

## **Duncan I. Simester**

MIT Sloan School of Management  
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Cambridge, MA 02142  
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### **Academic Appointments**

Jul. 1997 - present	<b>MIT Sloan School of Management Massachusetts Institute of Technology</b> NTU Professor of Management Science
Jul. 1993 - Jun. 1997	<b>Graduate School of Business, The University of Chicago</b>

### **Visiting Academic Appointments**

Jan. 2006 – July 2006	<b>London Business School</b>
Jul. 1997 - Dec. 1997	<b>Graduate School of Business The University of Chicago</b>

### **Qualifications**

Oct. 1990 - May 1993	<b>MIT Sloan School of Management Massachusetts Institute of Technology</b> Ph.D.
Mar. 1985 - Mar. 1990	<b>University of Auckland, New Zealand</b> Bachelor of Commerce (B.Com.) Master of Commerce (M.Com.) 1 <sup>st</sup> Class Honors Bachelor of Law (LL.B.)
May 1990	<b>The High Court of New Zealand</b> Barrister and Solicitor of the High Court of New Zealand

## Publications: Articles

1. Duncan Simester, Artem Timoshenko and Spyros Zoumpoulis (2019), "Efficiently Evaluating Targeting Policies: Improving Upon Champion vs. Challenger Experiments," *Management Science*, forthcoming.
2. Duncan Simester, Artem Timoshenko and Spyros Zoumpoulis (2019), "Targeting Prospective Customers: Robustness of Machine Learning Methods to Typical Data Challenges," *Management Science*, forthcoming.
3. Duncan Simester, Catherine Tucker and Clair Yang (2019), "The Surprising Breadth of Harbingers of Failure," *Journal of Marketing Research*, 56(6), 1034-1049.
4. Eric Anderson, Benjamin A. Malin, Emi Nakamura, Duncan Simester and Jón Steinsson (2017) "Informational Rigidities and the Stickiness of Temporary Sales," *Journal of Monetary Economics*, 90, 64-83.
5. Duncan Simester (2016), "Why Great New Products Fail," *Sloan Management Review*, 57(3), Spring, 33-39.
6. Duncan Simester (2016), "The Lost Art of Thinking in Large Organizations," *Sloan Management Review*, 57(4), Summer, 95-96.
7. Blakely McShane, Chaoqun Chen, Eric T. Anderson, and Duncan Simester (2016), "Decision Stages and Asymmetries in Regular Retail Price Pass-Through," *Marketing Science*, 35(4), 619-639.
8. Eric Anderson, Song Lin, Duncan Simester and Catherine Tucker (2015), "Harbingers of Failure," *Journal of Marketing Research*, 52(5), 580-592.
9. Eric Anderson, Nir Jaimovich and Duncan Simester (2015), "Price Stickiness: Empirical Evidence of the Menu Cost Channel," *Review of Economics and Statistics*, 97(4), 813-826.
10. Jimmy Li, Paat Rusmevichientong, Duncan Simester, John Tsitsiklis and Spyros Zoumpoulis (2015), "The Value of Field Experiments," *Management Science*, 61(7), 1722-1740.
11. Duncan Simester and Juanjuan Zhang (2014), "Why Do Sales People Spend So Much Time Lobbying for Low Prices?" *Marketing Science*, 33(6), 796-808.  
Finalist for the 2015 Little Best Paper Award
12. Eric Anderson and Duncan Simester (2014), "Reviews without a Purchase: Low Ratings, Loyal Customers and Deception," *Journal of Marketing Research*, 51(3), 249-69.  
Winner of the 2015 *Journal of Marketing Research* Paul E. Green Best Paper Award.
13. Eric Anderson and Duncan Simester (2013), "Advertising in a Competitive Market: The Role of Product Standards, Customer Learning and Switching Costs," *Journal of Marketing Research*, 50(4), 489-504.
14. Erik Brynjolfsson, Jeffry (Yu) Hu and Duncan Simester (2011), "Goodbye Pareto Principle, Hello Long Tail: The Effect of Internet Commerce on the Concentration of Product

Sales," *Management Science*, 57(8), 1373-1387.

