brimm was born in the United States and holds a doctorate from Harvard University. He has lived in France for the past twenty-five years, with the exception of a three-year period when he served as a founding faculty at the Jerusalem Institute of Management. He has also taught at the University of Bordeaux, and, prior to leaving the United States, at Northeastern University and Harvard Business School. Before starting his academic career, he worked as a divisional general manager at Cerro Corporation. Professor Brimm consults a variety of business and governmental organisations on issues of large-scale transformation and serves as a 'coach' to a number of senior business leaders.

**PUBLICATIONS**

- American Express Philanthropy: Developing an Academy of Travel and Tourism in Hungary
- Cognitive Systems Engineering
- Pierre Dux: A Case Study in Organizational Change
- Pierre Dux: A Case Study in Organizational Change
- Risky Business: Why Sponsoring Innovations can be Hazardous to Career Health
- Autonomy in Work
- Global Citizenship Case: American Express Philanthropy Travel & Tourism Academy in Hungary
- Information Strategies in Public Administration

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**RESEARCH AREAS**

- Artist-Leaders: The Role of the Chef in Three-Star French Restaurants, Organisational Transformation and Leadership

**TEACHING AREAS**

- Organisational Behaviour and Management
BIOGRAPHY

Henri-Claude de BETTIGNIES, the Aviva Chair Emeritus Professor of Leadership and Responsibility and Emeritus Professor of Asian Business and Comparative Management at INSEAD is also the Distinguished Emeritus Professor of Globally Responsible Leadership at the China Europe International Business School (CEIBS) and former Director of the Euro-China Centre for Leadership and Responsibility (ECCLAR) that he created in Shanghai, at CEIBS, in 2006. Between 1988 and 2005, with a joint appointment at Stanford University (Graduate School of Business), he shared his time equally between Europe, California and the Asia Pacific region (particularly with the INSEAD campus in Asia). He was educated at the Sorbonne (Licence ès Lettres), at the Catholic University of Paris (EPP), then at the Harvard Business School (ITP). He worked in Africa (MIFERMA, Mauritania), at the University of California (IIR, Berkeley), in New York (for IBM), and then in Tokyo for 5 years.

Professor de Bettignies joined INSEAD in 1967 as Assistant Professor and initiated the development of the Organizational Behaviour department. Professor since 1975, he started and developed INSEAD’s activities in Japan and the Asia Pacific region which led, in 1980, to the creation of the Euro-Asia Centre, of which he was Director General until 1988. Professor de Bettignies started the development of the Ethics initiative at INSEAD, and pioneered a new approach (AVIRA) to enlighten business leaders. Over a 16 years period the AVIRA programme brought together - in Fontainebleau, California and Singapore – 900 Chairmen and CEOs from 60 countries, keen to enrich their vision and enhance their “responsible” leadership competence.

Henri-Claude teaches MBAs, E-MBAs and executives at CEIBS and at INSEAD in the areas of ethics and CSR, HR management and corporate transformation, culture and management. He directs a number of executive programmes in Europe and in Asia. He is the Founder and Director of CEDRE (Centre for the Study of Development and Responsibility).


Many of his contributions have appeared in books and in more than 50 articles in business and professional journals. He is on the Editorial Board of The Journal of Asian Business, Chinese Management Studies, International Studies of Management & Organization, The Asian Academy of Management Journal, Corporate Governance: the International Journal of Business and Society, Finance & Common Good. He is on the International Advisory Board of The International Association for China Management Research (IACMR), Asian Business and Management (Kuala Lumpur), The University of the Common Good (Brussels), the International Centre for Corporate Accountability (New York), SPES (Leuven), GRLLI (Brussels), Shiyao Investment (Shanghai), InnoCSR (Shanghai), Zermatt Forum (Geneva), etc… He was on the Board of Jones Lang LaSalle (1999-2009).

PUBLICATIONS

- Beyond Control: Crisis Strategies and Stakeholder Media in the Danone Boycott of 2001
- FB Business, Technology: Back to Basics for Captains of Industry
- Climate Change and the Global Common Good: Emerging Corporate Responsibility Strategies in the Insurance Industry
- The Insurance Business and its Image in Society: Traditional Issues and New Challenges
- Who Won the Danone Boycott? (A)
- Who Won the Danone Boycott? (B)
- Who Won the Danone Boycott? (C)
- Developing Leadership and Responsibility: No Alternative for Business Schools
### RESEARCH AREAS
- Business Leaders' Vision and Corporate Transformation,
- Corruption and Managerial Behaviour across Cultures,
- Social Change and Management Practices in Asia

### TEACHING AREAS
- Managing Change & Change of Management in Asia,
- Strategies for Asia-Pacific,
- The Transformation of Japan: Implications for the World,
- AVIRA: Changing CEOs' Mindset,
- Culture and Management in Asia,
- Joint-Venture Management in Asia,
- Individual, Business and Society: The Ethical Dilemma
Derek is Affiliate Professor of Organisational Behaviour at INSEAD. His interests include leadership development, burnout and resilience, the impact of emotionally demanding tasks on work groups.

Derek Deasy is directing INSEAD Coaching Certificate.

His research and practice in these areas are informed by a systems-psychodynamics approach that takes into account how group tasks, organizational structures and cultures are affected by, and affect, individuals' experience at and of work.

Derek works regularly in leadership development programmes for high potentials and senior executives at INSEAD, and has contributed to open and in-company executive Programs, as well as to the full time MBAs, at the Copenhagen Business School in Denmark, and at IMD in Switzerland. He has given input on the psychodynamics of organisations to the Clinical Psychology doctoral programme at Trinity College, Dublin. He also has a varied coaching and consulting practice, currently including individual work with corporate leaders and work with teams in the technology sector and in entrepreneurial ventures.

Derek brings to all his work a particular focus on the personal benefits and costs of authenticity, effectiveness and success. He supports executives in developing functional approaches to self-care and resilience when dealing with jobs and tasks that require personal presence and intense emotional investment. Over the past decade, he has worked with corporations and executives in a wide range of sectors including construction, pharmaceuticals, fashion, technology and professional services.

Prior to and alongside his work in executive education and development, Derek spent many years working as a Director in health care delivery. His particular area of expertise was child sexual abuse. He led a multidisciplinary team offering forensic and therapeutic services to vulnerable children and their families. His work in this arena taught him the importance of sound management and effective self-care in service delivery.

Derek holds a doctorate in Clinical Psychology from Trinity College, Dublin, and BA and MA degrees in Psychology from University College Dublin. He also trained at the Tavistock Clinic in London gaining a Masters in Organisational Consultancy. In 2011 he was granted the title of Honorary Associate Professor of the Institute of Work, Health and Organisation with the University of Nottingham. He consults regularly to group relations conferences in Europe and the United States. He is married and has three young sons.

RESEARCH AREAS
Leadership, Group Dynamics, Personal Development

TEACHING AREAS
Psychological Issues in Management (MBA), Leadership Development (Executive Education)
Emeritus Professor of Organisational Behaviour, Paul Evans also holds The Shell Chair of Human Resources and Organisational Development, Emeritus. Paul Evans has a PhD in Management and Organisational Psychology from MIT, an MBA from INSEAD, and he is a graduate in law from Cambridge University. He was founding Academic Director of the Global Talent Competitiveness Index (GTCI) (2013-18), in partnership with Adecco, HCLI Singapore and Tata Communications; and today he is the Ambassador for the GTCI. For many years, he built up and directed INSEAD's executive education seminars on Management of People and Human Resource Management in Asia, as well as Managerial Skills for International Business. He led for several decades INSEAD's activities in the field of international human resource management, and he has been a Chair of the Organisational Behaviour faculty area for successive periods.

British by nationality, raised in Africa, and international by orientation, he has taught courses at Boston University, MIT, Cornell University, Stockholm School of Economics, l'Université de Montréal, and the University of Zurich, as well as being visiting scholar at the University of Berkeley, University of Southern California and as a Visiting Professor at London Business School. He was a titular professor at the European Institute for Advanced Studies in Management in Brussels in recognition of his work in building academic networks in Europe.

His current work focuses on corporate and public policy concerning talent competitiveness, working with government ministries of education, city development offices, and corporations. He recently helped create a growing HR Think Tank in South Africa, in partnership with SA’s leading management publisher and Univ.Stellenbosch; and he sits on Advisory Boards of two universities in the region. Previously he acted as a corporate advisor and designed/taught leadership programmes with more than 200 international corporations, and he is a frequent keynote speaker at international conferences and conventions.

His research focused originally on adult, career and leadership development. His book with Fernando Bartolomé Must Success Cost so Much? was the result of a study of the relationship between the professional and private lives of over 14,000 executives and was translated into eight languages. His research focus then moved on to strategic talent management and multinational organisational development. His most recent book is The Global Challenge: International Human Resource Management (Chicago Business, 2017, 3rd ed.). With his numerous articles, award-winning cases, a bestselling educational video and e-course on Managing People, he has been described in the press as one of the world's most influential people in the field of international human resource management, and he received the Outstanding Teacher of the Year award from the INSEAD MBA participants for his teaching in this domain.

**PUBLICATIONS**

- The Global Challenge: Frameworks for International Human Resource Management
- The Global Challenge: International Human Resource Management
- A Gestão de Pessoas no Brasil (Management of People in Brazil)
- Human Resource Management in Cross-Border Mergers and Acquisitions
- Danmark og Danskerne foran den Globale Udfordring
- HRM on the Edge: A Duality Perspective
- A Duality-based Prospective for Strategic Human Resource Management
- The Dualistic Leader: Thriving on Paradox

**RESEARCH AREAS**

Global Talent Management (former Academic Director-Global Talent Competitiveness Index), International Human Resource Management, Leadership Development, Tension Analysis (Duality/Paradox Theory)

**TEACHING AREAS**

Talent development, Multinational Organisational Development (Matrix), Human Resource Management in International Firms, Leadership, Managing Change
BIOGRAPHY

Charles Galunic is a Professor of Organisational Behaviour and the Aviva Chaired Professor of Leadership and Responsibility at INSEAD. He works within the fields of organisation behaviour and strategy. His research explores the social fabric of innovation and change, and at multiple levels. At the individual level, he has studied the influence of social networks on a manager’s ability to innovate. At a corporate level, he has examined structural changes and the processes which help firms to adapt. The latter work is also focused on organisation culture, including its alignment with strategy, how it changes, and the role of leadership. Finally, he explores leadership transitions, that is how managers develop their leadership skills and identity.

He has served on the editorial board of *Strategic Organisation* and the *Strategic Management Journal*, and is a former departmental editor of the *Journal of International Business Studies*. He has published in various academic and practitioner-oriented journals, including *the Journal of Managerial and Decision Economics*, *Administrative Science Quarterly*, *Academy of Management Journal*, *Organisation Science*, *Strategic Management Journal*, *Harvard Business Review*, and *Research in Organisational Behaviour*.

Professor Galunic has been a pioneer of several courses at INSEAD, including the core MBA course on Managing Organisations. He has won best case study awards, including the 2007 ECCH Best Case Award (Organisational Behaviour/Human Resources area). He also teaches in a variety of INSEAD Executive Education programmes, both in Fontainebleau and in Asia, and was a programme director of the INSEAD's high potentials programme (Management Acceleration Programme). He was a nominee for the Best Core Teacher Award, EMBA in 2004, 2005, 2006, and received the 2004/2005 INSEAD Excellence Award in Executive Education.

Professor Galunic holds a PhD in Organisational Behaviour/Industrial Engineering from Stanford University, California; a BA in Philosophy, Politics and Economics from Oxford University (Canadian Rhodes Scholar); and a BSc in Chemical Engineering from Queen's University, Canada.

Charles Galunic directs the Executive Education *Transition to General Management Programme* and *Leading Organisations in Disruptive Times*.

PUBLICATIONS

- Backstage Leadership: The Invisible Work of Highly Effective Leaders
- Generali Italia: Building Digital Foundations - From Integration to Transformation
- Explaining the Popularity of Cultural Elements: Networks, Culture, and the Structural Embeddedness of High Fashion Trends
- Homophily and Individual Performance
- Brokerage as a Public Good: The Externalities of Network Hubs for Different Formal Roles in Creative Organizations
- Why Great Networkers Are Sometimes Bad for Creative Projects
- Digital Journeys: 10 Checkpoints in Building a Digital-Ready Company
- Relational Changes During Role Transitions: The Interplay of Efficiency and Cohesion
- Alcatel, Lucent...Nokia: On the Road from 3 to 1 - The Leadership Challenges of Strategic Change
- Highlights of the Hybrid Method
- Evaluating Espoused Values: Does Articulating Values Pay Off?
- Lincoln Electric in China (B): Updates
- Wildfire Entertainment: Organizational Structure Archetypes
- Deus Ex Machina? Career Progress and the Contingent Benefits of Knowledge Management Systems
- Octapharma (B): Crisis and Leadership
- Octapharma (A): Crisis and Leadership
- Players and Purists: Networking Strategies and Agency of Service Professionals
- Organizational Culture
- How to Help Employees "Get" Strategy
- The Positive Externalities of Social Capital: Benefitting from Senior Brokers
- The Two Faces of Control: Network Closure and Individual Performance among Knowledge Workers
### RESEARCH AREAS

Dynamic Capabilities and Managerial Innovation, The Social Fabric of Innovation and Strategic Processes within Organisations, including Studies at the Organisational Level, focusing on Firm Dynamic Capabilities and at the Actor Level, exploring the Contribution of Human/ Social Capital and certain Facets of Knowledge Exchange on managerial innovativeness. Intraorganisational Ecology, The Evolutionary Algorithm is applied at the Intraorganizational Level, Cultural Modes of thought, such as Ideas, Beliefs, Assumptions, Values, Interpretive Schema and Know-How, are examined as Replicators in Cultural Evolution.

### TEACHING AREAS

Core Course in Organisational Behaviour, Strategic Management of Processes, Network Theory, Various Modules within Executive Education, Transition to General Management Programme Director.

### CASE WEBSITES

- Alcatel, Lucent…Nokia: On the Road from 3 to 1 - The Leadership Challenges of Strategic Change
ORGANISATIONAL BEHAVIOUR

FREDERIC GODART
Associate Professor of Organisational Behaviour

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CAMPUS: Fontainebleau

BIOGRAPHY

Frédéric Godart is an Associate Professor of Organisational Behavior at INSEAD, Fontainebleau, France. His research examines the factors leading to the emergence of creativity in organisations and the global dynamics of creative industries. In particular, he explores the impact of formal and informal social networks on the emergence of novel and useful ideas, and the role played by stylistic and cultural dynamics in the formation of firms’ identities. His research focuses on fashion and luxury sectors (e.g. design, modelling, watchmaking, footwear).

Frédéric holds a PhD in Sociology from Columbia University, New York City; an MPhil in Social and Political Sciences from the University of Cambridge (Trinity College), United Kingdom; and an MSc in Management from Sciences Po, Paris. He is a former fellow of the École Normale Supérieure de Cachan, France. He has recently obtained accreditation to supervise research in management at Dauphine University, Paris. Prior to becoming a full-time tenure-track faculty at INSEAD, he held a post-doctoral research and teaching fellow position at the school for a period of two years. He has received several prestigious awards such as the Academy of Management Organisational Behaviour Division’s 2012 Best Paper Award.

At INSEAD, Frédéric teaches Organisational Behavior II: Leading Organisations (OB2), Power and Politics (P&P), and Value Creation in Luxury and Fashion (VCL&F) courses in the MBA programme. The goal of the OB2 course is to help the participants understand and leverage the social dynamics that occur in organisations. The P&P course aims to assist participants in developing a conceptual framework to understand power and gain defensive and offensive political skills. The VCL&F course offers a broad overview of luxury and fashion to help participants pursue successful careers in these sectors. Frédéric also teaches the Organisational Sociology and Advanced Topics in Organisational Behaviour/Organisational Theory courses in the PhD programme. He has written various case studies on luxury and fashion industries (LVMH, Raf Simons at Dior, WGSN...).

He has published his research in a wide range of leading academic peer-reviewed journals such as the Academy of Management Journal, Organization Science, Organization Studies, the Annual Review of Sociology, and Social Forces, practitioner-oriented journals (notably Harvard Business Review), as well as several edited books. Frédéric wrote a book on the structure and culture of the fashion industry, Sociologie de la mode (A Sociology of Fashion), which has been translated into Portuguese (Brazil) and Spanish (Argentina) languages. An extended English translation (at Palgrave-MacMillan) is available under the title Unveiling Fashion. He also wrote a book on the intellectual history of fashion, Penser la Mode (Thinking about Fashion). His work and expertise has been extensively featured in international media such as The New York Times, El País, Financial Times and Women’s Wear Daily, and in French national media such as Le Monde, Les Échos, and Le Figaro.

Prior to completing his PhD, Frédéric worked three years for McKinsey & Company, Belgium, where he developed his practical business knowledge in several functional areas, in particular, competitive intelligence and social network analysis. He was involved in multiple strategic studies for a wide range of clients from various industrial sectors.

PUBLICATIONS

- The Sociology of Creativity: Elements, Structures, and Audiences
- Networks on the Walls: Analyzing “Traces” of Institutional Logics in Museums’ Permanent Exhibitions (101387)
- Explaining the Popularity of Cultural Elements: Networks, Culture, and the Structural Embeddedness of High Fashion Trends
- How and When Do Conglomerates Influence the Creativity of Their Subsidiaries?
- Influencing the Influencers: Diversification, Semantic Strategies, and Creativity Evaluations
- Culture, Structure, and the Market Interface: Exploring the Networks of Stylistic Elements and Houses in Fashion
- Why is Style not in Fashion? Using the Concept of ‘Style’ to Understand the Creative Industries
- Why Is Style Not in Fashion? Using the Concept of Style to Understand the Creative Industries
- Semantic Networks and the Market Interface: Lessons from Luxury Watchmaking
- Which Boundaries? How Mobility Networks Across Countries and Status Groups Affect the Creative Performance of Organizations
- Task Complexity and Shared Value Orientation: Exploring the Moderators of a Social Dilemma in Team Social Networks
- Luxury’s Talent Factories
- Fashion with a Foreign Flair: Professional Experiences Abroad Facilitate the Creative Innovations of Organizations
- Trend Networks: Multidimensional Proximity and the Formation of Aesthetic Choices in the Creative Economy
- Is Sustainable Luxury Fashion Possible?
<table>
<thead>
<tr>
<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creativity, Economic Sociology, Fashion, Luxury, Market Dynamics, Mobility, Social Networks, Status, Style, Uncertainty, Watchmaking</td>
<td>Power &amp; Politics, Organisational Sociology, Social Networking Strategies</td>
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<th>INDUSTRY SECTORS</th>
<th>CASE WEBSITES</th>
</tr>
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<tr>
<td>Household Goods &amp; Textiles, Leisure, Entertainment &amp; Hotels, Retailing</td>
<td>Chalhoub Group: A Luxury Success Story in the Middle East</td>
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<td>Transforming Luxury Distribution in Asia: Bluebell’s Makeover in the Face of Digital Disruption</td>
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<td>Managing Creativity in Luxury Fashion Houses: Raf Simons at Dior</td>
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<td>LVMH Moët Hennessy - Louis Vuitton: The Rise of Talentism</td>
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BIOGRAPHY

Spencer Harrison is an Associate Professor of Organisational Behaviour at INSEAD.

His area of expertise focuses on three areas: 1) Creating: how do managers and leaders help people be creative together? Professor Harrison is currently studying Grammy winning bands, modern dancers, and t-shirt designers to see how this happens. 2) Coordinating: how do groups and teams work together in patterns that lead to optimal outcomes? He examines how individuals can survive a plane crash, people that are amazingly passionate about their work (rock climbers and architects), and how networks of really smart people that fly rockets figure out how humans might live on Mars. 3) Connecting: how do people connect with the organisations they work for? He is working with Fortune 100 firms to dial in not only how new employees can better adjust to their work, but also how these companies can actually learn from their new employees.

Professor Harrison's research has been recognised by the academic community through awards including the INFORMS Dissertation Award Finalist, the Academy of Management Journal Best Paper of the Year Award Finalist, the Journal of Management Best Paper Award, and the Organizational Behavior Division Best Symposium Award. His research findings have been published in top management journals including the Academy of Management Journal, Organization Science, Journal of Applied Psychology, and the Journal of Management.

Professor Harrison is the Division Chair for the Managerial and Organizational Cognition of the Academy of Management. He is a co-founder of the Creativity Collaboratorium, a working group of the world's top-cited creativity scholars. He serves on the editorial boards of the Academy of Management Journal and the Academy of Management Discoveries.

Professor Harrison has conducted research projects with Google, NASA and Black Diamond.
Li Huang is an Associate Professor of Organisational Behaviour at INSEAD. She holds a PhD in Management and Organisations from the Kellogg School of Management, Northwestern University.

Professor Huang’s research examines the individual and organizational effects of psychological contradictions. Psychological contradictions are misalignments between individuals’ “true” feelings or desires and what they are socially or psychologically compelled to experience. These contradictions often manifest in different types of incongruence between individuals’ thoughts, feelings, and behaviors. Professor Huang’s research suggests that psychological contradictions, though aversive, possess epistemic and motivational values and that their presence and resolution can be adaptive to organisations and societies. Her interest in this topic has led her to two fundamental questions facing modern organizations: (1) how do psychological contradictions affect workplace performance and relationships? (2) how can we resolve these contradictions in a way that fulfills organizations’ and their members’ needs for interdependence or independence?


Professor Huang teaches the Negotiations course in the MBA and the Executive Education programmes, The Value of Trust course in the MBA programme, as well as the Organisational Behaviour course in the PhD programme. Her teaching has received Dean’s Commendation for Excellence in MBA Teaching at INSEAD.

Prior to joining the INSEAD faculty, she taught in the MBA program at the Kellogg School of Management, Northwestern University. A native of China, she has lived and worked for several years in the United States.

Watch Li’s interview on music and power with INSEAD Knowledge

Watch a snippet of Li’s talk on sarcasm and creativity at QSP Summit 2017

**PUBLICATIONS**

- Mind–Body Dissonance: A Catalyst to Creativity
- Organizational Costs of Compensating for Mind-Body Dissonance Through Conspiracies and Superstitions
- Curiosity Made the Cat More Creative: Specific Curiosity as a Driver of Creativity
- Advice Giving: A Subtle Pathway to Power
- The Music of Power: Perceptual and Behavioral Consequences of Powerful Music
- The Highest Form of Intelligence: Sarcasm Increases Creativity for both Expressers and Recipients
- Stand Tall, But Don’t Put Your Feet Up: Universal and Culturally-Specific Effects of Expansive Postures on Power
- Not So Fluid and Not So Meaningful: Toward an Appreciation of Content-Specific Compensation
- Contemplation and Conversation: Subtle Influences on Moral Decision Making
- Mind–Body Dissonance: Conflict Between the Senses Expands the Mind’s Horizons
- Powerful Postures vs. Powerful Roles: Which is the Proximate Correlate of Thought and Behavior?
- No Mirrors for the Powerful: Why Dominant Smiles Aren’t Processed Using Embodied Simulation
- What’s in a Name? Subliminally Activating Trusting Behavior
<table>
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<tr>
<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
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<tr>
<td>Psychological Contradictions, Creative Thinking, Power and Status, Trust and</td>
<td>Trust, Negotiations, Organisational</td>
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<td>Cooperation, Negotiation and Conflict Resolution</td>
<td>Behaviour</td>
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BIOGRAPHY

Sujin Jang is an Assistant Professor of Organisational Behaviour at INSEAD. Sujin’s research examines how people collaborate across various types of boundaries, such as cultural differences, functional divides, and dispersion across time zones.

Sujin has received numerous awards and recognition for her research, including the INFORMS/ Organization Science Best Dissertation Proposal Award, the J. Richard Hackman Award for the Dissertation that Most Significantly Advances the Study of Groups, and a nomination as a Radar Thinker by Thinkers50. Her article on Cultural Brokerage and Creative Performance is one of the 5 most downloaded articles in Organization Science. Sujin’s research has also been featured in outlets such as the Harvard Business Review, Quartz, Scientific American, and INSEAD Knowledge. Her article on Cross-Silo Leadership appears in HBR’s 10 Must Reads on Leadership (Vol. 2) as one of the most influential articles on leadership from the last decade.

At INSEAD, Sujin teaches courses in the MBA (Psychological Issues in Management), Ph.D. (Organisational Psychology; Advanced Topics in Organisational Behavior), and Executive Development (the Leadership Transition; INSEAD Coaching Certificate) Programmes. She has received the Dean’s Commendation for Teaching Excellence multiple times and is a three-time recipient of the Best Elective Teaching Award voted by graduating MBA classes.

Sujin holds a Ph.D. in Organizational Behavior from Harvard Business School, a Master of Arts in Social Psychology from Harvard University, and a Bachelor of Business Administration with Highest Honors from Yonsei University.

Research Areas: Cross-Boundary Collaboration, Global Teams, Cultural Diversity, Multiculturalism, Creativity, Team Performance

Teaching Areas: Leadership Development, Leadership Transitions, Teamwork and Collaboration, Coaching Virtual Teams, Coaching Across Cultures, Organisational Behaviour, Organisational Psychology

PUBLICATIONS

- Cultural Brokerage and Creative Performance in Multicultural Teams
- Building Intercultural Trust at the Negotiating Table
- Beyond Individual Creativity The Superadditive Benefits of Multicultural Experience for Collective Creativity in Culturally Diverse Teams

RESEARCH AREAS

Cross-Boundary Collaboration, Global Teams, Cultural Diversity, Multiculturalism, Creativity, Team Performance

TEACHING AREAS

Leadership Development, Leadership Transitions, Teamwork and Collaboration, Coaching Virtual Teams, Coaching Across Cultures, Organisational Behaviour, Organisational Psychology
Michael Jarrett is a Professor of Management Practice in Organisational Behaviour at INSEAD. His work is guided by three core questions: What are the structural dynamics that facilitate companies ability to change? How do emotions and psychological defense mechanisms support and hinder strategic reorientation? What can leaders do to make change stick? In seeking to answer these questions and improve companies’ odds in delivery value through organisational change, he teaches, consults and researches in the fields of leadership fault lines, managing change and strategy execution.

