Theodoros Evgeniou

Employment

INSEAD, Fontainebleau, France
2001 -   Professor of Decision Sciences and Technology Management

Other Positions and Projects

Tremau, Co-founder and Chief Innovation Officer (2021-)

World Economic Forum, Academic Partner on AI (2021-)

Boston Consulting Group Henderson Institute**,** Advisor (2020-)

OECD Network of Experts on AI, Member (2020-)

Marble Bar Asset Management, London, UK, 2017- ; Advisor

CQS Capital, London, UK, 2015-2016 : External consultant, systematic trading strategies

Consultant and speaker for a number of companies

Education

Massachusetts Institute of Technology (1996-2000)

PhD in Electrical Engineering and Computer Science
Research in Machine Learning; minor in Political Science.
Thesis Advisor: Tomaso Poggio

Massachusetts Institute of Technology (1995-1996)

M.Eng. in Electrical Engineering and Computer Science
Research in Artificial Intelligence

Massachusetts Institute of Technology (1991-1995)

BS in Electrical Engineering and Computer Science, and
BS in Mathematics, and
Minor degree in Economics

Professional Activities

Co-Chair, INSEAD Faculty Guidelines Revision Taskforce, INSEAD, 2018 - 2021

Department Chair (Area Coordinator), Decision Sciences Area, Member of the Committee of Area Coordinators, INSEAD, 2017 - 2019

Chair of the INSEAD Faculty Evaluation Committee, 2014-2015

Member of the INSEAD Faculty Evaluation Committee, 2013-2015

Academic Director, INSEAD eLab Research Center, June 2012-

Member of the INSEAD PhD committee, INSEAD, 2012-2014

Department Chair (Area Coordinator), Decision Sciences Area, Member of the Committee of Area Coordinators, INSEAD, 2007-2010

Member of the INSEAD R&D committee, INSEAD, 2006-2009

Member of the Editorial Board for the *Machine Learning Journal*

Associate Editor for the *INFORMS Journal on Computing*

Associate Editor for the *INFORMS Journal on Data Science*

Associate Editor for the *Management Science* Special Issue on Business Analytics

Organizer of sessions at *Marketing Science Conference* and *INFORMS Conference*

Reviewer for a number of journals, including *Marketing Science, Machine Learning Journal, Journal of Machine Learning Research, Management Science, Information Systems Research, MISQ, Journal of Marketing Research,* etc

Honors/Awards

Nominated for "Best Core Course Teacher Award", INSEAD MBA class of June 2017, December 2011, MBA class of December 2009, and MBA June 2020

INSEAD Deans' Teaching Commendation, 2008/9, 2011/12

Winner of the 2009 ECCH European Case Awards for the "Knowledge, Information & Communication Systems Management" Category

Winner of the 2007 ECCH European Case Awards for the "Knowledge, Information & Communication Systems Management" Category

First rank, MIT Class of 1995 Dual Degree Bachelors in Mathematics, MIT, 1995

Bronze Medal, International Mathematical Olympiad (IMO) - Sweden, 1991

Gold Medals, Greek National Mathematical Olympiads - Athens, Greece, 1990, 1991

PhD Student Supervision

Kaifu Zhang (PhD committee, INSEAD, June 2012): Assistant Professor of Marketing, Carnegie Mellon University
Emile Richard (PhD committee, Ecole Normale Superieure, November 2012): Post Doc , Computer Science, Stanford University
Inyoung Chae (PhD committee, INSEAD, June 2016): Assistant Professor of Marketing, Emory University

Enric Junque de Fortuny (PhD committee, U. of Antwerp, June 2014): Assistant Professor of Information Systems and Business Analytics, NYU Shanghai
Thomas Verbraken (PhD committee, KU Leuven, June 2014): MSCI Inc.
Sophie de Cnudde (PhD Committee, U. of Antwerp, December 2017)
Jorge Samper (UPMC, Paris)
Nicolas Moreno (HEC Liege, Belgium)
Cedric Gillain (HEC Liege, Belgium
Ahmed Guecioueur (PhD advisor)
Junnan Wang (PhD advisor)

Publications available at Google Scholar (more than 11000 Citations, h-index 36)

Work in Progress and Under Review

1. "Uncovering sparsity and heterogeneity in firm-level return predictability using machine learning" (with Ahmed Guecioueur and Rodolfo Pireto) – *Journal of Financial and Quantitative Analysis* (R&R)

2. "Grit and Academic Resilience During the Covid-19 Pandemic (with Daniel L. Chen, Seda Ertac, Theodoros Evgeniou, Xin Miao, Ali Nadaf, Emrah Yilmaz) – *PLoS One* (under review)

3. "How Should Artificial Intelligence Explain Itself? Understanding Preferences for Explanations Generated by XAI Algorithms" (with Yanou Ramon, Tom Vermeire, Olivier Toubia and David Martens) – SSRN completed, preparation for submission

4. "Implementing AI Principles: Frameworks, Processes and Tools" (with P. Boza), INSEAD Working Paper 2021.