Winner of the 2013 *Management Science* Best Paper Award in Information Systems.

15. Duncan Simester (2011), "When You Shouldn't Listen to Your Critics," *Harvard Business Review*, June, 42.
16. Eric Anderson and Duncan Simester (2011), "A Step-by-Step Guide to Smart Business Experiments," *Harvard Business Review*, March, 98-105.
17. Duncan Simester and Juanjuan Zhang (2010), "Why Are Bad Products So Hard to Kill?" *Management Science*, 56(7), 1161-1179.
18. Eric Anderson and Duncan Simester (2010), "Price Stickiness and Customer Antagonism," *Quarterly Journal of Economics*, 125(2), 729-765.
19. Eric Anderson, Nathan Fong, Duncan Simester, and Catherine Tucker (2010), "How Does An Obligation To Collect Sales Tax Affect Consumer And Firm Behavior?" *Journal of Marketing Research*, 47(2), 229-239.
20. Meghan R. Busse, Duncan Simester and Florian Zettelmeyer (2010), "The Best Price You'll Ever Get: The 2005 Employee Discount Pricing Promotions in the U.S. Automobile Industry," *Marketing Science*, Vol. 29(2), 268-290.
21. Duncan Simester, Yu (Jeffrey) Hu, Erik Brynjolfsson and Eric Anderson (2009) "Dynamics of Retail Advertising: Evidence from a Field Experiment," *Economic Inquiry*, 47(3), 482-499.
22. Eric Anderson, Karsten Hansen and Duncan Simester (2009), "The Option Value of Returns: Theory and Empirical Evidence," *Marketing Science*, 28(3), 405-423.
23. Alexandre Belloni, Robert Freund, Matthew Selove, and Duncan Simester (2008), "Optimizing Product Line Designs: Efficient Methods and Comparisons," *Management Science*, 54(9), 1544-1553.
24. Eric Anderson and Duncan Simester (2008), "Research Note: Does Demand Fall When Customers Perceive That Prices Are Unfair? The Case of Premium Pricing for Large Sizes," *Marketing Science*, 27(3), 492-500.
25. Shie Mannor, Duncan Simester, Peng Sun and John Tsitsiklis (2007), "Bias and Variance in Value Function Estimates," *Management Science*, 53(2), 308-322.
26. Eric Anderson, Gavan Fitzsimons and Duncan Simester (2006), "Measuring and Mitigating the Costs of Stockouts," *Management Science*, 52(11), 1751-1763.
27. Duncan Simester, Peng Sun and John Tsitsiklis (2006), "Dynamic Catalog Mailing Policies," *Management Science*, 52(5), 683-696.
28. Duncan Simester and Birger Wernerfelt (2005), "Determinants of Asset Ownership: A Study of the Carpentry Trade," *Review of Economics and Statistics*, 87(1), 50-58.
29. Duncan Simester (2004), "Finally, Market Research You Can Use," *Harvard Business Review*, 82(2), 20-21.