Prior to joining INSEAD, Michael followed the duel tracks of academia and change management consulting. He was a full time faculty member at Cranfield School of Management, an Adjunct Professor at London Business School, where he led a variety of open programmes on change and leadership and visiting faculty at a number of other universities. In addition, Michael has held a number of senior roles in consulting firms including being a Director with the Alexander Corporation, the Managing Director of the UK office of Personal Decisions International, a human capital consulting firm, and a partner at Ilyas Jarrett & Co.

Currently, Michael teaches extensively on executive programmes and consults to a variety of clients delivering seminars, key note speeches and top team workshops in helping them to address the dilemmas of strategy execution. He is a Programme Director of INSEAD’s Strategy Execution Programme, which guides executives through an intense process to develop and refine a strategic implementation plan. Each executive is provided support and faculty coaching over a few months. Michael extends his practice with clients from financial services organisations, professional service firms, pharmaceutical companies and not for profit agencies including Barclays, PwC, Novartis, UNDP and WEF.

His research interests follow a similar theme revolving on the area of ‘behavioural strategy’, which examines how cognition, and particularly emotions and social behaviour affect strategy in practice and the difficulties of execution. He has written several pieces and working papers on the dark side of leadership, emotional contagion, systems psychodynamics and impact on organisational outcomes.

Michael holds a PhD from Cranfield School of Management, has been a group relations staff member with the Tavistock Group Relations Leicester Conference and is a member of the Board of the Journal of Change Management. He features in practitioner outlets such as Business Strategy Review, the Strategy Magazine, Harvard Business School’s Management Tips on ‘Getting your Strategy Right’ and INSEAD Knowledge. He is the author of several articles and books including his latest book Changeability: Why are some organisations ready for change and others aren’t and was the 2011 award winner of the ECCH Case in Human Resources and Organisational Behaviour.

**PUBLICATIONS**

- Coming to Terms with your Dark Side
- Changeability: Why some companies are ready for change - and some aren't
- The New Change Equation
- What is the Difference and What Makes the Difference?
- Group Dynamics and Unconscious Organisational Behaviour: Educating MBA Students in Non-rational Aspects of Change
- The Seven Myths of Change Management
- The Elusive ‘Dream Team’: CEO or Consultant Fantasy
- Consulting in the Public Sector
- Turning into the Emotional Drama of Change - Extending the Consultant's Bandwidth

**RESEARCH AREAS**

- Strategic Agility and Organisational Performance, The Impact of Top Team Dynamics on Successful Strategy Execution, The Dark Side of Leadership, Transitions and the Emotional and Psychodynamics of Groups and Teams

**TEACHING AREAS**

- Leadership and Personality, The Dynamics of Top Teams, Strategy Execution, Managing Change, Network and Alliances, Organisational Culture
BIOGRAPHY

Winnie Jiang is an Assistant Professor of Organisational Behaviour at INSEAD. Her research focuses on the dynamics of meaning making at work, career mobility, and human resource management.

Winnie is currently working on several research projects investigating how work meanings are influenced by and influence individual mobility, well-being, organizational effectiveness, and social changes. She asks questions such as how do individuals find, pursue, and sustain meaning in their work in complex and rapidly changing social systems; how does individuals’ quest for meaning in work influence the organizations and institutions to which they belong; and how could organizations cultivate meaningful work experiences and career growth for the benefit of individuals, organizations, and society. To answer these questions, she has been conducting longitudinal studies using both qualitative and quantitative methodologies based on a variety of social issues and settings, such as massive shrinkage of journalism, burnout epidemic in healthcare, and resource constraint in refugee resettlement.

Relatedly, Winnie is interested in human resource management, examining factors that help unleash employees’ fullest potential and actualize their purpose at work. She recently contributed a book chapter on how human capital, social capital, and individual identity influence the portability of employee job performance to The Oxford Handbook of Talent Management.

Originally from Guangdong, China, Winnie received higher education in the US. Prior to joining INSEAD, she completed her PhD in Management at Yale University. Her dissertation examined how individuals pursue, sustain, and leave deeply meaningful work – or, as many of her research participants would say, a calling. She received her BA summa cum laude from Agnes Scott College where she majored in Psychology, Economics and Organizational Management and minored in Mathematics. While studying in the US, she also gained work experience in both the non-profit (Chicago Mayor’s Office of Special Events) and for-profit (OrgSolutions group at McKinsey & Company) sectors.

RESEARCH AREAS

Meaning of Work, Careers, Occupations, Sensemaking, Identity, Human Resource Management

TEACHING AREAS

Organisational Behaviour, Psychological Issues in Management, Groups and Teams, Leadership, Human Resource Management
ORGANISATIONAL BEHAVIOUR

ZOE KINIAS
Academic Director, INSEAD
Gender Initiative
Chair, Organisational Behaviour
Area
Associate Professor of Organisational Behaviour

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CAMPUS: Singapore

BIOGRAPHY

Zoe Kinias is an Associate Professor of Organisational Behaviour at INSEAD and the Academic Director of INSEAD’s Gender Initiative. She is also a member of the INSEAD Randomized Control Trials Lab.

After ten years teaching MBAs, first at the Kellogg School of Management and then at INSEAD, Zoe now teaches primarily in executive programmes. Her teaching topics focus on leadership development, social issues at the intersection of business and society, and psychological research in applied/business contexts. She has taught the core Organisational Behaviour PhD course at INSEAD since 2011. Zoe Kinias is directing the INSEAD Gender Diversity Programme.

Zoe has two broad research goals: to understand how individuals, particularly those who are chronically or contextually vulnerable, can become more resilient, and to understand the consequences of diversity for emotions, cognitions, and performance. Her resiliency research stream investigates the factors that facilitate effective decision-making, performance, and wellbeing. This work focuses on interventions that attenuate biases, reduce negative emotion, and improve individual and group outcomes. Her diversity research stream seeks to understand how social identities—in particular gender, ethnicity, and cultural background—influence people’s cognitive processes, emotional states, and evaluations.

In the past few years Zoe has increasingly focused on the overlap between these two research streams, examining global women’s experiences of identity threat and how these can be mitigated by cost-effective and powerful interventions. She uses experimental and quasi-experimental (gender, ethnicity, and national culture cannot be randomly assigned) methods in the laboratory and field to increase internal validity and draw strong causal inferences, as well as archival, survey, and qualitative methods to strengthen ecological validity. One paper from this diversity and resiliency stream was awarded the Academy of Management’s Faculty Transnational Research Award (2015).

Zoe’s work has been published in leading management and psychology journals, including the Journal of Applied Psychology, Organizational Behavior and Human Decision Processes, and Psychological Science.

PUBLICATIONS

- Individual Identity and Organizational Identification: Evidence from a Field Experiment
- Cultural Collectivism and Tightness Moderate Responses to Norm Violators: Effects on Power Perception, Moral Emotions, and Leader Support
- Facilitating Women’s Success in Business: Interrupting the Process of Stereotype Threat Through Affirmation of Personal Values
- Standing Out as a Signal to Selfishness: Culture and Devaluation of Non-Normative Characteristics
- Debiasing the Mind through Meditation: Mindfulness and the Sunk Cost Bias
- Power Motivates Interpersonal Connection following Social Exclusion
- Prototypes of Discrimination: How Status Asymmetry and Stereotype Asymmetry Affect Judgments of Racial Discrimination
- Culture and Gender Inequality: Psychological Consequences of Perceiving Gender Inequality
- Knowing How they Feel: Predicting Emotions felt by Outgroups
- How Status and Stereotypes Impact Attributions to Discrimination: The Stereotype-asymmetry Hypothesis
- The Group as a Resource: Reducing Biased Attributions for Group Success and Failure via Group Affirmation

RESEARCH AREAS

Gender, Culture, and Ethnicity, Resiliency Bolstering Interventions: Bias reduction, motivation, and performance

TEACHING AREAS

Introduction to Social Psychology (PhD), Leadership Development (EDP), Social Identities and Diversity (EDP, EMCC), The Thesis (EMCC)
NADAV KLEIN
Assistant Professor of Organisational Behaviour

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CAMPUS: Fontainebleau

BIOGRAPHY

Nadav is an Assistant Professor of Organisational Behaviour at INSEAD. His research focuses on the basic processes of judgment that affect how people make decisions, process information, and evaluate others and themselves. Some of the findings Nadav has explored are the surprising reputational benefits of being a little bit nice to other people, the ability of groups to detect lies, people’s weak desire to be seen as moral and strong desire not to be seen as immoral, and people’s overestimation of how much information they use to make decisions.


Nadav comes to INSEAD from the University of Chicago, where he completed his Ph.D. at the Booth School of Business and his post-doctoral appointment at the Harris School of Public Policy. Before academia, Nadav was an economic consultant at Cornerstone Research and received his undergraduate degree from Amherst College. At INSEAD, Nadav teaches the OB1 core course.

RESEARCH AREAS
The Basic Psychological Processes of Determine how People Make Judgments, Decisions, Process Information, and Evaluate Others and Themselves, Reputation, Inspiration, Prosocial Behaviour, Lie Detection, Information Use

TEACHING AREAS
Core Course in Organisational Behaviour
**ORGANISATIONAL BEHAVIOUR**

**KO KUWABARA**  
Associate Professor of Organisational Behaviour

**CONTACT**

EMAIL: ko.kuwabara@insead.edu  
CAMPUS: Singapore

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**BIOGRAPHY**

Ko Kuwabara is an Associate Professor of Organisational Behaviour at INSEAD. He teaches a core course on leadership in the MBA programme.

Professor Kuwabara's research explores the motivational psychology of networking: who builds effective networks, what inhibits people from networking, and what can be done to promote sustained engagement in networking. He is currently designing and evaluating different interventions in order to help professionals build and manage their networks more effectively. In related research, he has examined the emergence of trust in cross-cultural interactions and online markets. His research has been published in leading academic journals including the *Academy of Management Review*, *American Journal of Sociology*, and *Psychological Science*.

Professor Kuwabara earned his PhD and BA in Sociology from Cornell University. Prior to joining INSEAD, he was an associate professor of management at the Columbia Business School where he taught courses on negotiation, social networks, and organisational change in the MBA and various executive education programmes.

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**PUBLICATIONS**

- Lay Theories of Networking Ability: Beliefs That Inhibit Instrumental Networking
- Lay Theories of Networking: How Laypeople’s Beliefs about Networks Affect Their Attitudes and Engagement toward Instrumental Networking
- When Beauty Doesn’t Pay: Gender and Beauty Biases in a Peer-to-Peer Loan Market
- Costly Punishment Increases Prosocial Punishment by Designated Punishers: Power and Legitimacy in Public Goods Games
- In the Shade of a Forest Status, Reputation, and Ambiguity in an Online Microcredit Market
- Do Reputation Systems Undermine Trust? Divergent Effects of Enforcement Type on Generalized Trust and Trustworthiness
- How Does Status Affect Power Use? Trust, Cohesion, and Cooperation After Early Versus Late Trust Violations in Two-Person Exchange: The Role of Generalized Trust in the United States and Japan
- Cohesion, Cooperation, and the Value of Doing Things Together How Economic Exchange Creates Relational Bonds
- Specialization in Relational Reasoning The Efficiency, Accuracy, and Neural Substrates of Social versus Nonsocial Inferences
- Multiplex Exchange Relations
- The False Enforcement of Unpopular Norms
- Culture, Identity, and Structure in Social Exchange: A Web-based Trust Experiment in the United States and Japan
- Nothing to Fear But Fear Itself: Fear of Fear, Fear of Greed and Gender Effects in Two-Person Asymmetric Social Dilemmas
- Affective Attachment in Online Markets: A Sociological Study of eBay

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**RESEARCH AREAS**

Networking, Trust and Social Exchange, Enforcement of Prosocial Norms, Online Markets

**TEACHING AREAS**

Organisational Behaviour, Networking
BIOGRAPHY

Michael Y. Lee is an Assistant Professor of Organisational Behaviour at INSEAD and studies novel and innovative approaches to organizing. His research explores the dynamics and consequences of radically decentralized systems and how organizations can facilitate greater self-management without sacrificing coordination. His other research explores how teams can foster and improve positive relational dynamics. He uses ethnographic observation and interviews, experiments, and survey methods to study these phenomena.

He is also passionate about translating insights from research into practical tools for practitioners. His teaching focuses on organizational change, organizational design, and collaborative leadership. He regularly consults with leaders to help them cultivate more effective, engaging and empowering work environments.

Michael has worked in a variety of organizational contexts and sectors. Prior to entering academia, he served as an engagement leader for the Parthenon Group, a global management consulting firm, where he advised corporate, private equity, and social sector clients. He has also spent time in the technology industry - working at Google - and in the social sector where he helped clients measure and increase their social impact.

Michael earned his DBA in Management from Harvard Business School, an MBA from U.C. Berkeley's Haas School of Business, and his AB from Harvard University (magna cum laude in Social Studies). He has trained in large group meeting facilitation and self-managed teaming as a Coro Fellow in Public Affairs, and is an experienced student in Vipassana (Insight) meditation, having trained at Spirit Rock, one of the largest meditation centers in the U.S.

RESEARCH AREAS
Organisational Structure and Design, Self-management, Hierarchy, Coordination, Formalisation, Team Dynamics

TEACHING AREAS
Organisational Change, Organisational Structure, Collaborative Leadership
**BIOGRAPHY**

Dr. Thomas Mannarelli joined the Organisational Behaviour area at INSEAD in 1997 and specializes in issues related to creativity, innovation and leadership in organizations. He has instructed, consulted, conducted seminars and directed executive education programmes with leading international companies and government agencies representing a wide range of industries. Some of the companies he has worked with include Standard Chartered Bank, Siam Cement Group, Glaxo-Smith Kline, DKSH, Shell, Nissan, ABN-AMRO, Philip Morris, UGS, Etisalat, Pernod-Ricard, Pictet, Umicore, Visa, Swire, Singtel, Mubadala, Adidas, Publicis, IBM, and the Chartered Accountants of Ireland. He has teaching and consulting experience around the world having worked in countries as diverse as Japan, the Netherlands, Australia, Thailand, Malaysia, Ireland, United Arab Emirates, South Korea, Vietnam, France, Indonesia, United States, and China.

His research focuses on the different facets of creativity that either facilitate or hinder creative behaviour in organizations. He also studies individual differences (e.g., personalities, motivations, attitudes) and their relationships to physical environments and he has also researched the effects of process and group size on team decision-making and creativity. His work has been published in academic journals such as the *Journal of Personality and Social Psychology*, as well as practitioner-oriented outlets such as the *Financial Times*.

Professor Mannarelli obtained his PhD from the Haas School of Business at the University of California, Berkeley, and has a B.S. in Business Administration from Indiana University. He has also held visiting faculty positions at Cheung Kong Graduate School of Business in China and the University of California, Berkeley in the United States. In addition to an active role in executive education at INSEAD he is also a regular lecturer in the MBA programme. His courses have covered a wide range or behavioural management topics including leadership, creativity, team-building, communication, influence, negotiations, decision-making, careers, work-life balance, and managing change. He teaches regularly at each of INSEAD’s campuses in France, Singapore and Abu Dhabi, and is presently based in Singapore.

**PUBLICATIONS**

- Accounting for Leadership; Building the Bridges to Charismatic, Transformational Leadership through Reflection and Self-Awareness
- Unlocking the Secrets of Business Innovation
- World Wrestling Federation: Vince McMahon vs. Bret the Hitman Hart
- A Room with a Cue: Personality Judgments Based on Offices and Bedrooms
- The World Wrestling Federation (A): Vince McMahon vs. Bret the Hitman Hart
- Learning How Organizations Mitigate Risk

**RESEARCH AREAS**

Creativity, Personality, Leadership, Decision-Making

**TEACHING AREAS**

Leadership, Creativity, Influence, Change, Communication, Organisational Behaviour, Groups and Teams, General Management

**INDUSTRY SECTORS**

Media & Photography
BIOGRAPHY

Erin Meyer is Senior Affiliate Professor in the Organisational Behaviour Department at INSEAD and specialises in the field of Cross-Cultural Management, Intercultural Negotiations, and Multi-Cultural Leadership. Erin is the Programme Director for Leading Across Borders and Cultures. She is also the author of The Culture Map: Breaking Through the Invisible Boundaries of Global Business. Erin’s work focuses on how the world’s most successful leaders navigate the complexities of cultural differences in a global environment.

Living and working in Africa, Europe, and the United States prompted Erin Meyer’s study of the communication patterns and business systems of different parts of the world. Her framework allows international executives to pinpoint their leadership preferences, and compare their methods to the management styles of other cultures. Erin has taught thousands of executives from 5 continents to decode cross-cultural complexities impacting their work, and to lead more effectively across these differences.


Erin’s business experience includes leading multi-cultural teams as the Director of Training and Development at HBOC and as the Director of Business Operations at McKesson Corporation. In addition Erin spent 7 years as a Country Director for Aperian Global, an internationally positioned cross-cultural management firm. Other experience includes running a training organization for Asian immigrants in the United States and teaching English students in Botswana. Her clients include companies such as TNT, NovoNordisk, L’OREAL, Johnson & Johnson, Michelin and KPMG.

Erin is American living in Paris with her French husband and two sons.

PUBLICATIONS

- The Culture Map: Breaking Through the Invisible Boundaries of Global Business
- Navigating the Cultural Minefield
- China Myths, China Facts
- Leading Across Cultures at Michelin (A)
- Konfuzius sagt ...
- Managing Across Culture (B): Cora Goes to Hungary
- Being the Boss in Brussels, Boston, and Beijing: If you Want to Succeed, you’ll Need to Adapt
- Getting to Si, Ja, Oui, Hai, and Da
- When Culture Doesn’t Translate

RESEARCH AREAS

Cross-cultural Differences in how Executives Reason and Analyze, Leadership Competency Differences between Asian and Western Managers, How Global Managers overcome Intercultural Team Challenges

TEACHING AREAS

Leading Across Cultures, Cross-cultural Communication, Multi-cultural TeamBuilding, Intercultural Negotiations, Conducting Business Across-Cultures
BIOGRAPHY

Ella Miron-Spektor is an Associate Professor of Organisational Behaviour at INSEAD. Her research career is devoted to studying factors and conditions that promote creativity, learning, and entrepreneurial success.

She studies various companies to discover how employees can improve their creativity and how managers can form effective teams that generate and implement breakthrough ideas. She is especially interested in 1) team characteristics and processes that contribute to innovation and entrepreneurial success, 2) paradox mindset – how individuals and teams effectively respond to contradictory demands, and 3) the influence of culture and technology on creativity and learning.

Professor Miron-Spektor’s research has been recognized by the academic community through several best paper and best dissertation awards. She received grants from the National Science Foundation (NSF), Israel Science Foundation (ISF), Fulbright, and the European Commission (Marie Curie) to study team characteristics that foster innovation and entrepreneurial success.

Her research findings have been published in top management and psychology journals, including the Academy of Management Journal, Organization Science, Harvard Business Review, Journal of Applied Psychology, Organizational Behavior and Human Decision Processes, and Journal of Personality and Social Psychology. Her work has been profiled in media outlets such as Harvard Business Review, Forbes, CBS, and NBS news.

Professor Miron-Spektor has co-organized several international conferences, including the Academy of Management Specialized Conference, “From-Start-up to Scale-Up” (2018) and the Israel Organizational Behavior Conference (2018). She serves as a guest editor of special issues of Organizational Behavior and Human Decision Processes and Academy of Management Discoveries and as a member of the editorial boards of Organization Science and Journal of Organizational Behavior.

She earned her Ph.D. from the Technion and taught at Carnegie Mellon University. Before joining INSEAD, she was an associate professor at the Technion and a visiting professor at Cass Business School, City, University of London.

Professor Miron-Spektor teaches Organisational Behaviour and Team Management. She received several teaching excellence awards.

PUBLICATIONS

- You May Be More Original Than You Think: Predictable Biases in Self-Assessment of Originality (103002)
- Entrepreneurial Team Formation
- The Role of Paradox Theory in Decision Making and Management Research
- Middle Ground Approach to Paradox: Within- and Between- Culture Examination of the Creative Benefits of Paradoxical Frames
- Microfoundations of Organizational Paradox: The Problem Is How We Think About the Problem
- Psychological Factors Surrounding Disagreement in Multicultural Design Team Meetings
- Knowledge Utilization, Coordination, and Team Performance
- To Create Without Losing Face: The Effects of Face Cultural Logic and Social Image Affirmation on Creativity
- Motivating Creativity: The Effects of Sequential and Simultaneous Learning and Performance Achievement Goals on Product Novelty and Usefulness
- A Cultural Lens on Interpersonal Conflict and Creativity in Multicultural Environments
- Conformists Boost Creativity
- To Drive Creativity, Add Some Conformity
- Paradoxical Frames and Creative Sparks: Enhancing Individual Creativity Through Conflict and Integration
- Others’ Anger Makes People Work Harder Not Smarter: The Effect of Observing Anger and Sarcasm on Creative and Analytic Thinking
- The Effect of Conformist and Attentive-To-Detail Members on Team Innovation: Reconciling the Innovation Paradox
- Organizational Learning: From Experience to Knowledge
- First, Get Your Feet Wet: The Effects of Learning from Direct and Indirect Experience on Team Creativity
- Do Personal Characteristics and Cultural Values That Promote Innovation, Quality, and Efficiency Compete or Complement Each Other?
- Collective Paradoxical Frames: Managing Tensions in Learning and Innovation
- Diversity in Creative Teams: Reaching Across Cultures and Disciplines
- Dialectical Thinking and Creativity from Many Perspectives: Contradiction and Tension
- Looking at Creativity Through a Paradox Lens: Deeper Understanding and New Insights
- Humor and Creativity
- When and Why Prior Task Experience Fosters Team Creativity
- Personnel Turnover
- The Effects of Anger in the Workplace: When, Where, and Why Observing Anger Enhances or Hinders Performance

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<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
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</thead>
<tbody>
<tr>
<td>Creativity and Innovation Organisational Paradoxes</td>
<td>Organisational Behaviour, Team Management, Organisational Learning and Innovation, Social psychology</td>
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<tr>
<td>Organisational and Team Learning Emotions</td>
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BIOGRAPHY

Mark Mortensen is an Associate Professor of Organisational Behaviour at INSEAD.

Mark Mortensen is co-directing Emerging Leaders in a Digital Age.

His area of expertise is organisational collaboration, with an emphasis on two increasingly prevalent ways of organising that do not fit traditional models of team dynamics: globally distributed (virtual) and project-based work. In his research, he has investigated the nature of conflict in distributed collaborations and its relationship to identity, context, and communication; the impact of dispersion structure – in the form of balance, imbalance, and isolation – on collaboration dynamics; and the effects of first-hand experience – gained through site visits and expatriate assignments – on trust. He has also explored the interpersonal effects of working in multiple, partially-overlapping, fluidly-shifting projects, developing a fundamentally new model of collaboration.

Professor Mortensen's research has been recognised by the academic community through awards including the William H. Newman Award, Organisational Behaviour Division Best Dissertation-Based Paper Award, and Runner-up OCIS Division Best Paper Award from the Academy of Management; and the Best Paper Award Finalist nomination by the Interdisciplinary Network of Groups Researchers. His research has been published in top peer-reviewed academic journals including the Organization Science, Management Science, Academy of Management Review, Journal of Organizational Behavior, and International Journal of Conflict Management. His works has been featured in multiple edited volumes, practitioner journals such as the MIT-Sloan Management Review, Harvard Business Review Online, and IESE Insight; and in media outlets including the Economist, The Boston Globe, and The Globe and Mail.

Professor Mortensen teaches the Organisational Behaviour core course in the INSEAD MBA programme. He directs the Global Leadership Programme for DNV GL and teaches modules on Team Dynamics and Virtual Teams; Power, Networks, and Influence; and Organisational Change. He has taught in open Executive Education programmes including Consulting and Coaching for Change, Managing Global Virtual Teams, Manufacturing in a Global Network, and Strategic R&D Management, as well as in the customised programmes for Associated British Foods, Astellas Pharmaceuticals, Bayer / Bayer Crop Science, HCL, KONE, Lundbeck A/S, Ma’aden, Maersk Oil, Manulife Financial, Merck KGaA, MetInvest Holdings, Oliver Wyman, pwc, Takeda Pharmaceuticals, United Technologies, and the World Economic Forum.

Professor Mortensen consults widely on issues of team dynamics, global collaboration, power and social networks, and organisational change. He has worked with companies such as First Solar, Generalized Reinsurance, Goldman Sachs/Pine Street, Maersk Oil, and Merck KGaA.

Prior to joining INSEAD, Professor Mortensen was on the faculty of the MIT-Sloan School of Management, and before that, the Desautels School of Management at McGill University. Professor Mortensen holds a PhD in Management Science and Engineering from Stanford University, and an MS from Stanford University and a BA from Colby College, both in Computer Science.

PUBLICATIONS

- Perspective - Rethinking Teams: From Bounded Membership to Dynamic Participation
- How to Stay Focused If You're Assigned to Multiple Projects at Once
- The Overcommitted Organization: Why it's Hard to Share People across Multiple Teams—and what to do About it
- Extending Construal Level Theory to Distributed Groups: Understanding the Effects of Virtuality
- Multiple Team Membership: MTM in Multi-team Systems
- Multiple Team Membership: A Theoretical Model of Its Effects on Productivity and Learning for Individuals and Teams
- Go (Con)figure: The Role of Competing Subgroups in Geographically Dispersed Teams
- A Surprising Truth About Geographically Distributed Teams
- Conditions Enabling Effective Multiple Team Membership
- Understanding Conflict in Geographically Distributed Teams: An Empirical Investigation
- Conflict and Shared Identity in Geographically Distributed Teams
<table>
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<tr>
<th>RESEARCH AREAS</th>
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<tr>
<td>Team Dynamics, Global, Virtual, and Distributed Teams, Project-based Work, Identity, Conflict</td>
<td>Organisational Behaviour, Team Dynamics, Managing Global Virtual Teams</td>
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Gianpiero Petriglieri (@gpetriglieri) is an Associate Professor of Organisational Behaviour at INSEAD. He directs the Management Acceleration Programme, the school’s flagship Executive Education programme for emerging leaders, and is the Academic Director of the INSEAD Initiative for Learning Innovation and Teaching Excellence.