5. "Appealing to AI", (in preparation for *Science Magazine*)

6. "Human in the Loop: Decision Making or Appeal Process?", (in preparation for *Management Science*)

7. "Mixing User- and Publisher-Generated Content: Analyzing Content Consumption in a Hybrid Content Environment", (with Inyoung Chae, David A. Schweidel, and V. Padmanabhan)

7. "M&A Portfolios and Market Returns", INSEAD Working Paper, 2015

Journal Publications

8. "Computational Ethics" (with Edmond Awad et al.), *Trends in Cognitive Sciences* (to appear, 2022) (Impact factor 15.4)

9. "Epidemic Models for Personalised COVID-19 Isolation and Exit Policies Using Clinical Risk Predictions" (with M Fekom, A Ovchinnikov, R Porcher, C Pouchol, N Vayatis), *Production and Operations Management* (to appear, 2022)

10. "The Non-Linear Nature of the Cost of Comprehensibility in AI Models" (with Sofie Goethals and David Martens), *Journal of Big Data*, 9 (30), 2022

11. "AI Regulation is Coming: How to prepare for the inevitable" (with F.Candelon, R. Charme di Carlo, M. De Bondt), *Harvard Business Review* Magazine, September-October 2021

12. "Beware Explanations from Artificial Intelligence in Health Care" (with Boris Babic, Glenn Cohen and Sara Gerke), *Science, 373 (6552), July 16, 2021*.

13. "Can metafeatures help improve explanations of prediction models when using behavioral and textual data?" (with Yanou Ramon, David Martens and Stiene Praet), *Machine Learning,* p. 1-40, June 2021.

14. "Direct to Consumer Medical Machine Learning and Artificial Intelligence Applications" (with Glenn Cohen, Sara Gerke, Boris Babic), *Nature Machine Intelligence* 3 (4), 2021

15. "Artificial Intelligence to Support the Integration of Variable Renewable Energy Sources to the Power System" (with Pal Boza), *Applied Energy, 290, January 2021* (impact Factor: 9.7)

16. "When Machine Learning Goes Off the Rails" (with Boris Babic, Glenn Cohen and Sara Gerke), *Harvard Business Review* Magazine, Jan-Feb 2021.

17. "Network Centrality and Managerial Market Timing Ability: Evidence from Open-Market Repurchase Announcements" (with Theo Vermaelen, Joel Peress, and Ling Yue), *Journal of Financial and Quantitative Analysis (JFQA) 1-57*, January 2021

18. "A Better Way to Onboard AI" (with Boris Babic, Daniel Chen, Anne-Laure Fayard) – *Harvard Business Review* Magazine, July-August 2020.

19. "The need for a system view to regulate artificial intelligence/machine learning-based software as medical device" (with Sara Gerke, Boris Babic, and Glenn Cohen), *Nature Digital Medicine*, 07 April 2020

20. "The European Artificial Intelligence Strategy: implications and strategies for digital health" (with Glenn Cohen, Sara Gerke, Timo Minssen), *Lancet Digital Health*, July 2020

21. "Algorithms on Regulatory Lockdown in Medicine" (with Sara Gerke, Boris Babic, and Glenn Cohen), *Science* Magazine, 06 Dec 2019.

22. "A comparison of instance-level counterfactual explanation algorithms for behavioral and textual data: SEDC, LIME-C and SHAP-C" (with Yanou Ramon, David Martens, Foster Provost), *Advances in Data Analysis and Classification* 14 (4), 2020.

23. "A Benchmarking Study of Classification Techniques for Behavioral Data" (with Sofie De Cnudde, David Martens, and Foster Povost), *International Journal of Data Science and Analytics, 9, 131-173, 2020*

24. "Reproducible evaluation of classification methods in Alzheimer's disease: Framework and application to MRI and PET data" (with Jorge Samper et al), *Neuroimage*, 183, December 2018 (Impact Factor 6.5).

25. "Volatility and the Buyback Anomaly" (with Enric Junqué de Fortuny, Nick Nassuphis, and Theo Vermaelen), *Journal of Corporate Finance* (Vol. 49) (2018).

26. T. Evgeniou and T. Vermaelen, "Share Buybacks and Gender Diversity", *Journal of Corporate Finance* (Vol. 45) (2017).