30. Eric Anderson and Duncan Simester (2004), "Long Run Effects of Promotion Depth on New Versus Established Customers: Three Field Studies," *Marketing Science*, 23(1), 4-20.  
Finalist for the 2011 and 2014 ISMS Long-Term Impact Award  
Finalist for the 2005 Little Best Paper Award.  
Reprinted in *Marketing Mix Resource Allocation & Planning*, Roger Kerin (Editor), 2008, American Marketing Association, Chicago IL.
31. Olivier Toubia, John Hauser and Duncan Simester (2004), "Polyhedral Methods for Adaptive Choice-Based Conjoint Analysis," *Journal of Marketing Research*, Vol. XLI(1), 116-131.  
Finalist for the *Journal of Marketing Research* Paul E. Green Award.
32. Olivier Toubia, Duncan Simester, John Hauser and Ely Dahan, (2003), "Fast Polyhedral Adaptive Conjoint Estimation," *Marketing Science*, 22(3), 273-303.  
Winner of 2004 Little Best Paper Award.  
Winner of the 2005 Frank M. Bass Award.  
Finalist for the 2013 ISMS Long-Term Impact Award  
Finalist for the 2012 ISMS Long-Term Impact Award  
Finalist for the 2011 ISMS Long-Term Impact Award
33. Eric Anderson and Duncan Simester (2003), "Effects of \$9 Price Endings on Retail Sales: Evidence from Field Experiments," *Quantitative Marketing and Economics*, 1(1), 93-110.
34. Eric Anderson and Duncan Simester (2003), "Mind Your Pricing Cues" *Harvard Business Review*, 81(9), September, 96-103.
35. Duncan Simester and Marc Knez (2002), "Direct and Indirect Bargaining Costs and the Scope of the Firm," *Journal of Business*, 75(2), April, 283-304.
36. Duncan Simester and Marc Knez (2002), "Making Across-the-Board Incentives Work," *Harvard Business Review*, 80(2), February, 16-17.
37. Marc Knez, and Duncan Simester (2001), "Firm-Wide Incentives and Mutual Monitoring at Continental Airlines," *Journal of Labor Economics*, 19(4), October, 743-772.
38. Eric Anderson and Duncan Simester (2001), "Research Note: Price Discrimination as a Signal: Why an Offer to Spread Payments May Hurt Demand," *Marketing Science*, 20(3), 315-327.
39. Eric Anderson and Duncan Simester (2001), "Are Sale Signs Less Effective When More Products Have Them?" *Marketing Science*, 20(2), 121-142.
40. Drazen Prelec and Duncan Simester (2001), "Always Leave Home Without It," *Marketing Letters*, 12(1), 5-12.
41. Duncan Simester, John Hauser, Birger Wernerfelt, and Roland Rust (2000), "Implementing Quality Improvement Programs Designed to Enhance Customer

Satisfaction: Quasi-experiments in the U.S. and Spain" *Journal of Marketing Research*, Vol. XXXVII(I), 102-112.

42. Eric Anderson and Duncan Simester (1998), "The Role Of Sale Signs" *Marketing Science*, Vol. 17(2), 139-155.
43. Andrew Simester and Duncan Simester (1998), "Punishment Without Conviction in Two Jurisdictions," *Cambridge Law Journal*, 14-17.
44. John Hauser, Duncan Simester and Birger Wernerfelt (1997), "Side Payments in Marketing" *Marketing Science*, 16(3), 246-255.

Finalist for the 1997 Little Best Paper Award.

45. Duncan Simester, (1997), "Research Note: Optimal Promotion Strategies: A Demand-Sided Characterization," *Management Science*, 43(2), 251-256.
46. John Hauser, Duncan Simester and Birger Wernerfelt (1996), "Internal Customers and Internal Suppliers," *Journal of Marketing Research*, XXXIII(III), 268-280.
47. Duncan Simester (1995), "Signaling Price Image Using Advertised Prices," *Marketing Science*, 14(2), 166-188.

Finalist for the 1995 Little Best Paper Award.

48. Roland Rust, Duncan Simester, Roderick Brodie and V. Nilikant (1995), "Model Selection Criteria: An Investigation of Relative Accuracy, Posterior Probabilities and Combinations of Criteria," *Management Science*, 41(2), 322-333.
49. John Hauser, Duncan Simester and Birger Wernerfelt (1994), "Customer Satisfaction Incentives," *Marketing Science*, 13(4), 327-350.

Finalist for the 1994 Little Best Paper Award.