Gianpiero’s award-winning research and teaching focus on what it means, and what it takes, to become a leader. He is particularly interested in the development and exercise of leadership in the age of “nomadic professionalism,” in which people have deep bonds to work but loose affiliations to organizations, and authenticity and mobility have replaced loyalty and advancement as hallmarks of virtue and success.

Gianpiero’s research has appeared in the Administrative Science Quarterly, Academy of Learning & Education, and Organization Studies. He also writes regularly for the Harvard Business Review, where five of his essays have been included among the “ideas that shaped management” in the last decade. His work has been featured in a range of media including the BBC, Financial Times, The Economist, Businessweek, and The Washington Post. He has chaired the World Economic Forum’s Global Agenda Council on new models of leadership and has been named as one of the 50 most influential management thinkers in the world by Thinkers50.

Building on this research, Gianpiero has contributed to refining a unique approach to experiential leadership development that aims to accelerate the development of individual leaders as well as to strengthen leadership communities within and across organisations. Alongside the Management Acceleration Programme, he designs and directs customized leadership development programmes for multinationals in a variety of industries. He also speaks widely on how to live, lead, and learn “on the move” without losing one’s roots.

In the INSEAD MBA, Gianpiero teaches the core course “Ethics: Value-based leadership for cosmopolitans.” He taught the “Leading People and Groups” core course for five years, receiving the students’ Outstanding Teacher Award, and has earned numerous Dean’s Commendations for Teaching Excellence in MBA and Executive Education. His executive programmes have also received school- and industry-wide awards for excellence in the practice of executive education.

A Medical Doctor and Psychiatric by training, Gianpiero has worked as an executive coach, practiced as a psychotherapist, and served on the staff of group relations conferences in Europe and the United States. He has held Visiting Professor positions at the Harvard Business School, and at Copenhagen Business School. You can learn more about Gianpiero’s work on his webpage or connect to him on LinkedIn.

PUBLICATIONS

- Your People Need Care, Not a Battle Cry
- The Return of the Oppressed: A Systems Psychodynamic Approach to Organization Studies
- A Psychodynamic Perspective on Identity as Fabrication
- F**k Science!? An Invitation to Humanize Organization Theory
- Learning for a Living
- When a Colleague Is Grieving
- Agony and Ecstasy in the Gig Economy: Cultivating Holding Environments for Precarious and Personalized Work Identities
- Fast Tracks and Inner Journeys: Crafting Portable Selves for Contemporary Careers
- Thriving in the Gig Economy: How Successful Freelancers Manage the Uncertainty
- The Talent Curse
- Can Business Schools Humanize Leadership?
- Leadership and Identity: An Examination of Three Theories and New Research Directions
- The Unwanted Self: Projective Identification in Leaders’ Identity Work
- Identity Workspaces for Leadership Development
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<th>CASE WEBSITES</th>
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<tr>
<td>Katelyn Neilson, MBA</td>
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<td>Ten Years Later</td>
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Jennifer Petriglieri is an Associate Professor of Organisational Behaviour at INSEAD. She directs the Executive Education Management Acceleration Programme, the Women Leaders Programme and the INSEAD Gender Diversity Programme.

An award-winning researcher and teacher, she was shortlisted for the Talent award in 2017 and shortlisted for the Radar New Thinker award in 2015 by Thinkers50, the ranking of the most influential management authors in the world. She was also included among the world’s best 40 business school professors under 40 by Poets & Quants.

Her research investigates how individuals craft and sustain their personal and professional identities in contexts characterised by high uncertainty, such as mobile careers or organisations and professions in crisis. Her writing has appeared in the Administrative Science Quarterly, Academy of Management Review, Academy of Management Learning & Education, and the Journal of Organizational Change Management. It has also been featured in the Business Week and the Harvard Business Review. She is the author of a book entitled Couples That Work, which explores how working couples can thrive in love and in work.

Jennifer has long been involved in experiential leadership development initiatives for multinationals from a variety of industries. Her work in this domain pays particular attention to the interplay between individual’s life stories and group memberships and their decision-making and professional style in leadership roles.

A British citizen, Jennifer earned a PhD in Organisational Behaviour from INSEAD. She also holds an MBA from IMD, Switzerland, and a BSc in genetics from Nottingham University, UK. Prior to joining INSEAD, she was a Post-Doctoral Fellow of Organisational Behaviour at the Harvard Business School. Having lived and worked on three continents, she is now settled in France with her husband and two children.
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<td>● Ten Years Later</td>
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<td>● Katelyn Neilson, MBA</td>
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BIOGRAPHY

Kaisa Snellman is Assistant Professor of Organisational Behaviour at INSEAD where she teaches courses in organizational behavior and organizational theory.

Kaisa’s work examines inequality based on gender, race, and class in the domains of education, employment, and health. She is interested in both the structural and the cultural-cognitive processes that contribute to inequality. More specifically, she studies how cultural beliefs about gender and race shape outcomes for individuals as well as organizations, and how organizations contribute to economic inequality through their employment practices.

Kaisa’s research has been featured in a variety of news outlets, such as the Atlantic, Businessweek, Chicago Tribune, The Economist, Forbes, Los Angeles Times, and the New York Times. Her research on the diffusion of the shareholder model in Finland received the Louis R. Pondy Best Dissertation Award from the Organization and Management Theory Division of the Academy of Management in 2012. She was also a finalist for the William H. Newman Award from the Academy of Management.

Kaisa earned PhD and MA degrees in Sociology from Stanford University, and an MSc degree in Economics from Swedish School of Economics in Helsinki, Finland. Prior to joining INSEAD, Kaisa was a postdoctoral fellow at Harvard Kennedy School of Government.

PUBLICATIONS

- Women Don’t Mean Business? Gender Penalty in Board Composition
- Salvation or Safety Net? Meanings of “College” among Working- and Middle-Class Young Adults in Narratives of the Future
- The Engagement Gap: Social Mobility and Extracurricular Participation among American Youth
- Differences in Institutional Support by Sex
- The Engagement Gap: Social Mobility and Extracurricular Participation among American Youth
- Reply to Gao et al: Racial Composition does not Explain Increasing Class Gaps in Obesity
- Increasing Socioeconomic Disparities in Adolescent Obesity
- Disentangling Effort and Performance: A Renewed Look at Gender Differences in Commercializing Medical School Research
- Kansainvälistä sijoittajat ja suomalaisen hallintomallin amerikkalaistaaminen [Foreign Ownership and the Americanization of the Finnish Corporate Governance Practices]
- The Knowledge Economy
- Customer Complaining Behaviour in Technology-based Service Encounters

RESEARCH AREAS

Economic Sociology, Organisations, Social Capital, Inequality, Social Networks

TEACHING AREAS

Organisational Theory, Power and Politics
BIOGRAPHY

Roderick’s research examines the impact of communication structures on value creation in business negotiations and conflict resolution. He also studies the emergence of social hierarchies in teams and how these impact coordination, conflict, and performance. His research has produced interventions that improve negotiation, dispute resolution, and collaboration, and has been published in leading journals, such as the Proceedings of the National Academy of Sciences, Journal of Applied Psychology, Organizational Behavior and Human Decision Processes, Journal of Personality and Social Psychology and Psychological Science.

Roderick’s research received awards from the Academy of Management, the International Association for Conflict Management, the Dutch National Science Foundation (NWO), and has been featured in popular media outlets like Harvard Business Review, Wall Street Journal, New York Times, Financial Times, The Guardian, Time, The Economist, Scientific American, and Forbes. He is also an Associate Editor at Organizational Behavior and Human Decision Processes and serves as an editorial board member at the Academy of Management Review.

Roderick has taught several courses in INSEAD’s MBA and EMBA program as well as various Executive Education programs. He has won INSEAD EMBA’s Best Teacher Award, received “Dean's Commendation for Excellence in MBA Teaching” multiple times, and was selected as one of Singapore’s most influential business professors aged 40 and under. He also won best case study awards, including the 2016 Best Case in Human Resources / Organisational Behaviour by the Case Centre. Prior to joining INSEAD Roderick held a position at the Kellogg School of Management at Northwestern University where he taught in the MBA and EMBA programs.
BIOGRAPHY

Stefan Thau is Professor of Organisational Behaviour at INSEAD and the Cora Chaired Professor of Leadership and Learning. Stefan’s research examines social decision-making in groups and organizations, such as revenge, trust, reciprocity, discrimination, and self-regulation. Stefan’s research has been published in the *Academy of Management Journal*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Journal of Personality and Social Psychology*, *Psychological Science*, *Organization Science*, and *Journal of Experimental Social Psychology*.

Stefan completed his PhD in Behavioral and Social Sciences at the University of Groningen, the Netherlands, and an MSc (German DiplPsych) in Psychology at the University of Mannheim, Germany. Prior to joining INSEAD, he was an Associate Professor of Organizational Behavior at the London Business School.

Stefan is an editorial board member of the *Academy of Management Journal*, *Journal of Applied Psychology*, *Journal of Management*, and *Organizational Behavior and Human Decision Processes*. He teaches the Organisational Behaviour course in the MBA programme and the Experimental Design and Data Analysis course in the PhD programme.

In Executive Development, Stefan designs, teaches, and directs programs on leadership transitions, group decision-making, negotiations and influence. His recent clients include Astro, MetLife, Changi Airports International, Endeavor, and RHB Bank.

PUBLICATIONS

- After the Fall: How Perceived Self-Control Protects the Legitimacy of Higher-Ranking Employees After Status Loss
- Contextualizing Social Power Research within Organizational Behavior
- Is Research in Social Psychology Politically Biased? Systematic Empirical Tests and a Forecasting Survey to Address the Controversy
- Data Descriptor: Datasets from a Research Project Examining the Role of Politics in Social Psychological Research
- Mandates of Dishonesty: The Psychological and Social Costs of Mandated Attitude Expression
- Perceived Entitlement Causes Discrimination Against Attractive Job Candidates in the Domain of Relatively Less Desirable Jobs
- Resource Scarcity, Effort, and Performance in Physically Demanding Jobs: An Evolutionary Explanation
- Workplace Trust as a Mechanism of Employee (dis)advantage: The Case of Employee Socioeconomic Status
- Male Immorality: An Evolutionary Account of Sex Differences in Unethical Negotiation Behavior
- Discrimination in Selection Decisions: Integrating Stereotype Fit and Interdependence Theories
- When Beauty Helps and When it Hurts: An Organizational Context Model of Attractiveness Discrimination in Selection Decisions
- Unethical for the Sake of the Group: Risk of Social Exclusion and Pro-Group Unethical Behavior
- Experiments in Organizational Behavior
- A Lack of Material Resources Causes Harsher Moral Judgments
- Falling from Great (And not so Great) Heights: Status Loss and Performance in Groups
- Cognitive Control and Socially Desirable Behavior: The Role of Interpersonal Impact
- Compliant Sinners, Obstinate Saints? How Power and Self-focus Determine the Effectiveness of Unethical Social Influences
- Masters of the Universe: How Power and Accountability Influence Self-serving Financial Investment Decisions under Moral Hazard
- Theory and Research on Social Exclusion in Work Groups
- Satisfying Individual Desires or Moral Standards? Preferential Treatment and Group Members’ Self-worth, Affect, and Behavior
- Do I Want to Know? How the Motivation to Acquire Relationship-threatening Information in Groups Contributes to Paranoid Thought, Suspicion Behavior, and Social Rejection
- Leader Mistreatment, Employee Hostility, and Deviant Behaviors: Integrating Self-uncertainty and Thwarted Needs Perspectives on Deviance
- Social reconnection revisited: The Effects of Potential Exclusion on Reciprocity, Trust, and General Risk Taking
- Self-gain or Self-regulation Impairment: Competitive Tests of the Relationship between Abuse and Deviance through Distributive Justice Perceptions
- Workplace Victimization: Aggression from the Target's Perspective
- How Management Style Moderates the Relationship Between Abusive Supervision and Workplace Deviance: An Uncertainty Management Theory perspective
- Actual and Potential Exclusion as Determinants of Individuals' Unethical Behavior in Groups
- How Employee Race Moderates the Relationship Between Non-Contingent Punishment and Organizational Citizenship Behaviors: A Test of the Negative Adaptation Hypothesis
- Self-Defeating Behaviors in Organizations: The Relationship Between Thwarted Belonging and Interpersonal Work Behaviors
- The relationship between trust, attachment, and antisocial work behaviors
- A Grotesque and Dark Beauty: How Moral Identity and Mechanisms of Moral Disengagement Influence Cognitive, Emotional, and Behavioral Reactions to War
- An Extension of Uncertainty Management Theory to the Self: The Relationship Between Justice, Social Comparison Orientation, and Antisocial Work Behaviors
- The Normative Nature of Employee Deviance and the Impact of Moral Identity
- I Deserve More 'cause my Name is on the Door: Entitlement Beliefs, Social Embeddedness, and Control in the Family Business
- Why Should I be Generous when I Have Valued and Accessible Alternatives? Alternative Exchange Partners and OCB

<table>
<thead>
<tr>
<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
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<td>Norm Violations, Trust, Reciprocity, Self-regulation</td>
<td>Leadership, Organisational Behaviour</td>
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ORGANISATIONAL BEHAVIOUR

ERIC LUIS UHLMANN
Associate Professor of Organisational Behaviour

CONTACT
EMAIL: eric.uhlmann@insead.edu
PHONE: +65 6799 5135
CAMPUS: Singapore

BIOGRAPHY

Eric Luis Uhlmann is an Associate Professor of Organisational Behaviour at INSEAD. He conducts research on stereotyping and discrimination, moral judgments and behaviours, and the crowdsourcing of science. His papers co-authored with his many wonderful collaborators have appeared in leading journals such as Organizational Behavior and Human Decision Processes, Journal of Management, Journal of Personality and Social Psychology, Perspectives on Psychological Science, Journal of Experimental Social Psychology, Cognition, Organizational Research Methods, Journal of Organizational Behavior, Psychological Science, and Nature.

Eric’s teaching interests include organisational behaviour, negotiation, influence and persuasion, cross-cultural management, judgment and decision making, leadership, business ethics, managerial and organisational cognition, diversity, and teams. At INSEAD, he teaches the Organisational Behaviour 1 core course and the Negotiations elective.

Eric received a PhD in Social Psychology from Yale University in 2006 and was a postdoctoral research associate at the Kellogg School of Management. Prior to joining INSEAD, he was a faculty member at HEC Paris.

PUBLICATIONS

- Crowdsourcing Hypothesis Tests: Making Transparent How Design Choices Shape Research Results
- Why so Serious? A Laboratory and Field Investigation of the Link Between Morality and Humor
- Scientific Utopia III: Crowdsourcing Science
- Culture and Work
- Is Research in Social Psychology Politically Biased? Systematic Empirical Tests and a Forecasting Survey to Address the Controversy
- Data Descriptor: Datasets from a Research Project Examining the Role of Politics in Social Psychological Research
- Many Analysts, One Dataset: Making Transparent How Variations in Analytical Choices Affect Results
- Initial Prejudices Create Cross-Generational Intergroup Mistrust (e0194871)
- Archival Data in Micro Organizational Research: A Toolkit for Moving to a Broader Set of Topics
- Morality is Personal
- Data from a Pre-publication Independent Replication Initiative Examining Ten Moral Judgement Effects
- The Pipeline Project: Pre-publication Independent Replications of a Single Laboratory’s Research Pipeline
- The Robustness of the Win-Win Effect
- Many Hands Make Tight Work: Crowdsourcing Research can Balance Discussions, Validate Findings and better Inform Policy
- Macho Nachos: The Implicit Effects of Gendered Food Packaging on Preferences for Healthy and Unhealthy Foods
- Win-win: Female and Male Athletes from more Gender Equal Nations Perform better in International Sports Competitions
- A Person-Centered Approach to Moral Judgment
- System Justifying Motives Can Lead to Both the Acceptance and Rejection of Inmate Explanations for Group Differences
- Matched-Names Analysis Reveals No Evidence of Name-Meaning Effects A Collaborative Commentary on Silberzahn and Uhlmann (2013)
- The Implicit Legacy of American Protestantism
- Unlikely Allies: Credibility Transfer during a Corporate Crisis
- Selfish Play Increases during High-Stakes NBA Games and Is Rewarded with More Lucrative Contracts
- Acts, Persons, and Intuitions: Person-Centered Cues and Gut Reactions to Harmless Transgressions
- The Problem of the Null in the Verification of Unconscious Cognition [Commentary]
- Conformity under Uncertainty: Reliance on Gender Stereotypes in Online Hiring Decisions [Commentary]
- When Actions Speak Volumes: The Role of Inferences about Moral Character in Outrage over Racial Bigotry
- The effects of system-justifying motives on endorsement of essentialist explanations for gender differences
- It pays to be Herr Kaiser: Germans with Noble-Sounding Surnames More Often Work as Managers Than as Employees
- Outlier Nation: The Cultural Psychology of American Workways
- Acting professional: An exploration of culturally bounded norms against nonwork role referencing
- Money is Essential: Ownership Intuitions are Linked to Physical Currency
- The Logic of Moral Outrage [Commentary]
- When it Takes a Bad Person to do the Right Thing
- American Psychological Isolationism
- Getting Explicit About the Implicit: A Taxonomy of Implicit Measures and Guide for their Use in Organizational Research
- Blood is Thicker: Moral Spillover Effects Based on Kinship
- My Culture Made me do it: Lay Theories of Responsibility for Automatic Prejudice
- Automatic Associations: Personal Attitudes or Cultural Knowledge?
- Masculinity, Status, and Subordination: Why Working for a Gender Stereotype Violator Causes Men to Lose Status
- Moral Signals, Public Outrage, and Immaterial Harms
- Post-hoc Rationalism in Science [Commentary]
- Wishful Thinking: Belief, Desire, and the Motivated Evaluation of Scientific Evidence
- Implicit Puritanism in American Moral Cognition
- Hard Won and Easily Lost: The Fragile Status of Leaders in Gender-Stereotype-Incongruent Occupations
- The Motives Underlying Stereotype-Based Discrimination Against Members of Stigmatized Groups
- Bayesian Racism: A Modern Expression of Contemporary Prejudice
- The Motivated Use of Moral Principles
- Understanding and Using the Implicit Association Test: III. Meta-analysis of Predictive Validity
- American Moral Exceptionalism
- Varieties of Social Cognition
- Can an Angry Woman Get Ahead? Status Conferral, Gender, and Workplace Emotion Expression
- Implicit Theism
- "I think it, therefore it's true": Effects of Self-perceived Objectivity on Hiring Discrimination
- The Motivated Use and Neglect of Base Rates [Commentary]
- Are Members of Low Status Groups Perceived as Bad, or Badly Off? Egalitarian Negative associations and Automatic Prejudice
- Do Normative Standards Advance our Understanding of Moral Judgment? [Commentary]
- Constructed Criteria: Redefining Merit to Justify Discrimination
- Causal Deviance and the Attribution of Moral Responsibility
- Asymmetry in Judgments of Moral Blame and Praise: The Role of Perceived Metadesires

**RESEARCH AREAS**

Stereotyping and Discrimination, Moral Judgments and Behaviours, Cross-cultural Differences in Values

**TEACHING AREAS**

Organisational Behaviour
**ORGANISATIONAL BEHAVIOUR**

**ERIK VAN DE LOO**
Affiliate Professor of Organisational Behaviour

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PHONE: +65 6799 5453
CAMPUS: Singapore

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**BIOGRAPHY**

Erik van de Loo is Affiliate Professor of Organisational Behaviour at INSEAD, where he is Program Co-Director of “Consulting and Coaching for Change” at the INSEAD Global Leadership Centre. As of March 2008 he also holds the professorship “Leadership and Behavior” at the Free University Amsterdam, The Netherlands. He is partner and co-founder of Phyleon, Center for Leadership and Change in The Hague, The Netherlands. Phyleon is specialised in interrelated change processes on individual, group and organisational levels.

Erik van de Loo is a graduate in clinical psychology (cum laude) from the Catholic University Nijmegen, obtained a doctoral degree in social sciences at Leiden University (1987) and holds a masters degree in Work and Organisation in Occupational Health at SIOO (1997). As a licensed clinical psychologist, psychotherapist and psychoanalyst he is a member of The International Psychoanalytical Association and of the Dutch Society of Psychoanalysis. He is a member of the International Society for Psychoanalytic Study of Organisations and co-founder.

Erik van de Loo has worked as a clinical psychologist in the Royal Dutch Army (1981-1984) and has been a faculty member at Leiden University (1984 - 1991).

He was involved in management development and consulting work with national and multinational corporations. He is specialised in the design and implementation of major change and transition processes in organisational culture and leadership. Helping leaders to better understand themselves in their roles and interactions with individual employees, teams and organisations. He is also a coach of individual top-managers and leaders.

He published several books, chapters and scientific articles on topics such as the clinical approach to consultation, irrational aspects of safety in industry, the organisation in the mind, organisational stress and leadership. He was a columnist on personal leadership for Intermediair, a Dutch weekly journal. Since 2007 he is a columnist on leadership for FD, a Dutch financial journal.

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**PUBLICATIONS**

- Fortbildung, wissenschaftlicher Austausch und Netzwerke in psychodynamischer Organisationsberatung
- It's About Time you Asked! Participants' Assessment of Learning Experiences in an Executive Education Developmental Journey
- Psychodynamic Group Ex ecutive Coaching: A Literature Review
- The Art of Listening
- Roles, Risks and Complexity: An Exploration of the Triangle Institutional Investors, Executive Boards and Supervisory Boards in the Netherlands
- Coach, Contain Thyself
- Board on Task: Developing a Comprehensive Understanding of the Performance of Boards

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**RESEARCH AREAS**

Consulting and Coaching for Change, Board Leadership and Board Dynamics, Clinical Approaches to Organizations, "Society Terror and Self"

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**TEACHING AREAS**

Director Executive Masters in Consulting and Coaching for Change, Board Leadership and Board Dynamics
## BIOGRAPHY

Anthony Vashevko is an Assistant Professor of Organisational Behaviour at INSEAD. His research focuses on the effects of uncertainty and innovation in markets. Organizations react to uncertainty by pursuing risky innovations and the results of their efforts complicate the environment for their competitors. Anthony’s research examines when actors innovate, how their actions create emergent patterns of innovation and self-organization in markets, and why new markets emerge. His research has appeared in journals such as *Organization Science*.

Anthony holds a PhD in Organizational Behavior from Stanford University, a BS in Applied Mathematics and BA in Economics, both from the University of Chicago.

## RESEARCH AREAS
- Innovation, Risk and Decision-making
- Market Categories
- Category Formation

## TEACHING AREAS
- Organisational Behaviour
- Innovation
- Social Networks
Elizabeth Baily Wolf is an Assistant Professor of Organisational Behaviour at INSEAD.

Professor Wolf's research seeks to identify and challenge people's limiting beliefs about who and what can be professional. To be professional means conform the norms of how an "ideal worker" should look and behave. In most traditional American, European, and multinational organizations, people believe that ideal workers should suppress their emotions, avoid close relationships with co-workers, and prioritize their career success above all else. Although emotion regulation, task focus, and work commitment can facilitate worker effectiveness, the beliefs that ideal workers should suppress all emotions, avoid relationships, and exclusively prioritize work limit workers' ability to effectively express themselves, communicate with their colleagues, integrate their work and personal lives, and prioritize their non-work roles. Limiting beliefs about professionalism also lead people to punish or exclude workers who they perceive to be too emotional, relational, or committed to non-work roles to fit the ideal worker image. Although the image of the ideal worker is changing, lingering beliefs about emotion and relationships at work, work-life balance, and the fit between the ideal worker image and stereotypes of out-groups continue to constrain workers and limit the careers of women and minorities. Professor Wolf's research identifies these lingering limiting beliefs, highlights their consequences, and develops interventions to change them.

Professor Wolf has published her work in leading academic journals such as Organizational Behavior and Human Decision Processes, Journal of Personality and Social Psychology, and Journal of Experimental Social Psychology. Her research has received various media mentions, including coverage by Harvard Business Review, Bloomberg, Forbes, and NPR.

At INSEAD, Professor Wolf teaches Negotiations in the MBA program and Organisational Behaviour to PhD students. She was selected as the Best Elective Professor in Fontainebleau by the INSEAD 19J and 20J graduating classes and has received the Dean's Commendation for Excellence in MBA Teaching each time she has taught.

Before coming to INSEAD, Professor Wolf completed her PhD in Organizational Behavior at Harvard Business School. She received her BA summa cum laude with honors from Connecticut College, where she double majored in Psychology and Hispanic Studies and received her CISLA certificate in International Studies. Born to a British father and American mother, Professor Wolf grew up in the United States. She has also spent time living in Spain and Germany.

**RESEARCH AREAS**
- Social Perception
- Emotion
- Nonverbal Behaviour
- Stereotyping
- Prejudice
- Gender
- Performance Feedback
- Self-assessment
- Evaluative Concerns
- Cross-cultural Psychology
- Social Hierarchy

**TEACHING AREAS**
- Negotiation
- Social Psychology
- Organisational Behaviour
### BIOGRAPHY

Professor Ian C. Woodward specializes in Leadership and Communication. He lectures in a range of INSEAD programmes and is Director of the Advanced Management Programme as well as Leadership Communication with Impact. He was Co-Program Director for the INSEAD Master of Finance degree. He also lectures and consults in leadership and management practice for high performance, as well as leadership and strategic development in organizations as diverse as financial and professional services, utilities, energy and the public sector. He was guest faculty at leading international business schools including Associate Faculty Director for Columbia Business School’s Senior Executive Program.

Ian brings a unique combination of global business, government, communication and arts experience to executive education. His business career includes Board Directorships, Chief Executive, Senior Executive and Executive Consulting roles in financial and energy sector organisations including: The Australian Gas Light Company; Natural Gas Corporation of New Zealand; the Australian Gas Association; Macquarie Bank; and Asian Development Bank. In government, he was the first Australian to serve on the staff of a US Cabinet Secretary (Minister) as well as being Chief of Staff to an Australian State Premier and Minister. From 2005 to 2010 he was a Commissioner of the Australian Energy Market Commission and the inaugural Chairman of the Asia-Pacific Partnership Energy Regulatory and Market Development Forum. He is currently a Board member of The Gas Company of Hawaii. He is also the Associate Conductor of Singapore’s Metropolitan Festival Orchestra.