27. "Yet Another ADNI Machine Learning Paper? Paving The Way Towards Fully-reproducible Research on Classification of Alzheimer's Disease" (Proceedings of Machine Learning in Medical Imaging, MLMI, MICCAI Workshop, also to appear in Volume 10541 of the *Lecture Notes in Computer Science* series) (2017)

28. O. Toubia, E. Johnson, T. Evgeniou, P. Delquie, "Dynamic Experiments for Estimating Preferences: An Adaptive Method of Eliciting Time and Risk Parameters", *Management Science*, 59(3) (2013).

29. T. Evgeniou, L. Fang, R. Hogarth, N. Karelaia, "Competitive Dynamics in Forecasting: The Interaction of Skill and Uncertainty", *Journal of Behavioral Decision Making* 26(4) (2012).

30. K. Zhang, T. Evgeniou, V. Padmanabhan, E. Richard, "Content Contributor Management and Network Effects in a UGC Environment" *Marketing Science,* 31 (3) (2012).

31. J. R. Hauser, O. Toubia, T. Evgeniou, R. Befurt, D. Dzyabura, "Disjunction of Conjunctions, Cognitive Simplicity, and Consideration Sets", *Journal of Marketing Research*, 47(3) (2010).

32. J. Abernethy, F. Bach, T. Evgeniou, J.P. Vert, "A New Approach to Collaborative Filtering: Operator Estimation with Spectral Regularization", *Journal of Machine Learning Research* (2009).

33. A. Argyriou, T. Evgeniou, M. Pontil, "Convex Multi-Task Feature Learning", *Machine Learning Journal*, 73(3) (2008) (2nd most cited paper at Google Scholar written in Machine Learning journal the past 5 years, more than 500 Google Scholar citations combined with #27 below).

34. T. Evgeniou, M. Pontil, O. Toubia, "A Convex Optimization Approach to Modeling Heterogeneity in Conjoint Estimation", *Marketing Science,* 26(6) (2008).

35. Netzer, Oded, Olivier Toubia, Eric T. Bradlow, Ely Dahan, Theodoros Evgeniou, Fred M. Feinberg, Eleanor M. Feit, Sam K. Hui, Joseph Johnson, John C. Liechty, James B. Orlin, Vithala R. Rao, "Beyond Conjoint Analysis: Advances in Preference Measurement", *Marketing Letters*, 19(3) (2008).

36. J. Abernethy, T. Evgeniou, O. Toubia, J.P. Vert, "Eliciting Consumer Preferences using Robust Adaptive Choice Questionnaires", *IEEE Transactions on Knowledge and Data Engineering,* 20(2) (2008).

37. K. Pramatari, T. Evgeniou, G. Doukidis, "Implementation of Collaborative e-Supply Chain Initiatives: An Initial Challenging and Final Success Case from Grocery Retailing", *Journal of Information Technology,* 23(4) (2008).

38. T. Evgeniou, C. Boussios, G. Zacharia, "Generalized Robust Conjoint Estimation", *Marketing Science,* 24(3) (2005).

39. T. Evgeniou, C. Micchelli, M. Pontil, "Learning Multiple Tasks with Kernel Methods", *Journal of Machine Learning Research*, Vol. 6 (2005) (more than 500 Google Scholar citations combined with #28 below).

40. A. Elisseeff, T. Evgeniou, M. Pontil, "Stability of Randomized Learning Algorithms", *Journal of Machine Learning Research,* Vol. 6 (2005).

41. M. Hibon, T. Evgeniou, "To combine or not to combine: selecting among forecasts and their combinations", *International Journal of Forecasting*, Vol. 21, Issue 1 (2005).

42. T. Evgeniou, P. Cartwright, "Barriers to Information Management", *European Management Journal*, 23 (2005).

43. T. Evgeniou, M. Pontil, A. Elisseeff, "Leave One out Error, Stability, and Generalization of Voting Combinations of Classifiers", *Machine Learning*, 55:(1) (2004).

44. G. Bhalla, T. Evgeniou, L. Lerer, "Customers in a World of Networked Healthcare", *International Journal of Medical Marketing*, Volume 4, Issue 3, (2004).

45. T. Evgeniou, M. Pontil, C. Papageorgiou, T. Poggio, "Image Representations and Feature Selection for Multimedia Database Search", *IEEE Transactions on Knowledge and Data Engineering* 15(4) (2003).

46. P. Damaskopoulos, T. Evgeniou, "Adoption of New Economy Practices by SMEs in Eastern Europe", *European Management Journal,* 21 (2003).

47. T. Evgeniou, T. Poggio, M. Pontil, A. Verri, "Regularization and Statistical Learning Theory for Data Analysis", *Computational Statistics and Data Analysis*, 38 (2002).