50. Duncan Simester and Roderick Brodie (1993), "Forecasting Criminal Sentencing Decisions," *International Journal of Forecasting*, 9(1), 49-60.
51. Duncan Simester and Roderick Brodie (1994), "The Effect of Advertising on Brand and Industry Demand for Tobacco," *New Zealand Journal of Business*, 16(1), 21-37.
52. Andrew Simester and Duncan Simester (1991), "Sentencing: Rime and Reason," *New Zealand Law Review*, Part I, 93-102.
53. Andrew Simester and Duncan Simester (1990), "Analyzing Sexual Offence Sentences: An Empirical Approach," *Australian and New Zealand Journal of Criminology*, 23, 269-283.
54. Duncan Simester (1988), "The Constitution Act," *Auckland University Law Review*, 6(1), 98-102.

## **Publications: Book Chapters**

1. Duncan Simester (2017), "Field Experiments in Marketing," in *Handbook of Economic Field Experiments* (Volume 1), Esther Duflo and Abhijit Banerjee (Editors), 465-497, Elsevier.
2. Eric Anderson, Duncan Simester and Florian Zettelmeyer (2010), "Internet Channel Conflict: Problems and Solutions," *Review of Marketing Research*, 7, 63-92.

Winner of Naresh Malhotra Award (2017) for the article that makes the greatest long-term contribution amongst those published between 2006 and 2011 in the *Review of Marketing Research*.

3. Eric Anderson and Duncan Simester (2009), "Price Cues and Customer Price Knowledge," in Vithala Rao (Editor), *Handbook of Research in Pricing*, 150-168, Edward Elgar Publishing: Northampton MA.
4. John Roberts and Duncan Simester (2004), "The Challenge of Managing a Supply or Distribution Channel," in Subir Chowdhury (Editor), *Next Generation Business Handbook*, John Wiley and Sons.

## **Unpublished Manuscripts**

1. Maarten Meeuwis, Jonathan A. Parker, Antoinette Schoar and Duncan I. Simester. "Belief Disagreement and Portfolio Choice."
2. Duncan Simester, "Cyclicality in Profit Margins."
3. Eric Anderson, Chaoqun Chen, Ayelet Israeli and Duncan Simester, "Do Harbinger Products Signal Which New Customers Will Stop Purchasing?"
4. Theodoros Evgeniou, Duncan Simester, Artem Timoshenko, and Spyros I. Zoumpoulis, "Using the Timing of Past Responses in Targeting Models to Address Dilution."
5. Grant E. Donnelly, Michael I. Norton and Duncan Simester, "The Short and Long-Run Impact of Corporate Charitable Contributions."
6. Andrea Morales, Kristin Diehl, Gavan Fitzsimons and Duncan Simester, "Emotion-Driven Search: The Impact of Disgust on Search, Basket Size, and Prices Paid."
7. Diego Aparicio and Duncan Simester, "Price Frictions, Product Assortments, and the Success of New Products."
8. Duncan Simester and Yuting Zhu, "Dynamic Marketing Policies: Constructing Markov States for Reinforcement Learning."
9. Keyan Li and Duncan Simester, "Targeting in Batches."
10. Marat Ibragimov, Duncan Simester and Artem Timoshenko, "Targeting if Experiments are Small: Augmenting Training Data by Transferring Information Between Problems."

## **Research Awards**

<i>Journal of Marketing Research</i> Weitz-Winer-O'Dell Long term Impact Award	Winner 2020
<i>Journal of Marketing Research</i> Paul Green Best Paper Award	Winner 2015 Finalist 2005
<i>Management Science</i> Best Paper Award (Information Systems)	Winner 2013
<i>Marketing Science</i> John Little Best Paper Award	Winner 2004 Finalist 2015, 2005, 1997, 1995, 1994
<i>Marketing Science</i> Informs Long-Term Impact Award	Finalist 2014, 2013, 2012, 2011 (2 papers)
<i>Marketing Science</i> Frank Bass Dissertation Award	Winner 2005 (Olivier Toubia's dissertation)
<i>Review of Marketing Research</i> Naresh Malhotra Award	Winner 2017
<i>Marketing Science Institute</i> Doctoral Dissertation Award	Winner 1992
<i>Legal Research Foundation</i> Unpublished Manuscript Award	Winner 1990
MIT Sloan Zannetos Dissertation Award,	Honorable Mention 1994