Developing exceptional communication proficiency in leaders is a particular passion. Ian developed the concept of “communication intelligence” in leadership communication. He designed the Communication Preference Styles Survey (CPSS) as a development tool to assist leaders to become more aware and effective communicators. In parallel with his business career before academia, he designed and delivered courses in effective leadership and communication around the world, as well delivering major keynote conference speeches and media appearances. He was Chairman and broadcaster on Sydney’s classical music radio station and co-produced a special series of Deutsche Grammophon recordings dedicated to the legacy of conductor Arthur Fiedler. He also combines leadership development with the arts through innovative learning experiences using orchestras and musicians. His recent published research includes articles in the Journal of International Management and Australian Communication Journal.

Ian is an alumni of the University of New South Wales, the Australian Graduate School of Management, University of New England and Columbia Business School.

### RESEARCH AREAS
- Leadership and Communication
- Communication Intelligence
- Leadership and Finance
- Global Leadership Development
- High Performance Leadership and Organisations
- Leadership and Values
- Insightfully Aware Leadership

### TEACHING AREAS
- Communication and Leadership
- Leadership and Management in Finance
- Advanced Management Programme
- Transition to General Programme
- Executive Education
BIOGRAPHY

Andy Yap is an Assistant Professor of Organisational Behaviour at INSEAD. Professor Yap holds a PhD and MPhil in Management from Columbia Business School, and a BSSc with Honours in Psychology from the National University of Singapore. Before joining INSEAD, Professor Yap was a faculty at the Sloan School of Management, Massachusetts Institute of Technology.

At INSEAD, Professor Yap teaches in a variety of programs including Executive Education, MBA, EMBA, and PhD. His teaching and consulting expertise includes Leadership, Leadership Communication, Executive Presence, Leading High-Impact Teams, Strategy Execution & Organizational Change, Power And Politics, and Managerial Negotiation. At MIT, Professor Yap taught the graduate/undergraduate course on Managerial Psychology and the core leadership MBA course on Organizational Processes.

Professor Yap is a social and organizational psychologist. His research program focuses on three overarching areas: (1) Signals of social status and its consequences, (2) The impact of hierarchy on person perception, and (3) How dimensions of social hierarchy affect important organisational outcomes (e.g. prosocial behaviour, subjective well-being, stress, organisational commitment and career decisions). Professor Yap’s work has important implications for how organisations can be structured to promote a workforce that is productive, motivated, and socially responsible.

Professor Yap’s research has been published in leading academic journals including *Psychological Science*, *Proceedings of the National Academy of Sciences*, *Journal of Applied Psychology*, *Journal of Consumer Research*, *Journal of Experimental Social Psychology*, and *Personality and Social Psychology Bulletin*, as well as leading practitioner journals such as *Harvard Business Review*. His work has also been featured across a range of international media outlets including *TIME*, *The New York Times*, *The Wall Street Journal*, CNN, BBC, *The Atlantic*, *Financial Times*, NHK (Japan Broadcasting Corp.), *The Business Times* (Singapore), *The Straits Times* (Singapore) and the US National Public Radio.

Professor Yap has been recognized with academic and teaching honours such as the American Psychological Association Early Graduate Student Researcher Award, the Donald C. Hambrick Award from Columbia Business School, nomination for the Best Teacher Award in the MBA program at INSEAD, and several other conference awards in Psychology, Marketing, and Management.

PUBLICATIONS

- Control Deprivation Motivates Acquisition of Utilitarian Products
- Preparatory Power Posing Affects Job Interview Performance
- Dual-Hormone Changes Are Related to Bargaining Performance
- Review and Summary Research on the Embodied Effects of Expansive (vs. Contractive) Nonverbal Displays
- Scarcity, Engagement, and Value
- The Ergonomics of Dishonesty: The Effect of Incidental Posture on Stealing, Cheating, and Traffic Violations
- Heritage-Culture Images Disrupt Immigrants’ Second-Language Processing through Triggering First-Language Interference
- The Powerful Size Others Down: The Link Between Power and Estimates of Others’ Size
- Power Posing Brief Nonverbal Displays Affect Neuroendocrine Levels and Risk Tolerance
- The Appraisal Rebound Effect: Cognitive Appraisals on the Rebound

RESEARCH AREAS

Social and Person Perception, Power, Status and Social Hierarchy, Social Mobility Aspirations, Emotion in Leadership, Nonverbal Behavior, Consumer Behavior at Work

TEACHING AREAS

Power And Politics, Leadership Communication, Executive Presence, Leading High-Impact Teams, Strategy Execution & Organizational Change, Influence & Decision-making, Managerial Negotiation
Strategy
STRATEGY

ANNET ARIS  
Senior Affiliate Professor of Strategy

CONTACT

EMAIL: annet.aris@insead.edu  
PHONE: +33 1 6072 4979  
CAMPUS: Fontainebleau

<table>
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<th>BIOGRAPHY</th>
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| Annet Aris is Senior Affiliate Professor of Strategy at INSEAD. She joined INSEAD in 2003, her focus is on Digital transformation and disruption and its impact on society, industries and companies. She was nominated in 2010 and 2011 for the best teacher award by the MBA students.  

Annet has also extensive experience as a non-executive board member of a variety publicly listed companies across Europe. Currently she serves at the boards of Rabobank Group, Randstad NV, a global leader in HR services, the microchip machine manufacturer ASML NV, the intralogistics and forklift truck manufacturer Jungheinrich AG and the insurance company A.S.R. Netherlands N.V. Annet ranks in the top 10 most influential corporate directors in The Netherlands.  

Annet is a Dutch native and received a MSc. from the University of Wageningen in 1984. After acceptance in McKinsey’s European INSEAD Fellow program, she completed her MBA with distinction in Fontainebleau in 1986. She worked for McKinsey from 1985 until 2003, at first in the Netherlands and in the UK and, since 1990, in Germany. She was elected partner in 1994 and co-led McKinsey’s German Media Practice from 1999-2003 working on a wide array of topics.  

She is the author of a large number of articles and case studies on digital transformation. Together with Jacques Bughin, she wrote the book Managing Media Companies, Harnessing Creative Value. Her book “Wegwijzer in het digitale doolhof” (in Dutch) is forthcoming. |

<table>
<thead>
<tr>
<th>PUBLICATIONS</th>
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| ● Managing Media Companies through the Digital Transition  
● Middle East Broadcasting Centre (MBC): Media Innovation in the Middle East  
● Al Jazeera: A Middle Eastern Enfant Terrible Goes Global  
● Putting the Price Tag on Facebook: Quantifying the Value of Online Social Networks  
● Managing Media Companies: Harnessing Creative Value |

<table>
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<th>RESEARCH AREAS</th>
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<tr>
<td>Digital Transformation of Society, Industries and Companies, Corporate Governance</td>
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<th>TEACHING AREAS</th>
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<tr>
<td>Digital transformation and disruption, business unit strategy, corporate strategy, corporate governance, board remuneration</td>
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Michaël Bikard researches how individuals and firms use new knowledge as a source of competitive advantage. For example, what are the drivers of scientific advances? Under which conditions are firms and individuals able to exploit opportunities emerging from those advances? To find answers to those questions, he takes advantage of "natural experiments." For example, he developed a new method that uses simultaneous discoveries in science in order to conduct the first "twin studies" of new knowledge.

His work has been published in leading management journals including the Administrative Science Quarterly, Management Science, and Organization Science. His research has also received a number of awards, including first place in the MIT Sloan Doctoral Research Forum, the MIT Energy Fellowship, the Kauffman Dissertation Fellowship, the J Robert Beyster Fellowship and an NSF SBE Doctoral Dissertation Research Improvement Grant.

Before joining INSEAD, Professor Bikard was on the faculty of the London Business School. He completed his PhD at MIT Sloan in the Technological Innovation, Entrepreneurship and Strategic Management group.
Laurence Capron is a Professor of Strategy at INSEAD where she holds the Paul Desmarais Chair in Partnership and Active Ownership and the The Sauvage Family Endowed Chair for Academic Excellence, and she is Dean of Faculty.

She is a leading expert on M&As, Alliances, and Business Portfolio Growth. She recently published a book *Build, Borrow, or Buy: Solving the Growth Dilemma* (Harvard Business Review Press), co-authored with Professor W. Mitchell, which examines how companies should select and balance their different modes of growth: organic growth (build), licensing and alliances (borrow), and M&As (buy). Her book is the recipient of the 2013 Best International Book Awards, granted by the USA Book News. So far, it has been translated into French, Portuguese and Chinese languages.


Professor Capron joined INSEAD in 1997 after serving on faculty and earning her PhD in Corporate Strategy from HEC Paris. She was a visiting professor at MIT Sloan (2011-12), Wharton (2005-06), Kellogg School of Management (2004-05). She directed the INSEAD-Wharton Alliance from 2007 to 2010. She is on the editorial board of *Strategic Management Journal* and *Strategy & Leadership* as well as Senior Editor of *Strategy Science*.

**PUBLICATIONS**

- The Firm as an Architected of Polycentric Governance: Building Open Institutional Infrastructure in Emerging Markets
- Strategy and the Institutional Envelope
- Alliances: A Distinct Strategic Tool for Reconfiguring Resources and Businesses
- Strategies for M&As: When is Acquisition the Right Mode to Grow?
- State Capacity, Minority Shareholder Protections, and Stock Market Development
- Productivity Enhancement at Home via Cross-Border Acquisitions: The Roles of Learning and Contemporaneous Domestic Investments
- Going Abroad in Search of Higher Productivity at Home
- Build, Borrow, or Buy: Selecting Successful Paths to Growing Your Company
- Growth through Acquisitions
- Warning Against Binge Buying. When is M&A the Right Answer to Your Growth Challenges?
- Build, Borrow or Buy: Solving the Growth Dilemma
- Role of Resource Gap and Value Appropriation: Effect of Reputation Gap on Price Premium in Online Auctions
- Do Newly Public Acquirers Benefit or Suffer from Their pre-IPO Affiliations?
- Finding the Right Path
- National Corporate Governance Institutions and Post-acquisition Target Reorganization
- Selection Capability: How Capability Gaps and Internal Social Frictions Affect Internal and External Strategic Renewal
- Competitors’ Resource-Oriented Strategies: Acting upon Competitors’ Resources through Interventions in Strategic Factor Markets and Political Markets
- Acquisitions of Private versus Public Firms: Private Information, Target Selection and Acquirer Returns
- Acquisition-Based Dynamic Capabilities
- Using Acquisitions to Access Multinational Diversity: Thinking Beyond the Domestic Versus Cross-Border M&A Comparison
- Acquirer Returns when Buying Public Versus Private Targets
- Where Firms Change: Internal Development Versus External Capability Sourcing in the Global Telecommunications Industry
- When do Acquirers Earn Abnormal Returns?
- Managing Acquisitions to Change and Survive
- Asset Divestiture Following Horizontal Acquisitions: A Dynamic View
- Horizontal Acquisitions: The Benefits and Risk to Long-Term Performance
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<th>TEACHING AREAS</th>
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<td>Mergers and Acquisitions, Corporate Strategy, Alliances, Business Portfolio Strategy, Corporate Development</td>
<td>M&amp;As and Corporate Strategy Programme Director, Mergers and Acquisitions, Alliances, Corporate Strategy, Resource Acquisition, Knowledge Sourcing</td>
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<th>CASES WITH EXTRA</th>
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<tr>
<td>The Bid for Bell Canada Enterprises (BCE)</td>
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<tr>
<td>How Corporates Co-innovate with Startups: The BMW Startup Garage</td>
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</table>
Guoli Chen is an Associate Professor of Strategy at INSEAD. He received his PhD in Strategic Management from the Pennsylvania State University. He teaches Strategy, Value Innovation, Incentives Design, and Corporate Governance courses to the MBA, PhD, and Executive Education programme participants.

Guoli’s research focuses on the influence of CEOs, top executives, and boards of directors on firms’ strategic choices and organisational outcomes, as well as the interaction and dynamics in the top management team and CEO-board relationships. He is interested in organisational growth, renewal, and corporate development activities, such as IPOs, M&As, innovation, globalisation. He has published in several top academic journals, such as Administrative Science Quarterly, Academy of Management Journal, Strategic Management Journal, Organization Science, Journal of Business Venturing, Leadership Quarterly, and Strategic Organization. His papers have received awards at the Academy of Management Conference and Strategic Management Society Conference. He was a representative-at-large of the Corporate Strategy and Corporate Governance interest group of the Strategic Management Society and serves on the editorial board of the Academy of Management Journal.

Before starting his academic career, Guoli worked as an investment banker at Daiwa Securities SMBC. He provided financial consulting in the areas of IPOs, fundraising, and company restructuring.

**BIOGRAPHY**

**PUBLICATIONS**

- That Could Have Been Me: Director Deaths, CEO Mortality Salience, and Corporate Prosocial Behavior
- Chief Sustainability Officers and Corporate Social (Ir)responsibility
- The CEO and CFO Pairing That Makes Mergers More Successful
- CEO Attributes and Firm Performance: A Sequential Mediation Process Model
- The Differential Effects of CEO Narcissism and Hubris on Corporate Social Responsibility
- Firm-specific Knowledge Assets and Employment Arrangements: Evidence from CEO Compensation Design and CEO Dismissal
- Uber vs. Didi: The Race for China’s Ride-hailing Market
- Sunac’s Acquisition of Greentown in the Chinese Real Estate Market (A)
- Sunac’s Acquisition of Greentown in the Chinese Real Estate Market (B)
- Sunac’s Acquisition of Greentown in the Chinese Real Estate Market (C)
- Female Board Representation and Corporate Acquisition Intensity
- Narcissism, Director Selection, And Risk-Taking Spending
- Initial Compensation of New CEOs Hired in Turnaround Situations
- Making the Same Mistake all Over Again: CEO Overconfidence and Corporate Resistance to Corrective Feedback
- Passing Probation: Earnings Management by Interim CEOs and Its Effect on Their Promotion Prospects
- How CEO Hubris Affects Corporate Social (Ir)responsibility
- Modernizing without Westernizing: Social Structure and Economic Action in the Indian Financial Sector
- CEO Narcissism and the Impact of Prior Board Experience on Corporate Strategy
- Can you Believe it? Managerial Discretion and Financial Analysts’ Responses to Management Earnings Forecasts
- When the Role Fits: How Firm Status Differentials Affect Corporate Takeovers
- Executive Accountability Around the World: Sources of Cross-national Variation in Firm Performance–CEO Dismissal Sensitivity
- CEO Replacement in Turnaround Situations: Executive (Mis)fit and Its Performance Implications
- Expatriate Utilization and Foreign Direct Investment Performance: The Mediating Role of Knowledge Transfer
- CEO Elitist Association: Toward a New Understanding of an Executive Behavioral Pattern
- Putting on the Ritz: Pre-IPO Enlistment of Prestigious Affiliates as Deadline-Induced Remediation

**RESEARCH AREAS**

- CEOs and Top Management Teams, CEO Succession, Executive Compensation, Corporate Governance and Board of Directors, Organisational Renewal and Growth

**TEACHING AREAS**

- Strategy Implementation and Organisational Change, Corporate Strategy and Corporate Governance
**BIOGRAPHY**

Karel Cool is a Professor of Strategic Management and the BP Chaired Professor of European Competitiveness at INSEAD. His research, teaching, and consulting focus on problems of industry dynamics and competitive strategy (e.g., competitive positioning; assessment of profit opportunities in markets; strategic supply chain dynamics and management; eco-system leadership; vertical integration and de-integration; industry overcapacity; critical mass races, customer value creation, and capturing). Karel Cool is directing the Competitive Strategy Executive Education programme.

He has published in many journals, including Management Science, Strategic Management Journal, Harvard Business Review, Organization Science, Academy of Management Journal, Marketing Letters, Advances in Strategic Management, Journal of Supply Chain Management, etc.; edited books such as European Industrial Restructuring in the 1990s (with D. Neven and I. Walter; Macmillan 1992), and Industry Structuring and Restructuring (with J. Henserson and R. Abate; Blackwell 2004, SMS Book Series); and has contributed to many books on competitive strategy.

From 1995 to 2007 he was an Associate Editor of the Strategic Management Journal, a leading strategy journal.

He has consulted on major strategic issues of corporate and industry restructuring, and worked with various corporations including Unilever, PriceWaterhouseCoopers, Daimler-Chrysler, Borealis, RollsRoyce, Thomson Travel Group, Exxon, Solvay, Novo-Nordisk Luthansa, KBC, Whirlpool, IBM, Expedia, Banque de France, McKinsey, Starwood, BCG, Shell, ING, Aktiva, Amgen, Bayer, Nordea, World Economic Forum, IBM, KGL Kuwait, Hearst, Reynaers Aluminium, Dong Energy Wind Power, Vandemoortele, Mars, etc.

During the 1995-1996 academic year, he was a Visiting Professor at the Graduate School of Business at the University of Chicago. He was also a Visiting Professor at Northwestern University, and was a co-chair of the annual 2002 Strategic Management Society Conference held in Paris.

He is a six-times winner of the ‘Best Teaching Award’ in the MBA programme, and is the founder and Programme Director of the long-running ‘Competitive Strategy’ Executive Education programme at INSEAD in Fontainebleau and Singapore. In 2007 he was inducted as a Fellow of the Strategic Management Society. In 2009 he received the George S. Day Distinguished Alumni Academic Service Award from Purdue University.

In September 2014, he was honoured by the Case Center as one of the best-selling case authors over the past forty years — Karel has (co-)authored more than sixty case studies.

Karel Cool obtained his PhD (1985) and MScIA (1982) from Purdue University, and his MA (1981) and Lic (1978) in Applied Economics from the University of Antwerp (UFSIA).”

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**PUBLICATIONS**

- Cuva: Disrupting the Market for Car Insurance
- Under Armour and the Sports Apparel and Footwear Industry in 2017
- Bridgestone and the Global Tire Industry in 2016
- Continental Tires and the Global Tire Industry in 2016
- Apollo Tyres and the Global Tire Industry in 2016
- Michelin in China in 2016
- Hankook and the Global Tire Industry in 2016
- Lending Club and the Peer-to-Peer Lending Market in 2016
- Banco Santander and the European Market for Banking and Financial Services in 2015
- Nordea and the European Market for Banking and Financial Services in 2015
- Handelsbanken and the European Market for Banking and Financial Services in 2015
- Is IBM being Beaten by Cray in Supercomputers or is it Reshaping Supercomputing? A supply Chain View
- The Dynamics of Resource Erosion
- The Competitive Implications of the Deployment of Unique Resources
- Asset Mass Efficiencies
- Diseconomies of Time Compression
- When Every Customer Is a New Customer: High-turnover Markets offer big Opportunities to win Share, Here’s how to do it
- Orbitz Worldwide and the Global Travel Industry in 2013
- Glencore, Xstrata and the Restructuring of the Global Copper Mining Industry in 2012
- Achieve Market Success by Leveraging Customer Turnover
- The Evolution of the Bottled Water Industry: Ready for the “Water Wars”?
- Experience and Learning in Wine Supply Chain Negotiations

**RESEARCH AREAS**

Strategies for achieving leadership in winner-takes-all ecosystems, Customer churn / turnover and the consequences for entering markets / defending market positions, Managing supply chains for competitive advantage, Merger control: an instrument of country competitiveness?

**TEACHING AREAS**

Industry and Competitive Analysis (MBA elective), Competitive Strategy (Executive Education), PhD Competitive Strategy Research

**CASE WEBSITES**

- Cuvva: Disrupting the Market for Car Insurance
BIOGRAPHY

James's research interest is on how firm strategy and industrial organization is affected by the broader institutional environment. James has taught courses on strategy and economics to undergraduates, MBAs and executives.

Before joining INSEAD, James received his PhD in Business Economics from Harvard University/Harvard Business School. James's prior education includes a Masters in Business Administration from Harvard Business School, where he graduated Baker Scholar, and a MPhil in Finance and a BA in Mathematics from Cambridge University, U.K..

James has over a ten years experience as a consultant. James was a management consultant in the London and New York offices of McKinsey & Company from 1991 to 2001, except for the two years to complete his MBA. James advised primarily on issues of business unit strategy and corporate strategy to clients across a range of industries. James has also consulted with ghSmart & Company, with a focus on assessment of senior management teams for private equity investors.

At INSEAD James teaches in the MBA programme and in a range of executive education programmes. Within executive education, James’s programme direction has been with companies from a wide range of sectors and geographies, including KPMG, Toshiba, Amdocs, Orkla, Borregaard, OliverWyman, GERBUS (http://www.gerbus-academy.com/), NSG, and Ferrovial.

PUBLICATIONS

- Bird Office: Developing a Competitive Advantage
- Monkey Tie: Building an Open Human Resources Ecosystem
- Panasonic Veggie Life: High-tech Salad
- Evolution of VivaKi at Publicis: Navigating the Digital Transformation of Marketing
- Axiom Law Redefined: Innovation in Legal Services
- Vizio: Entry and Growth in Television Market
- Enterprise: Infrastructure Maintenance Services in the U.K.
- Flat-Screen Televisions
- ghSMART: Management Assessment Firm for CEOs and Investors
- Development of Food Retailing in India (B): Consumer’s Choice of Food Retailer: Hypermarkets, Supermarkets, Kirana, Markets, etc.
- Development of Food Retailing in India (A): Entry and Growth of Domestic and Foreign Players
- Development of Food Retailing in India (C): From Farm to Fork via Supermarkets
- Effect of Spillovers on Foreign versus Domestic Industry Leadership in a Developing Economy
- The Dynamics of Firm Level Adjustment to Trade Liberalization

RESEARCH AREAS


TEACHING AREAS

Strategy, Corporate Strategy and M&A

CASE WEBSITES

- Scortex: Bringing a Machine Learning-based Industrial Solution to Market
- PopChef: Creating a Tasty Foodtech Business
- Monkey Tie: Building an Open Human Resources Ecosystem
STRATEGY

YVES L. DOZ
Emeritus Professor of Strategic Management
The Solvay Chaired Professor of Technological Innovation, Emeritus

CONTACT
EMAIL: yves.doz@insead.edu
PHONE: +33 1 60 72 48 16
CAMPUS: Fontainebleau

BIOGRAPHY

In recognition of his contribution to the field of management, Professor Doz is one of a small handful of scholars to have been elected by their peers as a Fellow of the Academy of Management, the Strategic Management Society, and the Academy of International Business.

Throughout his career, Professor Doz has endeavoured to act as a valuable bridge between management practice and academic research. He began his working life in a corporate context, working on international helicopter development programs, before moving into academia, first at HEC, then Harvard Business School, and finally joining the faculty of INSEAD in 1980. As a public acknowledgement of his bridging role, Professor Doz was the first recipient of the CK Prahalad Distinguished Scholar-Practitioner Award, by the Strategic Management Society in 2011.

The “red-thread” in his research, teaching and consulting work over the decades, is a concern with helping companies reach good strategic decisions when facing contradictory demands: For example, local vs. global pressures in multinational firms, collaboration vs competition between alliance partners, dispersed knowledge search vs co-location in fostering innovation, and strategic commitment vs. agility in fast-changing industries.

Professor Doz has been at the forefront of conceptualizing and proposing a number of widely adopted management practices over the years, from his early work on reconciling global integration and local responsiveness in multinational companies with CK Prahalad to his conceptualisation of the enablers of Strategic Agility (his research findings on this are summarized in the book Fast Strategy, published in 2008 by Wharton Business Press and co-authored with Mikko Kosonen).

Professor Doz has authored several other books, most recently: Ringtone: Exploring the Rise and Fall of Nokia in Mobile Phones, which won the much coveted George S. Terry Award from the Academy of Management “for best book on management” in 2018 (published by Oxford University Press and co-authored with Keeley Wilson). He is also the author of numerous articles, both academic and managerial.

He has acted as an advisor to the top management of many companies, been a keynote speaker at countless conferences and corporate events and, has taught programmes at business schools around the world including Stanford GSB, Seoul National University and both Aoyama and Keio in Japan at. At INSEAD he created and for many years directed a senior executive seminar on strategic alliances and has taught numerous company-specific programs.

Professor Doz is currently working on research into making corporate governance more strategic; further work on agility; and on building and governing multi-party alliances and ecosystems.

Professor Doz has two grown-up children and two grandsons.

PUBLICATIONS

- Fostering Strategic Agility: How Individual Executives and Human Resource Practices Contribute (100693)
- Skepticism of Globalization and Global Strategy: Increasing Regulations and Countervailing Strategies
- Governing Multilateral Alliances
- Boundary Spanning in Global Organizations
- Ringtone: Exploring the Rise and Fall of Nokia in Mobile Phones
- Managing Global Innovation: Frameworks for Integrating Capabilities around the World
- Fast Strategy: How Strategic Agility Will Help you Stay Ahead of the Game
- From Global to Metanational: How Companies Win in the Knowledge Economy
- Alliance Advantage: The Art of Creating Value Through Partnering
- Strategically Agile Government
- Inter-partner Learning in Strategic Alliances
- Embracing Digital: ING’s Journey to a New Way of Working (Part 1) - ING Faces Digital Disruption
- Embracing Digital: ING’s Journey to a New Way of Working (Part 2) - The Blueprint for Change
- Embracing Digital: ING’s Journey to a New Way of Working (Part 3) - Becoming Agile
- Embracing Digital: ING’s Journey to a New Way of Working (Part 4) - A Coordination Challenge
- The Renault-Nissan Alliance
- Teva Pharmaceuticals: Global Integration (French)
- Escaping the "S-Curve"—is the "Agile" Organization the Answer?
- Responding to Digital Disruption through Alliances
- Corporate Governance 4.0: Facing Interdependency and Speed in a Complex World
- Interpartner Learning in Strategic Alliances

<table>
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<tr>
<th>RESEARCH AREAS</th>
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<tr>
<td>Strategic Agility and Corporate Renewal, Multinational Management, Strategic Alliances, Management of Technology and Innovation, Public Administration Reform</td>
<td>Design and direction of the INSEAD Executive Education Programmes and the PhD course on Strategy Process</td>
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<tr>
<td>STRATEGY</td>
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| **GARETH DYAS**  
Emeritus Professor of Strategy and Management |

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<th>CONTACT</th>
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| EMAIL: gareth.dyas@insead.edu  
CAMPUS: Fontainebleau |

<table>
<thead>
<tr>
<th>BIOGRAPHY</th>
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<tbody>
<tr>
<td>Gareth Dyas is an Emeritus Professor of Strategy and Management at INSEAD and has been a member of the INSEAD faculty since 1972. He holds an MA from Trinity College, Cambridge, an MBA from INSEAD and a DBA from Harvard University.</td>
</tr>
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</table>

Over the last few years, he has worked extensively as a consultant to major European and American Corporations on problems of strategy and management development. From September 1979 to January 1986 Professor Dyas served as an Associate Dean responsible for the MBA Programme, and from 1995 to 2000 as an Associate Dean for External Relations. With H.T. Thanheiser he co-authored the book *The Emerging European Enterprise* (MacMillan 1976).