## **PhD Students (first position)**

Xavier Dreze (Committee, USC)  
Andre Bonfer (Co-Chair, Melbourne Business School)  
Nanda Kumar (Chair, UTD)  
Dina Mayzlin (Committee, Yale)  
Peng Sun (Chair, Duke)  
Jiwoong Shin (Chair, Yale)  
Olivier Toubia (Committee, Columbia)  
Jeffrey Hu (Committee, Purdue)  
Matthew Selove (Committee, USC)  
Nathan Fong (Chair, Temple)  
Jimmy Li (Co-Chair, Dropbox)  
Song Lin (committee, HKUST)  
Artem Timoshenko (Co-Chair, Kellogg School of Management)

## **Editorial**

### *Management Science*

- Department Editor for Marketing: 2019 – present
- Associate Editor: 2000 – 2019

### *Marketing Science*

- Special Issue Senior Editor (Marketing Science and Field Experiments): 2016-2019
- Area Editor: 2002 – 2015

### *Operations Research*

- Department Editor for Marketing Science: 2006 – 2015

### *Journal of Marketing Research*

- Area Editor, 2009 – 2019

### *Quantitative Marketing and Economics*

- Associate Editor, 2003-2009

## **Other Service to the Field**

- Founded, organized and co-chaired 2001 *MSI Young Scholars Conference*, Park City, UT.
- Co-Chair 2005, 2007, 2009 and 2011 *MSI Young Scholars Conference*, Park City, UT.
- Co-Chair 2006 *MSI Young Scholars Reunion*, Santa Fe, NM.
- Committee 2003 *QME Conference*, Chicago, IL.
- Co-Chair 2004 *QME Conference*, Chicago, IL.
- Co-Chair 2011, 2012, 2013, 2014, 2015, 2016 NBER Summer Institute Price Dynamics Group.

## **Grants**

Fidelity Investments, September 2018 (\$532,562)

Duke IPSOS Center, March 2012 (\$10,000)

Duke IPSOS Center, March 2012 (\$10,000)

New England Mail Order Association, January 2006 (\$15,000)

Ford Motor Company, April 2005 (\$340,000)

SMI, November 2004 (\$30,000)

US Postal Service, November 2004 (\$40,000).

NSF, August 2003 (\$354,480)

Center for Innovation and Product Development, July 2003 (\$85,000).

Cambridge MIT Institute, November 2002 (\$8,000)

Center for and Product Development, July 2001 (\$110,500).

eBusiness Vision Fund, December 2000 (\$70,000)

Center for Innovation and Product Development, July 2000 (\$86,000).



Center for Innovation and Product Development, February 2000 (\$5,000).  
Center for Innovation and Product Development, July 1999 (\$54,000).  
Hanover Direct, November 1998 (\$20,000)  
Lean Aircraft Initiative, July 1998 (\$26,900).  
Center for Innovation and Product Development, July 1998 (\$55,000).  
Center for Innovation and Product Development, July 1998 (\$19,216 plus overhead).  
Beatrice Foods Company Faculty Research Fund, July 1996 (\$4,000).  
Beatrice Foods Company Faculty Research Fund, July 1993 (\$4,000).  
Polaroid Corporation, October 1993 (\$48,000).

### **Invited Talks**

Choice Symposium, Cambridge MD, May 31, 2019.  
Boston University, Boston MA, March 5, 2019.  
Bocconi University, Milan, Italy, May 11, 2018.  
Tepper School of Business, Carnegie Mellon University, April 27, 2018.  
Customer Insights Conference, Yale University, May 12, 2017.  
Columbia University, New York NY, April 7, 2017.  
McGill University, Montreal, Canada, March 17, 2017.  
Insead, Fontainebleau, France, March 2, 2017.  
ISCI Workshop in Management Science, Puerto Varas Chile, January 7, 2017.  
University of Chile, Santiago Chile, January 4, 2017.  
Frankfurt School of Finance and Management, Frankfurt Germany, October 25, 2016.  
University of Rochester, Rochester NY, September 8, 2016.  
NBER Pricing Dynamics Summer Institute, Cambridge MA, July 18, 2016.  
Temple University, Philadelphia PA, September 24, 2015.  
NBER Conference on Field Experiments, Cambridge MA, April 10, 2015.  
National University of Singapore (NUS), Singapore, Mar 21, 2014.  
University of Florida, Gainesville, Feb 8, 2014.  
Field Experiments Conference, UCSD, San Diego CA, May 15, 2013.  
Customer Insights Conference, Yale University, May 10, 2013.  
University of Washington, St Louis MO, May 8, 2013.  
University of Toronto, Toronto Canada, April 19, 2013.  
London Business School, London England, April 11, 2013.  
University of Michigan, Ann Arbor MI, March 15, 2013.  
UC Davis, Davis CA, March 7, 2013.  
Stanford University, Palo Alto CA, March 6, 2013.  
University of Santa Clara, Santa Clara CA, February 4, 2013.  
QME Conference, Duke University, Durham NC, October 20, 2012.  
NBER Pricing Dynamics Summer Institute, Cambridge MA, July 12, 2012.  
Columbia University, New York NY, May 1, 2012.  
University of North Carolina, Chapel Hill NC, March 9, 2012.

Wharton, University of Pennsylvania, Philadelphia PA, February 24, 2012.  
University of California, Berkeley, Berkeley CA, September 19, 2011.  
NBER Pricing Dynamics Summer Institute, Cambridge MA, July 14, 2011.  
YCCI Conference, Yale University, New Haven CT, May, 2011.  
University of Alberta, Edmonton, Alberta, Canada, May 4-5, 2011.  
University of Wisconsin, Madison WI, April 15, 2011.  
Milton Friedman Institute, Pricing Dynamics Conf., University of Chicago, Feb 18, 2011.  
Customer Insights Conference, Yale University, May 10, 2010.  
University of Pittsburgh, Pittsburgh PA, February 4, 2010.  
Tilburg University, Netherlands, December 17, 2009.  
Carnegie-Mellon, Pittsburgh PA, November 13, 2009.  
QME Conference, Chicago IL, October 9, 2009.  
Northwestern University, Evanston IL, September 13, 2009.  
UTD, Dallas TX, April 17, 2009.  
Northeastern University, Boston MA, April 1, 2009.  
Behavioral Pricing Conference, Drexel University, Philadelphia, September 20, 2008.  
YCCI Conference, Yale University, New Haven CT, May 10, 2008.  
NBER Price Dynamics Conference, Stanford University, Palo Alto CA, May 2, 2008.  
Johnson School, Cornell, Ithaca NY, April 22, 2008.  
Rady School of Management, UC San Diego, San Diego CA, November 27, 2007.  
Quantitative Marketing and Economics Conference, October, 2007.  
MIT Economics Department, Cambridge MA, May 14, 2007.  
Insead, Fontainebleau, France, May 11, 2007.  
Smeal College of Business, Penn State, State College, PA, April 27, 2007.  
Carlson School of Management, University of Minnesota, March 30, 2007.  
New England Mail Order Association Spring Conference, Boston MA, March 23, 2007.  
London Business School, March 19, 2007.  
Columbia Business School, New York NY, October 24, 2006.  
Bauer College of Business, University of Houston, Houston TX, October 13, 2006.  
Australian Market & Social Research Society, Melbourne, Australia, September 7, 2006.  
Anderson School of Management, UCLA, April 28, 2006.  
Stern School of Business, NYU, April 14, 2006.  
Erasmus University, Rotterdam, March 3, 2006.  
New England Mail Order Association Spring Conference, Boston MA, March 24, 2005.  
University of California at Berkeley, Berkeley CA, November 19, 2004.  
HBR / Ad Club Marketing Roundtable Speaker Series, Boston MA, November 9, 2004.  
Yale University, School of Management, September 3, 2004.  
Summer Institute in Competitive Strategy, Berkeley, July 29, 2004.  
The Wharton School, University of Pennsylvania, May 13, 2004.  
Olin School of Management, Washington University, St. Louis MO, May 5, 2004.  
Fuqua School of Business, Duke University, April 1, 2004.