<table>
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<th>RESEARCH AREAS</th>
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| Issues of Strategy and Structure in Large Complex Organisations,  
Managing in Multibusiness Firms |
Nathan Furr is an Associate Professor of Strategy at INSEAD, where he teaches innovation and technology strategy. Nathan earned his PhD from the Stanford Technology Ventures Program at Stanford University and holds BA, MA and MBA degrees from Brigham Young University. He has held permanent or visiting positions at INSEAD, ESSEC, and BYU.

Nathan Furr is directing Leading Digital Transformation and Innovation and Innovation in the Age of Disruption and Building Digital Partnerships and Ecosystems.

Nathan’s research focuses on innovation and technology strategy, particularly how new and established firms adapt to technology change and enter new markets. Published papers include explorations of how to capture new opportunities, how to balance the need for execution and flexibility, how firms develop innovative business models, the determinants of success for firms changing industries, and the impact of learning on new market success. His research has been published in leading journals, such as Strategic Management Journal, Organization Science, Strategic Entrepreneurship Journal. He has received various awards, including the Best Dissertation Award from both the Technology & Innovation Management Division and the Entrepreneurship Division of the Academy of Management, as well as Best Paper Awards or finalist distinctions from the Business and Public Policy Division of the Academy of Management, the Kauffman Foundation, the Sloan Foundation, and other recognised academic institutions.


Professionally, Nathan has acted as the founder or advisor to corporations and startups in healthcare, clean technology, professional services, the internet, retail and financial services industries. Nathan also sits on the investment board of the Kickstart Seed Fund, an innovative early-stage venture fund, and was the founder of the International Business Model Competition, which attracts thousands of innovative teams from around the world in an international competition. Nathan also worked as a consultant at Monitor Group, a premier international strategy consulting firm, working with senior executives on a range of strategic and market discovery initiatives.

**PUBLICATIONS**

- Overcoming the Innovator's Paradox
- Product Adaptation During New Industry Emergence: The Role of Start-Up Team Preentry Experience
- Digital Doesn't Have to Be Disruptive
- Innovation Capital: How to Compete, and Win, like the World's Most Innovative Leaders
- When Your Moon Shots Don't Take Off: How Science Fiction and Other Unconventional Tools Can Fire the Imagination and Lead to Breakthrough Growth
- Leading Transformation: How to Take Charge of Your Company's Future
- Building the Right Ecosystem for Innovation
- Capabilities, Technologies, and Firm Exit During Industry Shakeout: Evidence from the Global Solar Photovoltaic Industry
- Venture Boards: Past Insights, Future Directions, and Transition to Public Firm Boards
- Managing Multi-Party Innovation
- Products to Platforms: Making the Leap
- Intergenerational Hybrids: Spillbacks, Spillforwards, and Adapting to Technology Discontinuities
- Complementarities and Competition: Unpacking the Drivers of Entrants’ Technology Choices in the Solar Photovoltaic Industry
- The Prius Approach
- Leading Your Team into the Unknown
- The Opportunity Paradox
- The Innovator's Method: Bringing the Lean Start-up into your Organization
- Who Changes Course? The Role of Domain Knowledge and Novel Framing in Making Technology Changes
- Which Strategy When?
- Nail It then Scale It: The Entrepreneur's Guide to Creating and Managing Breakthrough Innovation
- CROSSROADS—Microfoundations of Performance: Balancing Efficiency and Flexibility in Dynamic Environments

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<tr>
<td>Technology Strategy, Entrepreneurship, Technology Change and Innovation, Ecosystems, Platforms, Architectures, and Systems</td>
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<th>CASE WEBSITES</th>
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<tr>
<td>- How Corporates Co-innovate with Startups: The BMW Startup Garage</td>
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<td>- How Does Digital Transformation Happen? The Mastercard Case</td>
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BIOGRAPHY

Javier Gimeno is Professor of Strategy at INSEAD (Fontainebleau campus), in France, where he holds the Aon Dirk Verbeek Chair in International Risk and Strategic Management.

A Spanish national, he holds a PhD degree in strategic management from Purdue University. Since 2001, he has taught strategy and industry and competitive analysis at INSEAD at all levels – MBA, Executive MBA, Ph.D., and executive programmes for leading global companies. From 2009 to 2011, he also served as Dean of Executive MBA programmes at INSEAD. Javier served as Chair of the Strategy department at INSEAD, and as Academic Director of the INSEAD European Competitiveness Initiative, a broad initiative by INSEAD faculty to understand and improve business competitiveness in Europe.

Javier’s research focuses on understanding competitive strategy decisions, and how these decisions lead to competitive interactions and performance consequences. He has done research and developed pedagogical materials in industries such as travel and transportation (airlines), mobile telecommunication services, energy, and computer equipment. His current research integrates a risk management perspective on the analysis of strategic opportunities.

Javier’s research has been published in the top academic journals in strategy and management, and has received numerous awards from leading academic and practitioner associations. For instance, his dissertation on multi-market competition in the US airline industry received the prize to the best doctoral dissertation in strategy in its year. He received several Best Paper Awards from the Academy of Management for his research on entrepreneurship, and the Blackrock/National Association of Corporate Directors Best Paper Award for research on strategy and corporate governance. He has taken editorial responsibilities in journals such as Organization Science and Strategy Science.

Javier has been a leader in several major professional associations. He was a member of the Board of Governors of the Academy of Management, an association of over 18,000 management academics worldwide. He chaired the Academy’s Business Policy and Strategy division - the largest organisation of strategy academics and practitioners, with over 5,000 members worldwide. Most recently, Javier has been very involved with the Strategic Management Society, a global association of strategy academics, practitioners and consultants. He was the Chairman of the Strategic Management Society International Conference in 2006, served on the Board of Directors from 2010-2015, and is currently the President-Elect of the Society.

PUBLICATIONS

- Glue or Gasoline? The Role of Inter-Organizational Linkages in the Occurrence and Spillover of Competitive Wars
- The Allocation of Capital Within Firms: A Review and Integration Toward a Research Revival
- Language and Competition: Communication Vagueness, Interpretation Difficulty, and Market Entry
- Earnings Pressure and Long-Term Corporate Governance: Can Long-Term-Oriented Investors and Managers Reduce the Quarterly Earnings Obsession?
- Constrained Delegation: Limiting Subsidiaries' Decision Rights and Resources in Firms That Compete across Multiple Industries
- Strategic Delegation: A Review, Theoretical Integration, and Research Agenda
- Earnings Pressure and Competitive Behavior: Evidence from the U.S. Electricity Industry
- Becoming a Founder: How Founder Role Identity Affects Entrepreneurial Transitions and Persistence in Founding
- Multipoint Competition
- A Retrospective on “Hypercompetition in a Multimarket Environment”
- Hypercompetition in a Multimarket Environment: The Role of Strategic Similarity and Multimarket Contact in Competitive De-escalation
- Garmin 2019
- Analysing the Macro Environment
- Garmin at the Crossroads
- Strategic Analysis of the Business Environment
- Alcatel, Lucent…Nokia: On the Road from 3 to 1 - The Leadership Challenges of Strategic Change
- Qantas’ Jetstar: Launching and Growing a Low-Cost Airline Subsidiary
- IMAX (A): The Introduction of Digital Media Re-Mastering Technology
- IMAX (B): Ten Years with DMR
- Nokia and the New Mobile Ecosystem (A): Competing in the Age of Internet Mobile Convergence
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<td>Energy, Oil and Gas, Telecommunication Services, Transport</td>
<td>Alcatel, Lucent…Nokia: On the Road from 3 to 1 - The Leadership Challenges of Strategic Change</td>
</tr>
</tbody>
</table>
Dr. Quy Nguyen Huy is a professor of strategy at INSEAD since 1998. He is known as a pioneering world scholar in linking social-emotional factors to the performance of strategic change and organizational innovation. Dr. Huy’s research on strategic change, strategy execution, and organizational innovation has won ten international awards and was published in prestigious scholarly and practice journals such as Administrative Science Quarterly, the Academy of Management Journal, Academy of Management Review, Harvard Business Review, MIT Sloan Management Review, Organization Science, and Strategic Management Journal. Dr. Huy’s research on middle managers was published in and selected by Harvard Business Review as “Breakthrough Ideas for Today's Business Agenda.”

Dr. Huy’s pioneering research on how collective emotions and emotional capital enhance organizational innovation and strategy execution has been applied by numerous organizations worldwide, both in the private and non-private sectors. Dr. Huy has done executive development, teaching, consulting or coaching for a wide range of profit and non-profit organizations worldwide, including Aerospatiale Matra, Alcan, the Aga Khan Foundation, Alcan, Alstom, Arcelor Mittal, Astra Zeneca, Bell Canada Enterprises, British Telecom, Electricité et Gaz de France, Fiat, Fujitsu, Google, Hewlett Packard, IBM, HIV Aids Alliance, Intesalat, the International Federation of Red Cross Red Crescent, LG Electronics, Lufthansa, Marconi, Matsushita, Motorola, Petrobras, the Royal Bank of Canada, Sasken, Standard Chartered Bank, Sicredi, Siemens, United Arab Emirates Civil Service, and Via Rail Canada.

Huy was originally trained as an electrical engineer then in corporate finance. He worked for 16 years in various managerial functions with several large information technology firms in North America. His managerial career covered systems and software engineering; sales and marketing of digital platforms; and corporate finance, where he dealt with institutional investors and credit rating agencies and worked on joint ventures, mergers and acquisitions, and turnarounds of firms with turnover up to 10 billion dollars. Huy is also a Chartered Financial Analyst (CFA). He specialized in the determination of cost of capital, analysis of very large capital projects, capital structure and debt financing, and valuation of business ventures and risks.

PUBLICATIONS

- What We Share Is Who We Are and What We Do: How Emotional Intimacy Shapes Organizational Identification and Collaborative Behaviors
- Exploring the Affective Underpinnings of Dynamic Managerial Capabilities: How Managers’ Emotion Regulation Behaviors Mobilize Resources for Their Firms
- The More You Care, the Worthier I Feel, the Better I Behave: How and When Supervisor Support Influences (Un)Ethical Employee Behavior
- Emotional Practices: How Masking Negative Emotions Impacts the Post-Acquisition Integration Process
- Time in Strategic Change Research
- Integrating Emotions and Affect in Theories of Management
- How Middle Managers Manage the Political Environment to Achieve Market Goals: Insights from China’s State-Owned Enterprises
- The Process of Postmerger Integration: A Review and Agenda for Future Research
- Curtailing the Harmful Effects of Workplace Incivility: The Role of Structural Demands and Organization-Provided Resources
- Distributed Attention and Shared Emotions in the Innovation Process: How Nokia Lost the Smartphone Battle
- Assessing Collective Affect Recognition via the Emotional Aperture Measure
- From Support to Mutiny: Shifting Legitimacy Judgments and Emotional Reactions Impacting the Implementation of Radical Change
- The Key to Social Media Success Within Organizations
- Emotions and Strategic Organization: Opportunities for Impactful Research
- Improving the Odds of Publishing Inductive Qualitative Research in Premier Academic Journals
- How Middle Managers’ Group-focus Emotions and Social Identities Influence Strategy Implementation
- Where are the New Theories of Organization?
- How Entrepreneurs use Symbolic Management to Acquire Resources
- Emotional Balancing of Organizational Continuity and Radical Change: The Contribution of Middle Managers
- Time, Temporal Capability, and Planned Change
- In Praise of Middle Managers
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BIOGRAPHY

Neil Jones is a Senior Affiliate Professor of Strategy at INSEAD. He joined INSEAD in 2000. From 2005-2010 he was a member of the faculty of the Singapore Management University where he was the founding Academic Director of its MBA Programmes. Neil has also held positions as a Visiting Assistant Professor at The Wharton School, and an Assistant Professor at the Ivey School of Business, University of Western Ontario,. He earned his doctorate in Technology and Operations Management at the Harvard University Graduate School of Business Administration and a Masters in Public and Private Management from Yale University. His undergraduate degree, in Physics, was awarded by Memorial University of Newfoundland in his native Canada. Before entering academia, Neil managed consulting projects at McKinsey and Company and practiced geophysics at Amoco Production Company (now BP). Since entering academia he has served on the Board of Directors of the Nasdaq listed Pacific Internet, where he Chaired the Compensation Committee. He is a member of the Advisory Board of aidha, a non-profit provider of financial education to lower income groups in Singapore.

Professor Jones has taught Business Strategy and Management widely in North America, Europe, and Asia in both MBA and Executive Programmes. He has taught and consulted at a wide range of companies including Fuji-Xerox, IBM, Nokia, 3M, 3i, Sun, Johnson and Johnson, Shell, SAP, Allianz, DKSH, Hewlett-Packard, Alcatel, India Rail, SingTel and United Technologies. He has also designed and taught modules in Strategic Management for members of Boards of Directors and for healthcare management professionals. Recently, he has begun to apply business simulations in his Strategy teaching.

Professor Jones’s research interests are rooted in a wish to understand the strategic implications of technological change. He is especially interested in environments of increasing complexity. His writings have won awards from the Strategic Management Society, the Academy of Management and the Decision Sciences Institute. They have also appeared in the Strategic Management Journal, and the Harvard Business Review, among other publications. He has designed and taught MBA elective courses and customized Executive Programme courses in Technology Strategy, Management of Technological Change and Product Development Performance.

RESEARCH AREAS
Technology Strategy, Evolution of Technology and Competition, Strategy

TEACHING AREAS
Strategy, Technology Strategy, Product Development Strategy
BIOGRAPHY

W. Chan Kim is The Boston Consulting Group Bruce D. Henderson Chair Professor of Strategy and International Management at INSEAD business school and Co-Director of the INSEAD Blue Ocean Strategy Institute. Prior to joining INSEAD, he was a professor at the University of Michigan Business School, USA. He has served as a board member as well as an advisor for a number of multinational corporations in Europe, the U.S. and the Asia Pacific region. He is an advisory member for the European Union and serves as an advisor to several countries.

He along with his colleague Renee Mauborgne was named the #1 Most Influential Business Thinker in the world by Thinkers50. He was also named among the world’s top 5 best business school professors by MBA Rankings. He has received numerous academic and management awards including the Nobels Colloquia Prize for Leadership on Business and Economic Thinking, the Carl S. Sloane Award by the Association of Management Consulting Firms, the Leadership Hall of Fame by Fast Company, and the Eldridge Haynes Prize by the Academy of International Business among others. The Observer called Kim, “the next big guru to hit the business world.”


Kim is the co-author of the global bestseller Blue Ocean Strategy (Harvard Business Review Press) and the indispensable follow-up, Blue Ocean Shift (Hachette Books, September 2017). Blue Ocean Shift is a New York Times and #1 Wall Street Journal Bestseller. It is also an USA Today Bestseller, Los Angeles Times Bestseller, and an International Bestseller. Amazon selected Blue Ocean Shift as a “Best Business and Leadership Books of 2017.” Blue Ocean Shift is also the winner of “The Best Leadership and Strategy Book of 2017” by 800-CEO-READ and the #1 business book of 2017 by Library Journal. Apple iBooks called it “one of the biggest books of the year.” Only a year out, and Blue Ocean Shift is already being published in 30 languages. To date, Blue Ocean Strategy and Blue Ocean Shift teaching materials have been adopted by over 2800 universities in over 100 countries across the globe.

His book Blue Ocean Strategy has sold over 4 million copies and is recognized as one of the most iconic and impactful strategy books ever written. It is being published in a record-breaking 46 languages and is a bestseller across five continents, hitting over 300 bestseller lists across the globe. The Financial Times called it “one of the bestselling business books of the century” and The Economist called it “the most successful book on business master-planning”. Blue Ocean Strategy is selected as one of the 40 most influential books in the History of the People’s Republic of China (1949-2009) along with Adam Smith’s The Wealth of Nations and Milton Friedman’s Free to Choose.

Click here for a list of the major book awards won.

Kim is the co-founder of the Blue Ocean Global Network (BOGN), a global community of practice on the Blue Ocean family of concepts that he created. BOGN embraces academics, consultants, executives, and government officers.

RESEARCH AREAS

TEACHING AREAS
Strategy and International Management in the MBA, PhD and Executive Education programmes
<table>
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<tr>
<td>Hyunjin Kim is an Assistant Professor of Strategy at INSEAD Business School.</td>
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<td>She researches how firms can manage data and algorithms to improve their strategic decision-making, and how these technologies change how firms compete and build competitive advantage. She often leverages field experiments to explore these questions, collaborating closely with Fortune 500 companies as well as small tech startups. Her research has received funding from the Ewing Marion Kauffman Foundation and the Foundation for Human Behavior, and has been featured in Bloomberg, the Wall Street Journal, the Washington Post, Forbes, TIME, and the Harvard Business Review.</td>
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<td>She earned her bachelor's and doctoral degrees from Harvard University, and holds an M.Sc from the University of Oxford and the London School of Economics. Prior to academia, she co-founded and managed an early-stage venture capital fund, and worked at Knewton and McKinsey &amp; Company.</td>
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Ilze Kivleniece is an Assistant Professor of Strategy at INSEAD. She holds a PhD in Strategic Management from HEC Paris (France), a BSc and an MSc in International Business and Economics from the Stockholm School of Economics (Sweden). Prior to joining INSEAD, she was a faculty member at the Imperial College London (UK) where she taught in a number of programmes, including specialised Masters, MBA and executive MBA. Her teaching experience covers both core strategy topics as well as international strategy, cross-sector partnership and collaborative strategy areas.

Ilze’s research focuses on an emerging, prominent area of studies that connects strategic management with broader issues related to the interaction between firms and public, political or social environment. In her research, she draws upon organisational boundaries, nonmarket strategy, and value-based perspectives, to study the emergence and performance of novel, innovative organisational forms as important mechanisms of value creation and capture. Ilze’s principal research areas are 1) the emergence and design of novel hybrid organisational forms, with particular emphasis on public-private (or cross-sector) collaboration, and 2) the impact of political and social interests, and nonmarket pressures on firm strategy, boundary choices, and performance.

Her work has been published in a number of prominent academic journals such as the Academy of Management Review, Academy of Management Journal and Journal of Management Studies. Among several distinctions, she is the recipient of the Strategy Research Foundation Scholar 2011 grant from the Strategic Management Society. She received the Best Dissertation 2013 award (across all disciplines) from the HEC Foundation, France, for her PhD work.

Ilze serves as a member of the editorial review board of the Strategic Entrepreneurship Journal, and as an ad-hoc reviewer at the Academy of Management Journal, Strategic Management Journal, and Journal of Organization Design.

Before joining academia (from 1997 to 2007), Ilze held senior account management and corporate development positions (M&A, restructuring, corporate governance and reporting) in advertising, telecommunications, and IT industries. Her past professional experience is particularly related to corporate strategy development in ICT sector in Northern Europe/Baltics, where she has served in both corporate development and supervisory board positions.

PUBLICATIONS
- The Private Scope in Public-Private Collaborations: An Institutional and Capability-Based Perspective
- Public-Private Collaboration, Hybridity and Social Value: Towards New Theoretical Perspectives
- Too much of a Good Thing? The Dual Effect of Public Sponsorship on Organizational Performance
- Public-Private Collaboration: A Review and Avenues for further Research
- Creating and Capturing Value in Public-Private Ties: A Private Actor’s Perspective

RESEARCH AREAS
- Firm Boundaries, Hybrid Organizations and Innovative Organizational Design, Public-private Interaction, Non-Market and Social Strategy

TEACHING AREAS
- Business and Corporate Strategy, Strategic Management, Public-Private and Cross-Sector Collaboration
Wesley W. Koo is an Assistant Professor of Strategy at INSEAD. In his research, Wesley examines how digitization affects business strategy and entrepreneurship. He is particularly interested in the "offline interface" - how a business's offline environment shapes its online strategy and performance. For instance, he looks at how rural entrepreneurs' local information environment affects their ability to navigate algorithmic changes on digital platforms.

During his Ph.D. at Stanford, Wesley's research was supported by the Stanford Technology Ventures Program, Stanford SEED, Accel Partners, Strategic Management Society, and Alibaba Group. Prior to Stanford, Wesley was a tech entrepreneur and received degrees in Environmental Engineering and Finance from MIT.

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<td>Digital Divide, China</td>
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<td>Social Development</td>
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**BIOGRAPHY**

Wesley W. Koo is an Assistant Professor of Strategy at INSEAD. In his research, Wesley examines how digitization affects business strategy and entrepreneurship. He is particularly interested in the "offline interface" - how a business's offline environment shapes its online strategy and performance. For instance, he looks at how rural entrepreneurs' local information environment affects their ability to navigate algorithmic changes on digital platforms.

During his Ph.D. at Stanford, Wesley's research was supported by the Stanford Technology Ventures Program, Stanford SEED, Accel Partners, Strategic Management Society, and Alibaba Group. Prior to Stanford, Wesley was a tech entrepreneur and received degrees in Environmental Engineering and Finance from MIT.
**BIOGRAPHY**

Philippe Lasserre is an Emeritus Professor of Strategy and Asian Business at INSEAD. A French national, he graduated from ESSEC (Paris). After working for 9 years as a financial and commercial manager in France, he joined the University of Texas, where in 1975, he obtained his PhD and became a permanent faculty member of INSEAD.

Since 1975, Professor Lasserre has been involved in teaching, research, and consulting in strategic management and international business. He has contributed to the development of the Euro-Asia Centre, and directed several open enrolment and customised Executive Education programmes for companies such as Astra Indonesia, BP, DBS Bank, Digital Equipment Corporation, Cable & Wireless, Inchcape, Nokia, Whirlpool, Petronas.


He has been a visiting professor at the National University of Singapore; the China Europe Management Institute, Beijing; The University of Texas at Dallas; the Curtin University, Perth; and CEIBS, Shanghai.

**PUBLICATIONS**

- Cemex: Cementing a Global Strategy
- Mass Retailing in Asia (C): The China Expansion
- Global Strategic Management
- Strategies for Asia Pacific: Meeting New Challenges
- Wal-Mart in Asia
- Mass Retailing in Asia (B): Competition
- Mass Retailing in Asia (A): The Markets
- Carrefour in Asia

**RESEARCH AREAS**

Business and Corporate Strategy, Multinational Management, Asian Business, Joint Ventures

**TEACHING AREAS**

Business and Corporate Strategy, Strategies for Asia Pacific, Joint Venturing in Asia and China, Organisation and Human Resources for Asia Pacific, Strategic Alliances, Mergers and Acquisitions, Strategic Management in Developing Countries

**INDUSTRY SECTORS**

Automobiles, Energy, Oil and Gas, Forestry & Paper, Pharmaceuticals and Health, Retailing
BIOGRAPHY

Chengyi Lin is Affiliate Professor of Strategy. He has created and continues to direct many of INSEAD’s executive education programmes, including residential, online and blended learning programmes.

Professor Lin’s research interest primarily focuses on the topics of digital transformation and innovation for global and multi-national organisations. His research and teaching explores the drivers of successful execution of companies’ digital strategy, the impact of corporate innovations and the effectiveness of strategic initiatives. He actively teaches in INSEAD’s MBA and EMBA programmes, directs and delivers customised executive programmes, as well as consults for companies on their business and organisational transformation.

Professor Lin has also co-led the teaching innovation and digital transformation at INSEAD with the Dean of Innovations. He has successfully formulated, executed INSEAD’s online strategy and established the school’s leading position in online executive education since 2014. Programmes he (co-)directed and developed have won over 12 prestige awards in 4 consecutive years. Professor Lin is also an expert in teaching innovations around online pedagogies, hybrid learning, action-based and peer-to-peer learning.

He serves on boards and consults for multi-internationals on digital transformation and innovation. He is a standing member of the European Executive Council. He also mentors entrepreneurs and start-ups (e.g. Lafayette Plug and Play Accelerator).

His past experiences include management consulting at Bain & Company in Chicago, where he served as an expert advisor in the healthcare practice and led the development of thought leadership for corporate and R&D strategy in the pharmaceutical and biotech industry.

Professor Lin holds a Ph.D. from Northwestern University, a certificate from Kellogg School of Management and a B.Sc. from Tsinghua University. He has published in top scientific journals including Proceedings of the National Academy of Sciences, The Journal of Biological Chemistry, and Nucleic Acids Research.

RESEARCH AREAS

Digital Strategy and Execution, Innovation, Digital Transformation, Leading Strategic Initiatives

TEACHING AREAS

Digital Strategy, Digital Transformation, Leading Innovation
Juan Ma is an Assistant Professor of Strategy at INSEAD. Her research tackles institutional distrust, the collective distrust in business institutions due to rampant rent-seeking and corruption, as well as its implications on firm behaviour. Using emerging economies as an empirical window, one stream of her work tackles product market failures, examining the collective scepticism and distrust in product market institutions in the context of product safety scandals. Another stream of her work studies institutional corruption in financial markets, with a focus on the rent-seeking behaviour of board directors and securities regulators. Professor Ma’s work has been published in reputed academic journals, including the Strategic Management Journal, and cited by media outlets including the Financial Times and Forbes.

Professor Ma earned a doctorate in Business Administration with a specialisation in Strategy from Harvard University, and received the Wyss Award for outstanding doctoral dissertation in business administration, as well as the Weiss Family Program Fund for outstanding research in development economics. She holds a bachelor degree in Business Economics from the University of Toronto, and in 2011, received the Governor General's Silver Medal.

Professor Ma is a global competitiveness advisor to companies across the world, as well as governments and non-profit organisations including Industry Canada and the Department of Foreign Affairs and International Trade (DFAIT) Canada. Before pursuing her doctorate, she advised DFAIT Canada as an economist.

Professor Ma was born in Nanjing, China, and speaks English, Mandarin, and Cantonese.
### STRATEGY

**RENEE MAUBORNE**  
Co-Director of the INSEAD Blue Ocean Strategy Institute  
Affiliate Professor of Strategy  
The INSEAD Distinguished Fellow of Strategy and International Management  

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<tr>
<td>EMAIL: <a href="mailto:renee.mauborgne@insead.edu">renee.mauborgne@insead.edu</a></td>
<td>PHONE: +33 1 60 72 41 66</td>
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<td>CAMPUS: USA</td>
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## BIOGRAPHY

Renee Mauborgne is The INSEAD Distinguished Fellow and a professor of strategy at INSEAD, one of the world’s top business schools. She is also Co-Director of the INSEAD Blue Ocean Strategy Institute.

Renee Mauborgne along with her colleague Chan Kim was named the #1 Most Influential Business Thinker in the world by Thinkers50. She is the first woman ever to secure the top spot on the Thinkers50 list of global thought leaders. Renee Mauborgne was named among the world’s top 5 best business school professors by MBA Rankings. She has received numerous academic and management awards including the Nobels Colloquia Prize for Leadership on Business and Economic Thinking, the Carl S. Sloane Award by the Association of Management Consulting Firms, the Leadership Hall of Fame by Fast Company, the Eldridge Haynes Prize, awarded by the Academy of International Business and the Eldridge Haynes Memorial Trust of Business International, for the best original paper in the field of international business among others.

Mauborgne served on President Barack Obama’s Board of Advisors on Historically Black Colleges and Universities (HBCUs) for the President’s two terms. She is also a Fellow of the World Economic Forum.


Her book *Blue Ocean Strategy* has sold over 4 million copies and is recognized as one of the most iconic and impactful strategy books ever written. It is being published in a record-breaking 46 languages and is a bestseller across five continents, hitting over 300 bestseller lists across the globe. *The Financial Times* called it “one of the bestselling business books of the century” and *The Economist* called it “the most successful book on business master-planning”. *Blue Ocean Strategy* is selected as one of the 40 most influential books in the History of the People’s Republic of China (1949-2009) along with Adam Smith’s *The Wealth of Nations* and Milton Friedman’s *Free to Choose*.  
[Click here](#) for a list of the major book awards won.

Mauborgne co-founded the *Blue Ocean Global Network (BOGN)*, a global community of practice on the Blue Ocean family of concepts that she created. BOGN embraces academics, consultants, executives, and government officers.

## RESEARCH AREAS

Disciplinary Research: Reconstructionist Theory, Procedural Justice, General Research: Strategy, Management and Innovation in the Knowledge Economy

## TEACHING AREAS

Strategy and Management for MBAs and Executives
BIography

Philipp Meyer-Doyle is an Associate Professor of Strategy at INSEAD. He obtained a PhD and a Master of Science degree at the Wharton School of the University of Pennsylvania, and a BSc at the London School of Economics. He directs INSEAD’s open enrolment executive program on M&As and Corporate Strategy.

His research explores the micro-foundations of strategy and capabilities. His research has been published in premier journals such as the Strategic Management Journal or Organization Science. He has won awards for his research from leading academic management and strategy associations. He is a member of the Editorial Board of the Strategic Management Journal.

Philipp is an award-winning teacher at INSEAD. He teaches in INSEAD’s executive education programs, the EMBA program, the MBA program and the PhD program. His teaching focuses on corporate strategy, mergers and acquisitions, strategic alliances, and strategic management. His teaching fuses academic insights with practical knowledge.

Before becoming an academic, Philipp worked in investment banking (M&A advisory) and private equity.

Publications

- Disentangling the Microfoundations of Acquisition Behavior and Performance
- How CEO and CFO Regulatory Focus Interact to Shape the Firm’s Corporate Strategy
- How Performance Incentives Shape Individual Exploration vs. Exploitation: Evidence from Microdata
- Alleviating Managerial Dilemmas in Human-Capital-Intensive Firms through Incentives: Evidence from M&A Legal Advisors
- Inherited Agglomeration Effects in Hedge Fund Spawns

Research Areas

- Micro-foundations of Strategy, Human Capital, Incentives,
- Mergers & Acquisitions

Teaching Areas

- Mergers & Acquisitions (M&A), Alliances, Joint Ventures and Partnerships, Corporate Strategy, Growth Strategies,
- Competitive Strategy, Strategic Thinking, Strategic Management
BIOGRAPHY

Professor Monteiro received five times the INSEAD Deans’ Commendation for Excellence in MBA Teaching. Before joining INSEAD, he was a standing faculty member at The Wharton School, University of Pennsylvania where, during four consecutive years (2009-2012), he received the “Goes Above and Beyond the Call of Duty” Teaching Award for his outstanding contributions and commitment to educational excellence in the MBA core curriculum. In 2011, he also received the Wharton Undergraduate Excellence in Teaching Award. Prior to that, Professor Monteiro was a Fellow, and an award-winning teacher, at the London School of Economics and Political Science (LSE). He has also worked as a Senior Researcher at the Harvard Business School’s Latin American Research and as an Adjunct Professor at IBMEC Business School in Rio de Janeiro, Brazil, where he won seven teaching awards between 1998 and 2002. Prior to joining academia, Felipe was a Senior Analyst at Banco do Brasil acting as an advisor to foreign companies investing in Brazil.

At INSEAD, Professor Monteiro is the Academic Director of the Global Talent Competitiveness Index (GTCI). Launched for the first time in 2013, the GTCI is an annual benchmarking report that measures the ability of countries to compete for talent. Professor Monteiro is also the Director of the PGA-Programa de Gestao Avancada (an Advanced Management Program in partnership with FDC-Brazil) for Brazilian CEOs, owners and top executives. He is also a Senior Fellow of the Mack Institute for Innovation Management at the Wharton School.

His research, which was published in top journals (Organization Science, Strategic Management Journal, Research Policy, Journal of International Business Studies, among others), focuses on global open innovation and the role of boundary spanners Professor Monteiro received important awards from the Academy of Management, the Academy of International Business and the Strategic Management Society. His case studies about TAG Heuer, EBX Group and Fashion Forward Dubai were the winners of best case awards in 2018 and 2019. He is part of the World Economic Forum (WEF)’s Expert Network about Future of the Digital Economy and Society, Latin America and Fourth Industrial Revolution. He was also a member of the WEF’s Advisory Group on “The Emerging Best Practices of Brazilian Globalizers”.

Professor Monteiro consults and gives talks for companies and governments worldwide. He has worked with leading organizations including Banco do Brasil, the Brazilian Confederation of Industries (CNI), British Telecom, DSM, EBX Group, Embraer, Emirates Airline, ENEL, FC Barcelona, Gerdau, Grupo Elektra, Haier, IBM, Merck, Microsoft, Related Group, Royal Bank of Scotland, Samsung, Stefanini, TAG Heuer, Telefonica, WEF, and YPO (Young Presidents’ Organization). He has taught, written cases and/or done research in Argentina, Bolivia, Brazil, China, Colombia, England, France, Italy, Mexico, Scotland, Singapore, Spain, Switzerland, United Arab Emirates and the United States.

Professor Monteiro obtained his Ph.D. in Strategic and International Management at the London Business School. He also has a LL.B. (JD equivalent) degree, cum laude, from the Federal University of Rio de Janeiro, a M.Sc. in Business Administration from COPPEAD/UFRJ, Brazil and a MRes in Business Studies from London Business School. His personal webpage is personal webpage and his Linkedin page

PUBLICATIONS

- Enel’s Innovability: Global Open Innovation and Sustainability
- Embraer (A): A Brazilian Global Innovator
- Fashion Forward Dubai (FFWD): Digitally Transforming the Fashion Industry?
- Doing Business in Brazil after Operation Car Wash
- BT Group: Managing Global Open Innovation
- Digital Transformation in Latin America: Leapfrogging and Social Impact
- Stefanini and the Digital Revolution: Transforming and Being Transformed (Portuguese)
- Stefanini and the Digital Revolution: Transforming and Being Transformed
- EBX: The Rise and Fall of a Billionaire - Eike Batista
- The TAG Heuer Carrera Connected Watch (B): Swiss Avant-Garde for the Digital Age
- The TAG Heuer Carrera Connected Watch (A): Swiss Avant-Garde for the Digital Age
- Standard vs. Partnership-Embedded Licensing: Attention and the Relationship between Licensing and Product Innovations
- How Does Performance Feedback Affect Boundary Spanning in Multinational Corporations? Insights from Technology Scouts
- Ready to be Open? Explaining the Firm-Level Barriers to Benefiting from Openness to External Knowledge
- The External Knowledge Sourcing Process in Multinational Corporations
<table>
<thead>
<tr>
<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Knowledge Management, Global Technology Scouting, Emerging Markets</td>
<td>Global Strategy, Managing in Emerging Markets, Global Open Innovation, Doing Business in Brazil</td>
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<td>EBX Group (A, B &amp; Condensed Version)</td>
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<td>The Tag Heuer Carrera Connected Watch: Swiss Avant-Garde for the Digital Age</td>
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<td>BT Group: Managing Global Open Innovation</td>
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<td>Barça Innovation Hub (BIH) Goes Global: Innovation On and Off the Pitch</td>
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<td>Quinta do Vallado: From Douro to the World</td>
</tr>
</tbody>
</table>
BIOGRAPHY

Narayan works with leaders to improve leadership effectiveness. He directs INSEAD’s senior leadership programme – LEAP: Leadership Excellence through Awareness and Practice. The program focuses on enabling leaders to transform organizations through transforming themselves.

Narayan began his academic career, writing and teaching in Strategy. He taught strategy and policy at New York University’s Stern School, and the business faculties of the University of Alberta (Canada) and the National University of Singapore, before joining INSEAD. He published in areas including forecasting, value conflicts, strategic choice, organizational structure and culture, and other strategy related areas. He has also presented papers at academic conferences such as The Academy of Management, The Strategic Management Society and ORSA/TIMS.

Over the last several years, Narayan shifted his focus towards enabling leaders to make the changes they needed (rather than talking about what they should change). He observed that senior leaders commonly knew what they needed to do; the challenges lay in doing what was needed. This led Narayan to develop programs aimed at targeted, identifiable changes in behavior leading to sustained improvement in leadership effectiveness.

Prior to joining INSEAD, Narayan worked as a strategy consultant with the Monitor Group, and continues to consult with his own firm, Clean Slate Consulting. He worked with companies in FMCG, financial services, pharmaceuticals, healthcare, retail and many others. Since joining INSEAD, Narayan has been Associate Dean of Executive Education for Asia, and Dean of Executive Education for all INSEAD.

PUBLICATIONS

- Singapore’s Healthcare Industry
- Which Dreams Come True? Endogeneity, Industry Structure and Forecasting Accuracy
- In Diversity is There Strength? Ruminations on Changing Faces in Business

RESEARCH AREAS


TEACHING AREAS

Developing Leadership Excellence-judgement, presence, vision and strategy, Transforming organizations through transforming oneself

INDUSTRY SECTORS

Information Technology, Pharmaceuticals and Health
Phanish Puranam is a Professor of Strategy, the Roland Berger Chaired Professor of Strategy and Organisation Design at INSEAD.

Phanish’s research in organizational science focuses on how organizations work, and how we can make them work better. His current interests include non-hierarchical organizations, the design of informal organization, and organizational architectures that support self-assembling teams.

Besides publishing his research extensively in peer reviewed journals (see link to Personal Website above), Phanish has also written several books. “The Microstructure of Organizations” (Oxford University Press, 2018) offers researchers a new perspective on organization design. Phanish’s books for practitioners include “Corporate Strategy: Tools for analysis and decisions” (co-authored with Bart Vanneste, Cambridge University Press, 2016) which is used as a reference in MBA programs around the world. India Inside (co-authored with Nirmalya Kumar, Harvard Business Review Press, 2012) won critical acclaim for its balanced look at the prospect of India emerging as a global hub for innovation.

Phanish obtained his PhD at the Wharton School of the University of Pennsylvania in 2001, and was on the faculty of London Business School till 2012. Reflecting his commitment to doctoral training, he has served as the Academic Director for the PhD Program at both London Business School and INSEAD.

Phanish Puranam directs the Ai for Business programme.
Subi Rangan received an MBA from the MIT Sloan School of Management and a Ph.D. in political economy from Harvard University. His current work explores the future of capitalism and in particular how enterprises may better integrate performance and progress. In 2013 he initiated the Society for Progress, a fellowship of eminent philosophers, social scientists, and business leaders (www.societyforprogress.org). Their first work was published in a volume entitled Performance & Progress: Essays on Capitalism, Business, and Society (Oxford University Press, 2015). Their second book is Capitalism Beyond Mutuality? Perspectives Integrating Philosophy and Social Science (Oxford University Press, 2018).

His other research explores the political sociology of discrimination of foreign transnational firms and these firms’ non-market strategies. In 1998 he won the Academy of International Business’ Eldridge Haynes Prize for the best original work in international business. In 1995 that academy awarded their Best Dissertation Award to his doctoral thesis. In 2010 his research won the Emerald award for Top 50 papers in management.


Subi directs INSEAD’s top executive seminar AVIRA: Awareness, Vision, Imagination, Role, and Action, as well as the newly launched Integrating Performance & Progress. Professor Rangan is a multiple-time recipient of the Outstanding Teacher award and Dean’s Commendation for Excellence in Teaching. He is married and has a daughter and son.

**PUBLICATIONS**

- Capitalism Beyond Mutuality? Perspectives Integrating Philosophy and Social Science
- Performance and Progress Essays on Capitalism, Business, and Society
- How macrostructure shapes multinational competition
- TEN Youth: Unlocking Enterprise Growth by Focusing on the Fortune at the Bottom of the Talent Pyramid
- Making Sustainability Profitable: Lessons from Emerging Markets
- The Problem of Control, and the Role of Home-host Ties in Explaining Multnationals’ Foreign Operations, Competitiveness, and Performance
- The Influence of Macro Structure on the Foreign Market Performance of Transnational Firms the Value of IGO Connections, Export Dependence, and Immigration Links
- Globalization the JEDI way
- Globalization the JEDI Way
- Constructive Partnerships: When Alliances Between Private Firms and Public Actors Can Enable Creative Strategies
- Explaining Outcomes in Competition Among Multinationals in a Focal Host Market
- Profits and the Internet: Seven Misconceptions
- The Problem of Search and Deliberation in Economic Action: When Social Networks really Matter
- The Responses of U.S. Firms to Exchange Rate Fluctuations: Piercing the Corporate Veil
- A Prism on Globalization: Corporate Responses to the Dollar
- The Manager in the International Economy
- Building Cost Competitiveness at the New Philips: The Need for Collaborative Leadership
- SAP in 2006: Aiming for Global Concert
<table>
<thead>
<tr>
<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Strategy &amp; Management, International Business and Multinational Enterprises</td>
<td>Global Strategy and Management, Readings and Research on Multinational Enterprises, Strategy and Management, Top Leadership</td>
</tr>
</tbody>
</table>
BIOGRAPHY

Professor Hellmut Schütte joined INSEAD’s faculty in Fontainebleau, France, in 1981 after a career in the areas of marketing and investment banking covering a period of 11 years. Up to the fall of 2006, Professor Schütte was the Dean of INSEAD’s fast growing Asia Campus in Singapore.

After 28 years of service for INSEAD, he became Emeritus Professor of International Management. He was also appointed Distinguished Professor of Management and European Chair for Global Governance and Sino-European Business Relations and consequently dean at CEIBS in Shanghai, China, from 2009-2015. He became dean emeritus afterwards.

Professor Schütte is back in Singapore and continues to work in the area of international management with special focus on Asia. His present focus is on the competition between emerging countries’ firms and traditional multinationals. He is actively involved in the discussion of the emergence of China and the economic and political consequences for the world.

Professor Schütte studied economics and business administration in Germany and obtained his doctorate from the University Of St. Gallen Switzerland. He was visiting professor at the University of Tokyo, a visiting professor at Boston University, and visiting scholar at Harvard University.

Professor Schütte has lived and worked in ten different countries, and taught in seminars in about 40 countries all over the world. He is a well-known speaker in conferences and business meetings such as the World Economic Forum and is actively involved in various executive programmes, board and advisory roles and consulting assignments. He is an Executive Director and Partner of BAF Spectrum, a business angel firm that invests in young enterprises.

He is the author of many articles and of nine books. The third edition of this bestselling book Strategies for Asia Pacific, (co-author P. Lasserre).

Professor Schütte is a permanent resident of Singapore, and a devoted offshore yachtsman.

Prof Hellmut Schutte created a number of executive programmes related to Asia. He is presently directing some company specific programmes for senior executives.

PUBLICATIONS

- Strategies for Asia Pacific: Meeting New Challenges
- Marketing Management: An Asian Casebook
- The East is Red: French Wines in Asia
- The Orsay Museum (B)
- The Orsay Museum (A)
- The East is Red: French Wines in Asia
- Asian Culture and the Global Consumer
- Henkel Asia-Pacific

RESEARCH AREAS

Regional Organisation, Global Strategies, International Marketing, Asian Business, International Management, China
BIOGRAPHY

Victoria Sevcenko is an Assistant Professor of Strategy at INSEAD, where she teaches an MBA elective on organization design and incentives, and PhD courses on strategy. Victoria earned her PhD in Strategy & Entrepreneurship from the London Business School, where her dissertation focused on explaining how organizations create and appropriate value from human capital.

Victoria’s research examines how organizations can use internal and external labor market frictions to gain a competitive advantage from skilled human capital. In particular, she studies the consequences of employees’ human capital, social capital and demographic characteristics for firm performance, organization design choices and hiring patterns in knowledge-intensive industries such as institutional investment management, sell-side security research and U.S. federal lobbying. Her work has been published in Organization Science.

Victoria holds a BSc in Politics, Philosophy and Economics from the University of Warwick, and MSc degrees in Economics and Management from the London School of Economics and Political Science and Imperial College Business School.

RESEARCH AREAS

Human Capital Management, Spillovers from Human Capital, Employee Mobility, Human Capital Recruitment Strategies

TEACHING AREAS

Organisational Incentives, Organisational Design, Competitive Advantage from Skilled Human Capital, People Analytics
Andrew Shipilov is a Professor of Strategy and the John H Loudon Chair of International Management at INSEAD. In 2014, Professor Shipilov received a prestigious Emerging Scholar Award from the Strategic Management Society. He is an expert in the areas of strategy, innovation, and networks. His current academic research examines how social networks, strategic alliances, and partnerships affect firm’s competitive advantage.

His newest book is *Network Advantage: How to Unlock Value from Your Alliances and Partnerships*. He has a blog on *Networks and Innovation*.

At INSEAD, Professor Shipilov teaches and directs Executive Education programmes on competitive strategy, collaborative strategy, and Blue Ocean Strategy. From 2010, he is an Academic Director of the INSEAD Blue Ocean Strategy open programme. Andrew Shipilov is directing *Building Digital Partnerships and Ecosystems*

His clients include Abbott Labs, IBM, Microsoft Corp., Bayer, BNP Paribas, Royal Dutch Shell and other well-known companies.

Professor Shipilov’s work has been published in the leading management journals including the *Academy of Management Journal*, *Administrative Science Quarterly*, *Organization Science*, *Social Networks*, *Strategic Organization*, *Industrial and Corporate Change*, *Managerial and Decision Economics*. He also published in *Harvard Business Review*, *MIT Sloan Management Review*, and *Talent Management Magazine*.

He is an editorial board member of the *Strategic Management Journal* and the *Strategic Organization*, two premier journals in strategy.

His research received prizes from the Academy of Management, the leading international association of management researchers.

**PUBLICATIONS**

- Can You Do Kung FU and Also Act? New Entrants' Status Attainment in the Creative Industries (101043)
- Integrating Research on Interorganizational Networks and Ecosystems
- Is All Publicity Good Publicity? The Impact of Direct and Indirect Media Pressure on the Adoption of Governance Practices
- Digital Doesn't Have to Be Disruptive
- The Interplay of Competition and Cooperation
- Brokerage as a Public Good: The Externalities of Network Hubs for Different Formal Roles in Creative Organizations
- How and When Do Conglomerates Influence the Creativity of Their Subsidiaries?
- Building the Right Ecosystem for Innovation
- How Does Digital Transformation Happen? The Mastercard Case
- Unequal Bedfellows: Gender Role-based Deference in Multiplex Ties Between Korean Business Groups
- Which Boundaries? How Mobility Networks Across Countries and Status Groups Affect the Creative Performance of Organizations
- Board Reform versus Profits: The Impact of Ratings on the Adoption of Governance Practices
- Chalhoub Group: A Luxury Success Story in the Middle East
- Applications Virtual Special Issue: Practical Advice on How to Unlock Value from your Alliances
- Organizational Networks
- Luxury’s Talent Factories
- Fashion with a Foreign Flair: Professional Experiences Abroad Facilitate the Creative Innovations of Organizations
- Network-building Behavioral Tendencies, Range, and Promotion Speed
- Relational Pluralism Within and Between Organizations
- Making the Most of the Revolving Door: The Impact of Outward Personnel Mobility Networks on Organizational Creativity
- LVMH Moët Hennessy - Louis Vuitton: The Rise of Talentism
- LVMH Moët Hennessy - Louis Vuitton: A Personal Career Destination
- Towards a Strategic Multiplexity Perspective on Inter-firm Networks
- Network Advantage: How to Unlock Value From Your Alliances and Partnerships
- How Partners Shape Strategy
- Strategic Multiplexity
- The Key to Social Media Success Within Organizations
- Is there an Anglo-Saxon Model? Historical and Social Network Accounts of the Differences in Ownership and Control in the UK, Canada and the U.S.
- Knowledge Acquisition Strategies of Small and Medium-sized Enterprises During Institutional Transition: Evidence from Hungary and Ukraine
- Tupperware Nordic (A): Challenges to Direct Selling in the Web 2.0 Era
- Tupperware Nordic (B): Challenges to Direct Selling in the Web 2.0 Era
- The Missing Link: The Effect of Customers on the Formation of Relationships Among Producers in the Multiplex Triads
- The Prince and the Pauper: Search and Brokerage in the Initiation of Status-Heterophilous Ties
- Organizational Networks: Four-volume Set
- When do Interlocks Matter? Institutional Logics and the Diffusion of Multiple Corporate Governance Practices

<table>
<thead>
<tr>
<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation theory, Strategic Alliances, Inter-Firm Networks, Inter-personal Networks, Transition Economies</td>
<td>Competitive Strategy, Strategic Alliances, Value Innovation (Blue Ocean Strategy)</td>
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<tr>
<th>INDUSTRY SECTORS</th>
<th>CASE WEBSITES</th>
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</thead>
</table>
| Banking and Insurance, Information Technology | - Chalhoub Group: A Luxury Success Story in the Middle East  
- How Does Digital Transformation Happen? The Mastercard Case  
- Dyson Ltd: From Vacuum Cleaners to Electric Vehicles  
- LVMH Moët Hennessy - Louis Vuitton: The Rise of Talentism  
- Tupperware Nordic |
BIOGRAPHY

Daniel Simonovich is a Professor of Strategy at INSEAD, who focuses on strategy development and strategy execution. He also taught and gave lectures at HEC Paris, Harvard Business School, ESB Business School (where he was dean and university vice president), the Technical University of Munich, the University of Armed Forces in Munich, and the Hebrew University of Jerusalem. Prior to academia, he pursued a strategy consulting career at Booz, Allen & Hamilton and CSC Index.

He is a recipient of the Dominique Héau award for inspiring educational excellence. He also received INSEAD’s outstanding teaching and programme direction awards in Executive Education, as well as the Dean’s commendation for excellence in MBA teaching. He also received the Steinbeis and Euro-FH best teaching awards. Crossing business discipline boundaries, he developed distance-learning study material in the areas of strategy, leadership, quantitative methods and information systems. He published books in the area of organisation.

Daniel has provided executive training and advisory to organisations from a range of industries including Allen & Overy, Avolon, Atos, Bank Gutmann, Bata, CITC, Daimler, Danone, Deutsche Telekom, Innovation Fund Denmark, Deutsche Bahn, EADS/Airbus, Fein, Ferrero, Heidelberg, HDFC Life, LBBW Bank, Limagrain, Mann+Hummel, MLP, Moscow Stock Exchange, MLP, Novartis, Qatar Petroleum, Roche Diagnostics, PPT Thailand, Roland Berger, RWE, Vesuvius, Walter AG, Witzenmann and Zurich Insurance.

Daniel earned an MBA from INSEAD and graduate degrees in computer science and business from the University of Cambridge, the Ecole Centrale Paris and the University of Hamburg. Daniel holds a doctorate from EBS University in Germany. He won scholarships from the German National Scholarship Foundation (Studienstiftung) and the Edmond de Rothschild Foundation.

RESEARCH AREAS

Strategy Execution, Strategy Practice

TEACHING AREAS

Strategic Management, Strategy Execution, Strategic Innovation
**BIOGRAPHY**

Jasjit has been an INSEAD professor since 2004. His teaching and research interests include Strategy, Innovation, Sustainable Development, Purpose-Driven Business, Investing for Impact, Impact Evaluation and Impact Management. He also regularly gives speeches on these topics, and advises investors, companies and impact ventures on how to think rigorously about their impact.

Jasjit has written numerous articles for leading academic journals as well as case studies that have won prestigious awards. He earned a PhD in Business Economics (Strategy) at Harvard Business School and an MA in Economics at Harvard University, having earlier obtained a BTech in Computer Science & Engineering at IIT Delhi and a double-MS at Georgia Tech.

More about Jasjit's work can be found at [http://faculty.insead.edu/jasjit-singh](http://faculty.insead.edu/jasjit-singh)

**RESEARCH AREAS**


**TEACHING AREAS**


**CASE WEBSITES**

- Credit Suisse: Building an Impact Investing Business in Asia
- Kiva's Impact Strategy
- Unilever in Vietnam: The “Perfect Village” Initiative
Ithai Stern is an Associate Professor of Strategy at INSEAD. His research career is devoted to advancing the field of behavioural strategy by studying the social and psychological processes underlying executive behaviours, firm-level decisions, and organisational performance. His studies are aimed at understanding how factors such as status, ingratiation, feedback, and public image influence managerial decisions, particularly in the domain of corporate governance. His work has been published in leading management journals including the Administrative Science Quarterly, Academy of Management Journal, and Strategic Management Journal. His research has been featured in numerous print, radio, and television outlets including BusinessWeek, The Wall Street Journal, National Public Radio, US News and World Report, CNN, CNBC, and Fast Company.