Boston Product Managers Association (BPMA), February 19th, 2004.  
Australian Graduate School of Management, Sydney, Australia, January 21, 2004.  
University of Auckland, New Zealand, January 15, 2004.  
National Center for Database Marketing Conference, Orlando Florida, December 6, 2003.  
Quantitative Marketing and Economics Conference, October, 2003.  
International Industrial Organization Conference, Boston, April 4, 2003.  
London Business School, March 12, 2003.  
Rotman School of Business, University of Toronto, February 28, 2003.  
Boston University, Department of Economics, October 1, 2002.  
Strategy Conference, GSB, Stanford University, Palo Alto CA, February 22, 2002.  
Harvard Business School, Boston MA, February 6, 2002.  
Marshall School of Business, University of Southern California, January 19, 2002.  
Australian Graduate School of Management, Sydney, Australia, May 30, 2001.  
Faculty of Commerce, University of New South Wales, Sydney, Australia, May 25, 2001.  
Graduate School of Business, Stanford University, Palo Alto, February 28, 2001.  
MSI Young Scholars Conference, Park City, Utah, January 13, 2001.  
Australian Graduate School of Management, Sydney, Australia, December 17, 1999.  
Fuqua School of Business, Duke University, September 13, 1999.  
The Wharton School, University of Pennsylvania, July 22, 1999.  
Australian Graduate School of Management, Sydney, Australia, December 16, 1998.  
University of Rochester, Rochester NY, December 7, 1998.  
Joint Harvard-MIT Economics of Organization Seminar, December 3, 1998.  
University of Notre Dame, South Bend IN, November 20, 1998.  
Graduate School of Business, Columbia University, June 13, 1998.  
Strategy Conference, GSB, Stanford University, Palo Alto CA, February 21, 1998.  
American Corporate Council Association, Chicago IL, June 26 1997  
Sloan School of Management, MIT, Cambridge MA, May 5, 1997.  
University of Florida, Gainesville FL, March 28 1997.  
University of Texas at Dallas, Dallas TX, March 25 1997.  
Olin School of Management, Washington University, St. Louis MO, February 21 1997.  
London Business School, England, January 31 1997.  
Harvard Business School, Cambridge MA, December 3 1996.  
Sloan School of Management, MIT, Cambridge MA, September 30 1996.  
University of California at Berkeley, Berkeley CA, February 1996.  
Sloan School of Management, MIT, Cambridge MA, May 22 1995.  
Universitade Catholique Portuguesa, Portugal, March 15 1995.  
University of Auckland, New Zealand, January 19 1995.  
Sloan School of Management MIT, Cambridge MA, May 15 1994.

## **Consulting Activities**

3M (Boston MA)

AESA (Providence RI)

ASB (New Zealand)

Barclays Bank (United Kingdom)

Bosa Properties (Canada)

Brightstar (Australia)

Cash Catalyst (Boston)

Commonwealth Bank of Australia (Australia)

Cisco (Brazil, China, India, San Jose CA, Singapore)

Digital Cyclone (Boston MA)

Fidelity Investments (Boston MA, Covington KY, Research Triangle Park NC, Westlake TX)

Galvin Nuclear Energy (Cambridge MA)

Hellman and Friedman (Boston MA)

HCESC (Cincinnati OH)

HUB International (Chicago IL)

Idexx Laboratories (Portland ME)

Kinetic (Houston TX, Minneapolis MN)

LifeNet Health (Virginia Beach VA)

L'Oréal (Boston MA, New York NY)

Metabolix (Cambridge MA)

Nokia (Finland)

PKR (Minneapolis MN)

Region 4 ESC (Houston TX)

Saks Fifth Avenue (New York, NY)

Tate and Lyle (Switzerland)

The Teaching Company (Chantilly VA)