Before joining INSEAD, Professor Stern was a standing faculty member at Kellogg School of Management at the Northwestern University. He has taught MBA, EMBA and executive education courses in the United States, Israel, Singapore, and Italy. He serves on the editorial board of the Strategic Management Journal, and has been involved in editorial and reviewing roles for the Academy of Management Journal, Administrative Science Quarterly, Management Science, and the Organization Science.

Professor Stern has cofounded and chaired several international conferences including the Strategic Management Society Special Conference on Startup and Restart Strategies, the Israel Strategy Conference, the Midwest Strategy Meetings (MSM), and the Strategic Management Society Initiative for Academic Collaboration in the Middle East and North Africa (IACMENA).

**PUBLICATIONS**

- Within-business Diversification in Technology-intensive Industries
- Selection-Based Learning: The Coevolution of Internal and External Selection in High-Velocity Environments
- The Other Pathway to the Boardroom: Interpersonal Influence Behavior as a Substitute for Elite Credentials and Majority Status in Obtaining Board Appointments
- Flattery Will Get You Everywhere (Especially If You Are A Male Caucasian): How Ingratiation, Boardroom Behavior, And Demographic Minority Status Affect Additional Board Appointments at U.S. Companies
- When do Firms Change Technology-sourcing Vehicles? The Role of Poor Innovative Performance and Financial Slack
- Set up for a Fall The Insidious Effects of Flattery and Opinion Conformity toward Corporate Leaders
- Unmixed Signals: How Reputation and Status Affect Alliance Formation
- Whom are you Promoting? Positive Voluntary Public Disclosures and Executive Turnover
- Stealthy Footsteps to the Boardroom: Executives’ Backgrounds, Sophisticated Interpersonal Influence Behavior, and Board Appointments

**RESEARCH AREAS**

- Behavioural Strategy, Corporate Governance, Strategic Decision Making, Organisational Learning and Adaptation

**TEACHING AREAS**

- Strategic Management, Strategy Implementation, Change Management
BIOGRAPHY

Gabriel Szulanski is a Professor of Strategy and the Chair of the Strategy Area at INSEAD. He earned his PhD in Strategy from INSEAD. Prior to joining INSEAD, he served several years on the faculty of the Wharton School of the University of Pennsylvania.

Gabriel's research focuses on knowledge transfer and the making of strategy. His work received the Best Dissertation Award (BPS division), Best Conference Paper award from the Academy of Management TIMS division (honorable mention), and was honoured twice with the Best Conference Paper award from the Strategic Management Society (honorable mention). His paper on replication of business practices in the Harvard Business Review was included in the 2002 list of breakthrough ideas for management. His paper on Stickiness was awarded the prestigious Best Paper Award from the Strategic Management Journal.


Gabriel directs the KPMG EMA Chairman's 25 flagship leadership development programme. He helps companies transfer best practice and make strategy.

PUBLICATIONS

- Taj Hotels, Resorts & Palaces: To Pierre or Not to Pierre? (A)
- Taj Hotels, Resorts & Palaces: To Pierre or not to Pierre? (B)
- WHAT 1340 Radio: At a Crossroads
- HSBC France: Re-Branding CCF (A)
- Google's Plans to Enter the WiFi Market
- Presumptive Adaptation and the Effectiveness of Knowledge Transfer
- Strategy Process (Advances in Strategic Management, vol. 22)
- Sticky Knowledge: Barriers to Knowing in the Firm
- Getting it Right the Second Time
- Replication as Strategy
- The Process of Knowledge Transfer: A Diachronic Analysis of Stickiness
- Exploring Internal Stickiness: Impediments to the Transfer of Best Practice Within the Firm
- Singtel: Becoming the Best Regional Communications Player

RESEARCH AREAS


TEACHING AREAS

The Making of Strategy, General Management

CASE WEBSITES

- General Instrument: The Making of Strategy
Emeritus Professor of Strategy and Management, Heinz Thanheiser received his doctoral degree from Harvard University, his MBA from INSEAD, and the Diplomkaufman from the Wirtschaftsuniversität in his native Vienna.

His early research on the strategies and structures of large German corporations was published as *The Emerging European Enterprise* (Macmillan 1976) with co-author Gareth Dyas. Since joining INSEAD in 1972, he has taught strategy and business policy in many of the school's programmes, written case studies and articles on strategy and planning, directed numerous executive programmes, and from 1980 to 1985, served as Dean of INSEAD.

The focus of his current work is on competitive revitalisation and leading change in multinational corporations. A recent paper, *The art and science of corporate renewal* (in *Mastering Strategy*, FT/Prentice Hall, 2000 with Yves Doz) draws conclusions from a wide variety of corporate renewal processes.

Among other assignments he has worked with a major European airline and a national telecom on transformational activities to cope with deregulation and privatisation. He also conducts senior management workshops and action learning programs, e.g. with multinationals in the automotive, energy, construction/telecom, software and financial sectors.

**PUBLICATIONS**
- *The Art and Science of Corporate Renewal*
- *Lufthansa: The Turnaround (A)*
- *Rockwell Golde Gifhorn (A)*
- *Regaining Competitiveness: A Process of Organisational Renewal*

**RESEARCH AREAS**
- Corporate Change and Renewal

**TEACHING AREAS**
- Strategy and Management with special interest in Corporate Renewal, Executive Action Learning Programmes with Board/Executive Committee involvement
**BIOGRAPHY**

Phebo Wibbens is an Assistant Professor of Strategy at INSEAD in France. He teaches the MBA elective MAACS (Mergers, Acquisitions, Alliances and Corporate Strategy), as well as PhD course sessions on competitive strategy, corporate strategy, and research methods.

In his research, Prof. Wibbens studies how companies create long-term value using methods from physics, mathematics, and economics. Together with his co-author Nicolaj Siggelkow at Wharton, he has created a new measure of long-term firm performance called LIVA (long-term investor value appropriation). More information on this measure, including 20 years of performance for 45,000+ firms globally, can be found on [www.liva-measure.com](http://www.liva-measure.com). His research has been published in the Strategic Management Journal and has been accoladed several times as one of the Best Papers at the Academy of Management annual meetings.

Prof. Wibbens holds PhD and MSc degrees in Management from the Wharton School, University of Pennsylvania, as well as MSc degrees (cum laude) in both Physics and Mathematics from the University of Groningen (The Netherlands). Before his academic career, he worked for 8 years at Bain & Company in Amsterdam and Boston, first as a consultant and later leading the research team in the Global Strategy Practice. He co-authored the management book “Iconic: How to create a virtuous circle of success”, describing the strategies of long-term iconic organisations such as the Royal Concertgebouw Orchestra.

**PUBLICATIONS**

- Introducing Liva to Measure Long-Term Firm Performance
- Performance Persistence in the Presence of Higher-Order Resources

**RESEARCH AREAS**

- Competitive Strategy
- Formal Foundations of Strategy
- Resource Based View

**TEACHING AREAS**

- Corporate Strategy
- Organisational Design
- Research Methods
BIOGRAPHY

Professor Witt teaches and researches international business at INSEAD and is an Associate in Research at Harvard's Reischauer Institute. He is primarily based in Singapore.

His research and teaching focuses on international business, global strategy, and Blue Ocean Shift.


Professor Witt is former Editor-in-Chief of Asian Business & Management, a major academic journal on business and management in the Asian context, and serves as Consulting Editor of the Journal of International Business Studies as well as Senior Editor of the Management and Organization Review. Honors received include a prestigious Humboldt Fellowship.

At INSEAD, he is the Program Director of a range of executive development programs, including International Management in Asia Pacific, a senior executive open-enrollment program on succeeding in business in Asia.

Professor Witt holds a Ph.D. and M.A. from Harvard University and an A.B. from Stanford University. He has lived in China, France, Germany, Japan, Korea, Singapore, and the United States.

For up-to-date research and teaching details and access to papers, please click on “Personal Website” on top of this page or visit his ResearchGate profile.
<table>
<thead>
<tr>
<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
</tr>
</thead>
</table>
BIOGRAPHY

Professor Zemsky has been a faculty member at INSEAD since 1994 and a member of the school’s leadership team since 2010. As Deputy Dean, he is responsible for external relations including fundraising, alumni relations and communications. As Dean of Innovation he is responsible for the school’s digital strategy including the development of its award winning online courses.

Professor Zemsky directs/teaches *Strategy in the Age of Digital Disruption* and *Business Strategy and Financial Performance*.

He has lead all major departments at the school. As Dean of Degree Programmes he dramatically grew the Executive MBA programme, especially in Asia and the Middle East, and launched an MBA period in Abu Dhabi. As Dean of Executive Education, he spurred the expansion of the school’s offerings in digital transformation and innovation, growing revenues to over €100M for the first time. As Dean of Faculty he successfully introduced an evaluation and promotion system for the school’s cadre of Affiliate faculty.

He was recognized as the outstanding graduating economics major at the University of Pennsylvania and then pursued his doctoral studies at the Stanford Graduate School of Business, supported by a prestigious National Science Foundation fellowship. Today, Professor Zemsky is a leading scholar in the economics of strategy, where he develops rigorous analysis of topics such as disruptive technologies, the trade-offs between value creation and value capture, and the choice of generalist versus specialist strategies. His doctoral students and have been recognized three times for having the best dissertation in strategy by the Academy of Management and have been hired by leading business schools including Wharton, NYU and HEC.

Professor Zemsky is a passionate educator. He teaches about strategy in the face of technology change and industry dynamics. He has taught across the school’s educational programmes, with several nominations for best MBA core teacher including when he was a visiting Professor at Wharton. He currently offers the popular online executive education course *Strategy in an Age of Digital Disruption*. He led the development of large scale customized online courses for leading companies including Accenture, Microsoft and Schneider Electric. These courses have been recognized with gold medals by the Chief Learning Officer’s Learning in Practice Awards for “Excellence in Blended Technology” and “Excellence in Academic Partnerships”, by Brandon Hall for “Best Results of a Learning Program” and “Best Unique or Innovative L&D Program” and by EFMD for “Excellence in Professional Development”.

PUBLICATIONS

- Tipalti (A): A Tale of Two Founders
- Tipalti (B): Down to the Wire
- ObEN PAI: Building a World of Personal AI Avatars
- Dyson Ltd: From Vacuum Cleaners to Electric Vehicles
- The ISIS Social Media Machine
- Where to Next with BlaBlaCar? (Russian)
- Where to Next with BlaBlaCar? (French)
- Specialist versus Generalist Positioning: Demand Heterogeneity, Technology Scalability and Endogenous Market Segmentation
- Diversification and Performance: Linking Relatedness, Market Structure, and the Decision to Diversify
- Where to Next with BlaBlaCar?
- Value Creation and Value Capture under Moral Hazard: Exploring the Micro-Foundations of Buyer-Supplier Relationships
- The United Arab Emirates: An Emerging Economic Power
- Positioning on a Multiattribute Landscape
- Some Like It Free: Innovators Strategic Use of Disclosure to Slow Down Competition
- Value Creation and Value Capture with Frictions
- Pfizer and the Distribution of Pharmaceuticals in Europe in 2009
- The Timing of Resource Development and Sustainable Competitive Advantage
- The Horizontal Scope of the Firm: Organizational Tradeoffs vs. Buyer-Supplier Relationships
- A Demand-Based Perspective on Sustainable Competitive Advantage
- Disruptive Technologies and the Emergence of Competition

RESEARCH AREAS

Value-Based Strategy, Formal Foundations of Strategy, Industrial Organisation, Competitive Strategy

TEACHING AREAS

Competitive Strategy, Blue Ocean Strategy, Industry Evolution
<table>
<thead>
<tr>
<th>INDUSTRY SECTORS</th>
<th>CASE WEBSITES</th>
</tr>
</thead>
</table>
| Information Technology, Leisure, Entertainment & Hotels, Media & Photography, Retailing | - Where to Next with BlaBlaCar?  
- Dyson Ltd: From Vacuum Cleaners to Electric Vehicles |
Technology and Operations Management
BIOGRAPHY

Albert Angehrn is a Professor of Information Technology at INSEAD. His research activities concentrate on the impact of information and communication technologies and networks on learning, change, and collaboration processes within and across organisations, and on the design of innovative solutions to management learning, including the design of advanced simulations, intelligent agents, and virtual learning spaces.

His research work has received various international awards, and his publications may be found in academic journals, such as *Communications of the ACM, Journal of Management Information Systems, European Management Journal, Interfaces, Interacting with Computers, Information Systems Management, Human Systems Management, Decision Support Systems, European Journal of Operations Research*; and his articles are published in *The Financial Times* and *The Wall Street Journal*. He has also contributed to chapters of several books.

Professor Angehrn has directed the INSEAD Executive Education programmes ‘Competing in the Information Age’ and ‘Leadership in the Knowledge Society (LinKS)’ and has offered MBA courses including ‘Organisational Computing’ and ‘CyberEntrepreneurship’, as well as workshops, such as ‘Are European managers ready for leadership in the Information Society?’ for The European Round Table of Industrialists (ERT) and an international executive workshop ‘Value Creation with Communities of Practice (CoP Workshop)’. He is currently active in presenting his latest research via INSEAD Online.

In the frame of INSEAD's Centre for Advanced Learning Technologies (CALT), Professor Angehrn has designed a variety of multimedia and internet-based management learning and development tools through the CALT portfolio of projects, including the EIS Simulation, which is adopted by schools such as Stanford, MIT, Duke or Columbia University, and the LingHe Simulation, which allows managers to experience the challenge of interacting and driving change within a Chinese organisation.

Professor Angehrn explores new effective ways to model and improve learning, change, and collaboration processes at the individual, group, organisational, inter-organisational, and community levels. His research projects have been sponsored by European Community Research Funds and the European Space Agency. His academic and industry partners for these projects have included IKEA from Sweden, IBM and HP from the United States, Pfizer, SAP and BMW from Germany, the FIAT Group and Unicredit from Italy, French Eutelsat, the Scottish Government, the Danish Finance Ministry, and the Swedish Trade Council.

PUBLICATIONS

- Designing Innovation Games for Community-based Learning and Knowledge Exchange
- TENTube: A Video-based Connection Tool Supporting Competence Development
- Learning-by-Playing: Bridging the Knowing-Doing Gap in Urban Communities
- Using Conversational Agents to Support the Adoption of Knowledge Sharing Practices
- Enhancing Knowledge Management Systems with Cognitive Agents

RESEARCH AREAS

Management Learning and Decision Making, Virtual Communities, Advanced Simulations, Intelligent Agents, Internet Strategies, Collaboration Dynamics, Cross-cultural Issues

INDUSTRY SECTORS

Automobiles, Banking and Insurance, Household Goods & Textiles, Information Technology, Telecommunication Services

TEACHING AREAS

International Executive Programme (IEP), Web Trends & Strategies (MBA), INSEAD Executive Education CSPs, INSEAD Online
Dr. Atalay Atasu's research focus is on socially and environmentally responsible operations management, with topics of interest including the circular economy, extended producer responsibility, and environmental regulation. His research appeared in *Management Science*, *Manufacturing and Service Operations Management*, *Production and Operations Management*, *Journal of Industrial Ecology*, *Harvard Business Review*, and *California Management Review*. He received a number of awards, including the Wickham Skinner Best Paper Award (winner 2007, runner up 2014), Wickham Skinner Early Career Research Award (2012), and Paul Kleindorfer Award in Sustainability (2013). He serves as Editor for the POM Sustainable Operations Department, and as associate editor for *MSOM*.

**RESEARCH AREAS**

- Sustainable Operations Management
- Circular Economy
- Extended Producer Responsibility

**TEACHING AREAS**

- Operational Excellence
- Supply Chain Management
- Sustainability
- Responsible Operations
- Responsible Enterprise
BIOGRAPHY

Ben M. Bensaou is a Professor of Technology Management and Professor of Asian Business and Comparative Management at INSEAD, Fontainebleau, France. He was a Visiting Associate Professor at Harvard Business School in 1998-1999, a Senior Fellow at the Wharton School of Management in 2007-2008, and a Visiting Scholar at the Haas School of Business at the University of California Berkeley in 2013-2015.

He received his PhD in Management from MIT Sloan School of Management, Cambridge, US, and his MA in Management Science from Hitotsubashi University, Tokyo, Japan; his Diplôme d'Ingénieur (MSc) in Civil Engineering and DEA in Mechanical Engineering from respectively the Ecole Nationale des TPE, Lyon and the Institut National Polytechnique de Grenoble, two Grandes Ecoles in France.

His research and teaching activities focus on: (1) how to create innovating capabilities and competencies as a way to build an innovating organisation and culture; (2) Blue Ocean Strategy and value innovation implementation, and roll out processes across the whole organisation; (3) how to build social capital within firms; (4) new forms of organisations, in particular networked corporations, strategic alliances, joint ventures, and value-adding partnerships; and (5) the impact of information technology on innovation. Professor Bensaou addresses these issues from an international comparative perspective, with a special focus on Japanese organisations. Professor Bensaou’s research on buyer-supplier relations in the US and Japanese auto industries won him the Best Doctoral Dissertation Award in the field of information systems and a finalist nomination for the Free Press Award for outstanding dissertation research in the field of business policy and strategy. His case studies on innovation won the 2006, 2008 and 2009 ECCH Best Case Awards (with Kim & Mauborgne). His publications include papers in Academy of Management Journal, Management Science, Information Systems Research, Organization Science, Strategic Management Journal, Journal of International Business Studies, Harvard Business Review, Sloan Management Review, book chapters and conference proceedings. He has been a member of the Editorial Board of Information Systems Research, MIS Quarterly and MISQ Executive. He has been listed in the Who’s Who in the World since 1998.

He has been consulting for Asian, European and US corporations since 1993. At INSEAD, Professor Bensaou developed two new MBA courses: ‘Managing Networked Organisations’ and ‘Understanding Japanese Business.’ He also teaches courses on Competitive Strategy, Innovation, Blue Ocean Strategy and Value Innovation, Information Technology and Comparative Management (in English and French). He was a Visiting Professor at Aoyama Gakuin University, Tokyo, where he taught his ‘Information Technology and Corporate Transformation’ course. He has also been teaching (in Japanese) in Executive Education programmes at Keio Business School, Tokyo, Japan.

Professor Bensaou grew up in France. He also lived and was educated in Japan. He and his wife Masako currently live in Fontainebleau. Their son Sophian works in San Francisco, Alexis in Paris, and Lennon studies in Cambridge, US.

PUBLICATIONS

- Board Representation in International Joint Ventures
- Relational Changes During Role Transitions: The Interplay of Efficiency and Cohesion
- Players and Purists: Networking Strategies and Agency of Service Professionals
- Trust Between International Joint Venture Partners: Effects of Home Countries
- Buyer-Supplier Relations in Industrial Markets: When Do Buyers Enter the Trap of Making Idiosyncratic Investments
- Portfolio of Buyer-Supplier Relationships
- The Right Mind-Set for Managing Information Technology
- Interorganizational Cooperation: The Role of Information Technology - An Empirical Comparison of US and Japanese Supplier Relations
- Configurations and Inter-Organisational Relationships: A Comparison between US and Japanese Automakers
<table>
<thead>
<tr>
<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>INDUSTRY SECTORS</td>
<td></td>
</tr>
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<td>Aerospace &amp; Defence, Automobiles, Banking and Insurance, Chemicals, Electronic &amp; Electrical Equipment, Household Goods &amp; Textiles, Information Technology, Telecommunication Services</td>
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BIOGRAPHY

Stephen Chick is a Professor of Technology and Operations Management and the Academic Director of the Healthcare Management Initiative at INSEAD. He directs the following Executive Education programmes: Middle East Health Leadership Programme, Strategic Innovation for Community Health, and Innovating Health for Tomorrow. He received his MSc and PhD in Industrial Engineering and Operations Research from the University of California at Berkeley, and his BSc in Mathematics from Stanford University. Prior to joining INSEAD, he taught process modelling, simulation and information systems as a faculty member at the University of Michigan. He worked for five years in the automotive and software industries before joining academia. In the MBA programme, he has taught the Process and Operations Management core course and the Management of Services elective course. He codirects the Industrial Excellence Award competition, that recognises top factories in Western Europe, as described in Usine Nouvelle and WirtschaftsWoche magazines. His research brings together simulation and statistical decision-making tools to help improve process design decisions in a variety of industries including the health sector. His research has been funded by the US Environmental Protection Agency, the Centers for Disease Control and Prevention, and the National Institutes of Health, and he has worked with several pharma, vaccine and healthcare delivery organisations. Most recently, he is working on process excellence in healthcare delivery, systems thinking for resource allocation in healthcare systems, and Bayesian approaches to optimal sequential sampling.

Steve provides leadership and service to several academic journals and professional organisations. He was President of the Institute for Operations Research and Management Science's Simulation Society, and is on the editorial boards of the journals Management Science, Operations Research, as well as Production and Operations Management.

PUBLICATIONS

- Interventions to Reduce the Risk of Surgically Transmitted Creutzfeldt-Jakob Disease: A Cost-Effective Modelling Review
- A Bayesian Decision Theoretic Model of Sequential Experimentation with Delayed Response
- Information Elicitation and Influenza Vaccine Production
- The Impact of Changes in Intensive Care Organization on Patient Outcome and Cost-effectiveness — A Narrative Review
- Bayesian Optimization via Simulation with Pairwise Sampling and Correlated Prior Beliefs
- Europe's Solution Factories
- Optimal Hiring and Retention Policies for Heterogeneous Workers who Learn
- A Game Theoretic Model of International Influenza Vaccination Coordination
- Sequential Sampling with Economics of Selection Procedures
- Economic Analysis of Simulation Selection Problems
- The Cost-effectiveness of Surgical Instrument Management Policies to Reduce the Risk of vCJD Transmission to Humans
- A Taxonomy of Model Structures for Economic Evaluation of Health Technologies

RESEARCH AREAS

Production and Operations Management, Health Care, Service Operations, Stochastic Simulation, Bayesian Inference, Risk and Uncertainty, Mathematical Modeling

TEACHING AREAS

Production and Operations Management, Service Operations, Health Care Management, Simulation, Stochastic Modeling and Statistical Inference

INDUSTRY SECTORS

Pharmaceuticals and Health
BIOGRAPHY

So Yeon Chun is an Associate Professor of Technology & Operations Management. Prior to joining INSEAD, Professor Chun was a faculty at Georgetown University.

Professor Chun’s data-driven research focuses on the operations and marketing interface with consumer loyalty reward programs (consumer choices, point currencies, customer lifetime values, and behavior experiments), revenue management (pricing and forecasting), and risk management (risk measures, portfolio optimization) with applications to retail, transportation, finance, and hospitality industries. Her interdisciplinary research has appeared in top academic journals in operations and marketing. She also holds several industry patents for demand analysis and decision support systems.

Professor Chun has been teaching business analytics courses such as Business Statistics, Probability, Statistical Method, and Time Series. At INSEAD she is teaching the Analytics for Retail and Travel (ART) MBA course and PhD courses on Fundamentals of Operations/Empirical Research Methods for Operations.

Professor Chun holds a PhD in Operations Research, a MS in Applied Statistics from the School of Industrial and Systems Engineering at the Georgia Institute of Technology.

RESEARCH AREAS
Operations and Marketing Interface, Revenue management and Pricing, Risk Management, Customer Loyalty, Customer Relationship Management

TEACHING AREAS
Analytics for Retail, Travel, and Hospitality, Empirical Research Methods, Operations Management
**BIOGRAPHY**

Florin Ciocan is an Assistant Professor of Technology and Operations Management at INSEAD. His research interests are in applications of revenue management to non-traditional domains such as online advertising and other Internet facilitated marketplaces. He is also interested in cloud-based optimisation methods for massively sized datasets. Florin has been involved in building revenue management systems for several technology companies in the US.

Florin holds a BA degree in Applied Mathematics from Harvard College and a PhD in Operations Management from MIT. He teaches the Process and Operations Management MBA core course as well as the PhD elective on Topics in Operations Management at INSEAD.

**RESEARCH AREAS**

Revenue Management Applied to Non-traditional Domains, Matching Markets, Massive Scale Optimisation

**TEACHING AREAS**

Operations Management, Revenue Management
BIOGRAPHY

Antoine is an Assistant professor of Technology and Operations Management at INSEAD. His research applies mathematical modeling and analytics to operations management problems with an aim to: (1) quantify fundamental tradeoffs, and (2) design efficient data-driven algorithms to support operational decisions. More precisely, he focuses on revenue management and choice modeling with applications such as online advertising. He was an MSOM student paper finalist in 2014 and 2017 and a Nicholson student paper finalist in 2014 and 2015. He spent a year as a post doctoral researcher at Google NYC.

Antoine holds a BA degree in Applied Mathematics from Ecole Polytechnique and a PhD in Operations Research from Columbia University. He teaches the Social Media Analytics MBA elective course as well as the PhD core Optimization course at INSEAD.

RESEARCH AREAS

Revenue Management, Choice Modeling, Analytics

TEACHING AREAS

Social Media Analytics, Optimization
BIOGRAPHY

Michael Freeman is an Assistant Professor of Technology and Operations Management at INSEAD. He received his MPhil and Ph.D. in Management Science and Operations from the University of Cambridge, and his BSc and MSc in Mathematics, Operations Research, Statistics, and Economics from the University of Warwick.

Michael’s research is empirical in approach and focuses on topics in healthcare management and empirical operations. His research applies advanced empirical methods to large multi-hospital data sets to study the organizational determinants of decision quality in multi-stage flow systems. By working closely with hospital partners, his research provides insights into how health providers can evolve their business models and adopt new technologies in order to meet the dual challenge of improving clinical outcomes while controlling costs.

Michael’s teaching focuses on the relationship between operations management, business model innovation, and technology. He teaches the MBA core course Process and Operations Management, the MBA elective Identifying New Business Models, and the Ph.D. course Empirical Methods in Technology and Operations Management. As well as teaching in degree programmes, Michael also teaches topics such as operations management and the role of technology, business model innovation and disruption, data analytics and AI, and innovation tournaments in Executive Education.

Michael has several papers published in the premier operations management journal Management Science. His research has also been acknowledged with various awards, including winning the 2016 MSOM Student Paper Competition and being selected as a finalist for the Pierskalla Best Paper Award in 2014. In the MBA programme, he has been recognised for his teaching as the winner of the Best Teacher Award.

PUBLICATIONS

- Is Seniority of Emergency Physician Associated with the Weekend Mortality Effect? An Exploratory Analysis of Electronic Health Records in the UK
- Economies of Scale and Scope in Hospitals: An Empirical Study of Volume Spillovers
- Gatekeepers at Work: An Empirical Analysis of a Maternity Unit

RESEARCH AREAS

Hospital Operations, Healthcare Design and Delivery, Service Management, Empirical Operations

TEACHING AREAS

Process and Operations Management, Business Model Innovation, Technology and Data Analytics, Innovation Tournaments
BIOGRAPHY

Sameer Hasija is an Associate Professor of Technology and Operations Management at INSEAD. He earned his PhD in Operations Management and MS in Management Science Methods from the Simon School of Business at the University of Rochester and his BTech from the Indian Institute of Technology Madras.

Sameer’s teaching focusses on using a process lens to understand new levers of innovation. Using a systematic analysis of processes within and across firm boundaries, he emphasises the role of process-based innovation in creating new business models and/or fresh competitive positioning for existing business models. Sameer conducts workshops for executives on understanding the latest developments in technology and their role in radically disrupting and/or transforming businesses.

Sameer’s current research uses an economics lens to understand the design and management of technology, knowledge, and information intensive service systems.

PUBLICATIONS

- Fleet Coordination in Decentralized Humanitarian Operations Funded by Earmarked Donations
- Smart City Operations: Modeling Challenges and Opportunities
- Modeling Newsvendor Behavior: A Prospect Theory Approach
- Single Sourcing versus Multisourcing: The Role of Effort Interdependence, Metric-Outcome Misalignment, and Incentive Design
- Information Elicitation and Influenza Vaccine Production
- Cost-reducing Innovation and the Role of Patent Intermediaries in Increasing Market Efficiency
- A Comparison of Milestone-Based and Buyout Options Contracts for Coordinating R&D Partnerships
- Designing Efficient Infrastructural Investment and Asset Transfer Mechanisms in Humanitarian Supply Chains
- Joint Product Improvement by Client and Customer Support Center: The Role of Gain-share Contracts in Coordination
- Reserving Capacity for Urgent Cases in Primary Care
- OM Practice - Work Expands to Fill the Time Available: Capacity Estimation and Staffing under Parkinson’s Law
- Call Center Outsourcing Contracts Under Information Asymmetry
- Staffing and Routing in a Two-tier Call Center
- Scheduling in Flowshops to Minimize Total Tardiness of Jobs

RESEARCH AREAS
Incentive Design, Sourcing, Service System Design

TEACHING AREAS

CASE WEBSITES
- Durian Capital Inc.
BIOGRAPHY

Dan Iancu is a Visiting Professor of Technology and Operations Management at INSEAD and an Associate Professor of Operations, Information and Technology at the Stanford Graduate School of Business. A native of Romania, Prof. Iancu holds a B.S. degree in Electrical Engineering and Computer Science from Yale University, an S.M. in Engineering Sciences from Harvard University, and a Ph.D. in Operations Research from MIT. Prior to joining Stanford, he spent one year as a Goldstine Fellow in the Business Analytics Division at the IBM T.J. Watson Research Center.

Prof. Iancu’s research lies at the interface of operations, finance, and risk management. His work develops new tools for dynamic optimization under uncertainty and prescriptive analytics and applies them to study operational and contracting problems in complex value chains. An area of particular focus in his recent work has been the design of better procurement, payment, and financing solutions in global supply chains, where material and financial flows carry both immediate and long-term impact on the lives of millions of people, and on the environment. His research has been published in top journals such as Management Science, Operations Research, Manufacturing & Service Operations Management, and Mathematics of Operations Research, and has been awarded several best paper prizes. He serves in the editorial board of several of these journals.

Prof. Iancu’s teaching is closely aligned with his research focus. His courses are aimed at showcasing how quantitative modeling and analytics can improve decision-making, and how analytics can be integrated with business decision-making in a responsible and transparent fashion. He has taught business analytics classes at MIT, Stanford, and Wharton, as well as doctoral classes focused on dynamic optimization and supply chain management.
Jürgen Mihm is a professor of technology and operations management and the director of the Strategic R&D Management open-enrollment executive programme. He holds a Doctorate degree from WHU’s Otto Beisheim School of Management, Vallendar, Germany as well as a joint degree in Business and Electrical Engineering (Dipl. Wirtsch. Ing.) from Technische Universität Darmstadt.

Jürgen’s research explores how established companies can make their innovation efforts more nimble and effective. He is especially interested in addressing coordination issues within large engineering programs, in devising incentives for innovation, and (more recently) in integrating design and design thinking into existing organizations. His research has appeared in leading journals, such as Management Science, Organization Science, Manufacturing & Service Operations Management, ASME Journal of Mechanical Design, and Production and Operations Management.

Jürgen teaches in the Executive, PhD, EMBA, and MBA programs on topics related to innovation and R&D management. He designs and directs programs in R&D management for Executives—programs that are open to the general public in addition to custom programs for a diverse range of clients.

Prior to his position at INSEAD, Jürgen was a long-standing consultant with McKinsey & Company in Frankfurt, Germany. There he primarily served clients in the semiconductor and automotive sectors. His specializations were technology and operations management.

**RESEARCH AREAS**

**TEACHING AREAS**
New Product Development, Production and Operations

**INDUSTRY SECTORS**
Automobiles, Electronic & Electrical Equipment, Engineering & Machinery
GUILLAUME ROELS
Research Director of the INSEAD-Wharton Alliance
Professor of Technology and Operations Management
The Timken Chaired Professor of Global Technology and Innovation

CONTACT
EMAIL: guillaume.roels@insead.edu
CAMPUS: Fontainebleau

BIOGRAPHY
Guillaume Roels is an Associate Professor of Operations and Technology Management at INSEAD. He was formerly affiliated with the UCLA Anderson School of Management. He received an MS degree in Management Engineering and a DEA in Management from the Catholic University of Louvain, Belgium, and a PhD in Operations Research from MIT. His current research focuses on service operations and supply chain management. At UCLA, he has taught courses on operations management in the full-time, Executive MBA and various executive education programmes. He received the George L. Robbins Assistant Professor Teaching Award in 2009, the Citibank Teaching Excellence Award in 2010, the “Tough but I will thank you in 5 years” award at Wharton in 2012, and the Executive MBA Outstanding Teaching Award in 2010, 2011, 2013, 2015, and 2017. He was named one of the Poets & Quants 2015 Best 40 Business School Professors under 40.

Professor Roels has published in various academic journals including the Management Science, Operations Research and Manufacturing & Service Operations Management. His work on distribution-free inventory management was awarded second place in the 2005 MSOM Student Paper Competition, his research on traffic flow modelling received an honourable mention in the 2007 Best Paper in Transportation Science & Logistics Award Competition, his work on contracting for collaborative services was awarded second place in the 2009 Service Science Best Paper Competition, and his paper on design of co-productive services received the first place in the 2013 Service Science Best Paper Competition. He also received the Eric and “E” Juline Faculty Excellence in Research Award at the UCLA Anderson.

PUBLICATIONS
- High-Performance Practice Processes
- Optimal Structure of Experiential Services: Review and Extensions
- Team Leadership and Performance: Combining the Roles of Direction and Contribution
- Collaborative Work Dynamics in Projects with Co-Production
- Win-Win Capacity Allocation Contracts in Coproduction and Codistribution Alliances
- The Time–Money Trade-Off for Entrepreneurs: When to Hire the First Employee?
- Optimal Time Allocation for Process Improvement for Growth-Focused Entrepreneurs
- The Design of Experiential Services with Acclimation and Memory Decay: Optimal Sequence and Duration
- An Analytical Framework for Value Co-production in Services
- Optimal Design of Coproductive Services: Interaction and Work Allocation
- Optimal Design of Social Comparison Effects: Setting Reference Groups and Reference Points
- Competing for Shelf Space
- Contracting for Collaborative Services
- An Approach for Developing an MBA Curriculum to Meet the Career Objectives of MBA Students with Engineering/Science Background
- Robust Controls for Network Revenue Management
- Dynamic Revenue Management for Online Display Advertising
- Regret in the Newsvendor Model with Partial Information
- The Price of Anarchy in Supply Chains: Quantifying the Efficiency of Price-Only Contracts
- An Analytical Model for Traffic Delays and the Dynamic User Equilibrium Problem

RESEARCH AREAS
Supply Chain Management, Service Management, Entrepreneurial Operations Management

TEACHING AREAS
Supply Chain Management, Service Management, Entrepreneurial Operations Management
Ville Satopaa is an Assistant Professor of Technology and Operations Management at INSEAD. His current research explores different areas of forecasting: judgmental and statistical forecasting, modeling crowdsourced predictions, combining and evaluating different predictions, and information elicitation. It involves developing general theory and methodology but also specific projects that analyse real-world data. In addition to working on forecasting, Ville has experience in applying Bayesian statistics to rank hospitals in terms of disease-specific mortality rates.

Before joining INSEAD, Ville received his MA/PhD degrees in Statistics from the Wharton School of the University of Pennsylvania. He also holds a BA in Mathematics and Computer Sciences from Williams College.

**Research Areas**
- Forecasting
- Probability Modeling
- Bayesian Statistics

**Teaching Areas**
- Operations Management
- Discrete Stochastic Processes
### Biography

Manuel E. Sosa is an Associate Professor of Technology and Operations Management and the Director of the Heinrich and Esther Baumann–Steiner Fund for Creativity and Business at INSEAD. He received a BS degree in Mechanical Engineering from Universidad Simón Bolívar (Caracas, Venezuela) and an SM and a PhD degrees in Mechanical Engineering from the Massachusetts Institute of Technology (MIT). He directs the Innovation by Design Programme.

Professor Sosa's research efforts are applied to improving product development systems. He is particularly interested in studying coordination and innovation networks in complex product and software development organisations.

Professor Sosa teaches in the MBA, PhD and Executive Education programmes covering topics related to innovation and operations management. His teaching achievements include the development of a programme with the Art Center College of Design (Pasadena, California) to integrate business and design disciplines for successful product development.

His professional experience includes systems engineering in the petrochemical industry and development and deployment of computer-aided engineering software applications.

### Research Areas

Innovation Management, Organisation Design for New Product Development, Complex Product Architectures, Social Networks in R&D Organisations

### Teaching Areas

Strategies for Product and Service Development (MBA), Process and Operations Management (MBA), Technology Management (PhD), Empirical Methods in Operations Management (PhD), Both opened enrolment and company specific programs (Executive Education)

### Industry Sectors

Aerospace & Defence, Automobiles, Energy, Oil and Gas, Pharmaceuticals and Health

### Case Websites

- Public Sector Service Design
- Handpresso
- Public Sector Service Design: Designing the Employment Pass Service Centre
**TECHNOLOGY AND OPERATIONS MANAGEMENT**

**JAMES TEOUL**
Emeritus Professor of Operations Management

**CONTACT**

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PHONE: +33 1 60 72 44 66  
CAMPUS: Fontainebleau

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**BIOGRAPHY**

Graduate Engineer of Ecole Centrale Paris and Doctor ès Science from Paris University, James Teboul started his career as a group leader responsible for new product development at Schlumberger. After obtaining his MBA at Sherbrooke University in Canada, he became a professor at INSEAD. His main areas of research are quality management and management of services and innovation.

Professor Teboul has been the director of the International Executive Programme at INSEAD for many years. He has taught in many executive programmes in several countries and has been a consultant to industrial and service organizations.

Professor Teboul is a member of the editorial board of the International Journal of Service Management. His book *La Dynamique Qualité* (Editions d'Organisation) is published in English under the title *Managing Quality Dynamics* (Prentice Hall).


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**PUBLICATIONS**

- *Serviços Em Cena*
- *Le management des Services*
- *Service is Front Stage: Positioning Services for Value Advantage*
- *Le temps des services*
- *Managing Quality Dynamics*
- *La dynamique qualité*
- *De-Industrialize Service for Quality*

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**RESEARCH AREAS**

Quality of Service, New Technologies and design in Services, Change Management

**TEACHING AREAS**

Dynamics of Improvement, Services Management, Supply Chain Management, Operations Technology Strategy
BIOGRAPHY

Ludo Van der Heyden has been Professor of Technology and Operations Management at INSEAD since 1988 and has been the INSEAD Chaired Professor in Corporate Governance since October 2010. He is the founding Academic Director of INSEAD’s Corporate Governance Initiative (ICGI) and, with colleagues, still co-directs the International Directors Programme and the Modern Governance in Banking (or IDP for Bankers, with Peter Nathanial). He created the Value Creation for Owners and Directors programmes (with Massimo Massa). He directed the Advanced Management Program (INSEAD’s most senior general management programme, from 2000 to 2008), the INSEAD Zentrum Leipzig (1994-1999), was co-Dean of INSEAD (1990-1995), and also PhD Director & Associate Dean for Research (1989-1990).

Ludo Van der Heyden was the first holder of the Wendel Chair in the Large Family Firm, which initiated INSEAD's activities in family business and led to the creation of the Wendel International Centre for Family Enterprise at INSEAD. He also was the first holder of the Solvay Chair in Technological Innovation and of the Mubadala Chair in Corporate Governance and Strategy. He received several Outstanding MBA Core Teacher Awards, as well as an Outstanding Service Award in Executive Education and an Outstanding Contribution Award to Executive Education for ICGI’s role in starting governance education at INSEAD. The INSEAD International Alumni Association named him Honorary Alumnus.

Ludo Van der Heyden earned the Mercurius Award from the Federation of Belgian Distributors for his work (with Professor Arnd Huchzermeier of WHU, Koblenz) on the introduction of the Euro. He is the recipient, with Christine Blondel and Randal Carlock, of the Family Business Network 2006 Research Award for the article Striving for Justice in Family Firms. His paper Why Fairness Matters, co-authored with PhD student Thomas Limberg, was selected as one of the ten most influential papers of the International Commerce Review (2000-10), while the paper Business Model Innovation (co-authored with Jose Santos and Bert Spector) received the Outstanding Paper of the 2010 Academy of Management Conference (Section: Human Resource Management). He received (with M. Pich and N. Harlé) the ECCH European Case Award 2003 for the Marks & Spencer and Zara case and co-authored, with INSEAD faculty, Industrial Excellence, a book that identifies better manufacturing practices in France and Germany. In 2014, he earned The International Alliance for Women World of Difference 100 Award.

Before joining INSEAD, Ludo Van der Heyden was on the faculty of the School of Organization and Management at Yale University (1980-1988) and of the Kennedy School of Government at Harvard University (1978-80). He holds an Engineering Degree in Applied Mathematics from the Université Catholique de Louvain (1974) and a Ph.D. Degree in Administrative Sciences from Yale University (1979).


Ludo Van der Heyden is a member of the Advisory Board of Bencis Capital Partners as well as a number of start-ups. He is the Chairman of Seisquare, a firm designing software for oil & gas exploration and production. He is the first Honorary Professor of the recreated Handelshochschule Leipzig (HHL), from which he also received the Distinguished Service Medal in 2003. He is Honorary Vice-President of the Association Pôle Sud Paris which fosters economic development in the South Paris area. In 1996 the King of Belgium appointed him Officer of the Order of Leopold.

Ludo Van der Heyden is directing the International Directors Programme, and the International Directors Banking Programme.

PUBLICATIONS

- Financial Risk and Return across the Grocery Supply Chain
- Natural Selection - How to Choose the Best Board
- Board Recognition and Reward
- Why Fairness Matters
- La Grande Bataille: la Productivité du Service "à la Française" (the Great Battle of Service Productivity "the French Way")
- Le Défi Américain – l’Innovation (The American Challenge – Innovation)
<table>
<thead>
<tr>
<th>RESEARCH AREAS</th>
<th>TEACHING AREAS</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>ACADEMIC SECONDARY AREA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneurship and Family Enterprise</td>
</tr>
</tbody>
</table>
TECHNOLOGY AND OPERATIONS MANAGEMENT

LUK VAN WASSENHOVE
Emeritus Professor of Technology and Operations Management
The Henry Ford Chaired Professor of Manufacturing, Emeritus
Personal Website

CONTACT
EMAIL: luk.van-wassenhove@insead.edu
PHONE: +33 1 60 72 42 66
CAMPUS: Fontainebleau

BIOGRAPHY

Professor Van Wassenhove currently focuses on aligning business models and new technologies with the UN Sustainable Development Goals, e.g. closed-loop supply chains, circular economy, and disaster and health logistics. He recently co-edited special issues on humanitarian operations for the Journal of Operations Management, the Production and Operations Management Journal and the European Journal of Operational Research.

Professor Van Wassenhove is Fellow of the Production and Operations Management Society (POMS 2005). In 2006, he received EURO’s Gold Medal. He is distinguished Fellow of the Manufacturing and Services Operations Management Society (MSOM 2009), and Honorary Fellow of the European Operations Management Association (EUROMA 2013). In 2018 he was elected Fellow of INFORMS and received an honorary doctorate from the University of Thessaloniki.

At INSEAD Emeritus Professor Van Wassenhove holds the Henry Ford Chair in Manufacturing, as emeritus. He created the INSEAD Social Innovation Center and acted as academic director until 2010. He currently leads INSEAD’s Humanitarian Research Group and its Sustainable Operations Initiative.

PUBLICATIONS

- Fleet Coordination in Decentralized Humanitarian Operations Funded by Earmarked Donations
- Transition to the Circular Economy: The Story of Four Case Companies
- Humanitarian Operations: A World of Opportunity for Relevant and Impactful Research
- Leasing or Buying White Goods: Comparing Manufacturer Profitability Versus Cost to Consumer
- Do Optimization Models for Humanitarian Operations Need a Paradigm Shift?
- Sustainable Innovation: Pushing the Boundaries of Traditional Operations Management
- Managing High-End Ex-Demonstration Product Returns
- Augmenting Fixed Framework Agreements in Humanitarian Logistics with a Bonus Contract
- Closed-Loop Supply Chain Activities in Japanese Home Appliance/Personal Computer Manufacturers: A Case Study
- Valuable E-Waste: Implications for Extended Producer Responsibility
- Fleet Sizing for UNHCR Country Offices
- Installed Base Management Versus Selling in Monopolistic and Competitive Environments
- New Opportunities for Operations Management Research in Sustainability
- Did Europe Move in the Right Direction on E?waste Legislation?
- Under Pressure: The Effects of Iteration Lengths on Agile Software Development Performance
- Asset Supply Networks in Humanitarian Operations: A Combined Empirical-Simulation Approach
- Stakeholder Views on Extended Producer Responsibility and the Circular Economy
- Assessing the Economic and Environmental Impact of Remanufacturing: a Decision Support Tool for OEM Suppliers
- A Dynamic Model of Managerial Response to Grey Swan Events in Supply Networks
- Supply Chain Tsunamis: Research on Low-Probability High-Impact Disruptions
- Humanitarian Agility in Action: UNICEF’s Response to the Yemen Crisis

RESEARCH AREAS
Circular Economy and Closed-loop Supply Chains, Business Models for Sustainable Operations, Humanitarian and Health Supply Chains, Corporate Social Alliances

TEACHING AREAS
Humanitarian and Health Supply Chains, Circular Economy, Closed-loop Supply Chains, Sustainable Operations
<table>
<thead>
<tr>
<th>INDUSTRY SECTORS</th>
<th>CASE WEBSITES</th>
</tr>
</thead>
</table>
| Automobiles, Electronic & Electrical Equipment, Engineering & Machinery | - Moving the World: The TPG-WFP Partnership - Looking for a Partner  
- Max Foundation |
Prashant Yadav is an Affiliate Professor of Technology and Operations Management at INSEAD. Yadav’s work focuses on improving healthcare supply chains and designing better supply chains for products with social benefits. He is the author of many peer reviewed scientific publications and his work has been featured in prominent print and broadcast media including The Economist, The Financial Times, Nature, and BBC. Yadav’s research has received best paper awards from the Production and Operations Management Society, INFORMS, and other scientific bodies. In addition to this role at INSEAD, Prashant is a Visiting Fellow at the Center for Global Development and a Lecturer at Harvard Medical School.

Before coming to INSEAD Prashant was Strategy Leader-Supply Chain at the Bill & Melinda Gates Foundation. He serves on the boards of many global organizations and social enterprises. He has been invited for expert testimony on issues related to medicine supply chains in the US Congress and legislative bodies in other countries.

Prashant obtained a PhD in Management Science from the University of Alabama and a Bachelor’s in Engineering from the Indian Institute of Technology, Roorkee.

- Impact of vaccine stockouts on immunization coverage in Nigeria
- Local Sourcing and Supplier Development in Global Health: Analysis of the Supply Chain Management System’s Local Procurement in 4 Countries
- When Government Agencies Turn to Unregulated Drug Sources: Implications for the Drug Supply Chain and Public Health Are Grave
- National Drug Stockout Risks and the Global Fund Disbursement Process for Procurement
- Essential Medicines for Universal Health Coverage
- Interventions for an Artemisinin-Based Malaria Medicine Supply Chain
- Moving Medicine, Moving Minds: Helping Developing Countries Overcome Barriers to Outsourcing Health Commodity Distribution to Boost Supply Chain Performance and Strengthen Health Systems
- Disentangling the Efficiency Drivers in Country-Level Global Health Programs: An Empirical Study
- The Impact of Inventory Management on Stock-Outs of Essential Drugs in Sub-Saharan Africa: Secondary Analysis of a Field Experiment in Zambia
- Rapid Diagnostic Tests for Malaria
- Health Product Supply Chains in Developing Countries: Diagnosis of the Root Causes of Underperformance and an Agenda for Reform
- Costing the Supply Chain for Delivery of Act and Rdt's in the Public Sector in Benin and Kenya
- Integration of Vaccine Supply Chains with Other Health Commodity Supply Chains: A Framework for Decision Making
- Strategic Contracting Practices to Improve Procurement of Health Commodities
- Improving Access to Respiratory Medicines and Achieving Growth in Emerging Markets: Economics, Supply Chains and a Strategic Trajectory
- Diffusion of Subsidized Acts in Accredited Drug Shops in Tanzania: Determinants of Stocking and Characteristics of Early and Late Adopters
- Do Price Subsidies on Artemisinin Combination Therapy for Malaria Increase Household Use?: Evidence from a Repeated Cross-Sectional Study in Remote Regions of Tanzania
- Impact of Treatment Heterogeneity on Drug Resistance and Supply Chain Costs
- The Imperative for Stronger Vaccine Supply and Logistics Systems
- Supply Chains and Global Health: An Imperative for Bringing Operations Management Scholarship into Action
- Learning from Coca-Cola
- Stabilizing Supply of Artemisinin and Artemisinin-Based Combination Therapy in an Era of Wide-Spread Scale-Up
- Reservation and Allocation Policies for Influenza Vaccines
- An Inventory Reservation Problem with Nesting and Fill Rate-Based Performance Measures
<table>
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</thead>
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<td>Supply Chains for Products with Social Benefits, Global Health</td>
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<tr>
<td>Fulfillment, Forecasting</td>
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<td>Pharmaceuticals and Life Sciences in Emerging Markets,</td>
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<tr>
<td>Supply Chain Management in Emerging Markets, Strategy</td>
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<td>and Operations Management in Philanthropic and Nonprofit Organisations</td>
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Enver Yücesan is a Professor of Operations Management at INSEAD.

Professor Yücesan's main teaching and research activities focus on tactical operational problems such as process analysis, manufacturing planning and control, integrated logistics, supply chain management, and performance assessment in manufacturing as well as service environments.

Professor Yücesan is a specialist in computer simulation with an emphasis on large-scale industrial applications and performance analysis. He is an industrial engineer with a PhD in Operations Research from Cornell University.

Enver Yücesan is an Academic Director of the Supply Chain Management programme.

**Publications**

- Accurate Response in Agricultural Supply Chains
- Advances in Modeling and Simulation: Seminal Research from 50 Years of Winter Simulation Conferences
- Inventory Management under Working Capital Constraints
- Competitive Supply Chains: A Value-Based Management Perspective
- Multi-location transshipment problem with capacitated production
- An Efficient Ranking and Selection Approach to Boost the Effectiveness of Innovation Tournaments
- The Impact of Product Variety on Logistics Performance
- Stochastic Optimization for Transshipment Problems with Positive Replenishment Lead Times
- The Impact of Product Variety and Logistics Performance
- Supply Chain Management: Seven Winning Tips that every Salesperson should Know
- Selecting Small Quantile
- Enhancing the Effectiveness of Multi-Pass Scheduling through Optimization via Simulation
- Hybrid Algorithm for Discrete Event Simulation Based Supply Chain Optimization
- Special Issue of ACM Transactions on Modeling and Computer Simulation for the First INFORMS Simulation Society Research Workshop
- A Fuzzy News Vendor Approach to Supply Chain Coordination
- Efficient Computation of Optimal Budget Allocation for Discrete Event Simulation Experiments
- Web Services-Based Discrete Event Simulation for Large-Scale Simulation Optimization
- Proceeding of the First INFORMS Simulation Society Research Workshop
- Risk Ownership in Contract Manufacturing
- CPM: A Collaborative Process Modeling for Cooperative Manufacturers
- The Impact of Information Technology on Supply Chain Management
- Competitive Supply Chains: A Value-Based Management Perspective
- Multi-Location Transshipment Problem with Capacitated Transportation
- The Multi-Location Transshipment Problem
- The Impact of Outsourced Manufacturing on the Timing of Entry in Uncertain Markets
- An Alternative Simulation Budget Allocation Scheme for Efficient Simulation
- On the Generality of Event Graph Models

**Research Areas**

- Computer Simulation, Simulation Optimisation, Stochastic Modeling, Supply Chain Management, e-Supply Chains

**Teaching Areas**

<table>
<thead>
<tr>
<th>INDUSTRY SECTORS</th>
</tr>
</thead>
<tbody>
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