48. T. Evgeniou, "Information Integration and Information Strategies for Adaptive Enterprises", *European Management Journal,* 20 (2002) (No. 7 most downloaded paper in www.bitpipe.com, January 2003, with more than 2000 downloads)

49. G. Zacharia, T. Evgeniou, A. Moukas, P. Boufounos, P. Maes, "Economics of Dynamic Pricing in a Reputation Brokered Agent Mediated Marketplace", *Electronic Commerce Research Journal*, Vol. 1 (2001).

50. T. Evgeniou, M. Pontil, T. Poggio, "Regularization Networks and Support Vector Machines*"*, *Advances in Computational Mathematics,* 13 (2000) (more than 1000 citations at Google scholar).

51. T. Evgeniou, M. Pontil, T. Poggio, "Statistical Learning Theory: a Primer", *International Journal of Computer Vision* 38 (1) (2000).

52. G. Zacharia, T. Evgeniou, P. Maes, "Dynamic Pricing in a Reputation Brokered Agent Mediated Knowledge Marketplace", *International Journal of Intelligent Systems in Accounting, Finance and Management*, Vol. 9 (4), and *Advances in E-commerce Agents: Broking, Negotiation, Security, and Mobility*, Springer-Verlag (book chapter), (2000).

Refereed Conference Proceedings

53. Junqué de Fortuny E, Martens D, Provost F, Evgeniou T., "Iteratively Refining SVMs", IEEE International Conference on Big Data, Santa Clara, 2015

54. E. Richard, N. Baskiotis, T. Evgeniou, and N. Vayatis, "Link Discovery Using Graph Feature Tracking", *Neural Information Processing Systems (NIPS)* 2010 (293 out of 1219 submissions accepted).

55. A. Argyriou, T. Evgeniou, M. Pontil, "Multi-Task Feature Learning", *Neural Information Processing Systems (NIPS)* 2007 (204 out of 833 submissions accepted) (4th most cited paper at Google Scholar out of more than 1000 papers published at the flagship machine learning conference NIPS).

56. T. Evgeniou, M. Pontil, "Regularized Multi-Task Learning", *Knowledge and Data Discovery, (KDD)* 2004 (40 out of 337 submissions accepted).

57. T. Evgeniou, L. Perez-Breva, M. Pontil, T. Poggio, "Bounds on the generalization performance of kernel machines ensembles", *Proceedings of the 17th International Conference on Machine Learning,* Stanford, California, 2000.

Other Refereed Conference Proceedings and Book Chapters

58. Evgeniou, T., Pontil, M., Spinellis, D., Swiderski, R., Nassuphis, N., "Regularized robust portfolio estimation." In ``Regularization, Optimization, Kernels, and Support Vector Machines", Suykens, J.A.K., Signoretto, M., Argyriou, A. (eds), Chapman & Hall (2014 – to appear).

59. O. Toubia, T. Evgeniou, J. Hauser, "Optimization-Based and Machine-Learning Methods for Conjoint Analysis: Estimation and Question Design". Chapter in *Conjoint Measurement: Methods and Applications*, 4E (New York, NY: Springer. 2007) by A. Gustafsson, A. Herrmann, F. Huber.

60. V. Anyfioti, S. Dutta, T. Evgeniou, "Customer Relationship Management in a technology driven world", (invited) chapter in book from the *European Conference on Organizational Knowledge, Learning and Capabilities*, 2002 (also appears in *Organizations as Knowledge Systems*, Palgrave Macmillan (2004)).

61. S. Andonova, A. Elisseeff, T. Evgeniou, M. Pontil, "A Simple Algorithm for Learning Stable Machines", *Lecture Notes in Artificial Intelligence, 15th European Conference on Artificial Intelligence*, 2002.

62. T. Evgeniou, M. Pontil, "A note on the generalization performance of kernel classifiers with margin", *Lecture Notes in Computer Science, Algorithmic Learning Theory,* Sydney, Australia, December 2000.

63. T. Evgeniou, M. Pontil, C. Papageorgiou, T. Poggio, "Image representations for object detection using kernel classifiers", *Proceedings of the 7th Asian Conference on Computer Vision,* Taiwan, February 2000.

64. C. Campbell, T. Evgeniou, B. Heisele, M. Pontil, "Machine Learning Strategies for Complex Tasks" *Proceedings of First IEEE-RAS International Conference on Humanoid Robots, MIT, 2000, Springer Verlag.*

65. T. Evgeniou, M. Pontil, "On the V-gamma dimension for regression in Reproducing Kernel Hilbert spaces", *Lecture Notes in Computer Science, Algorithmic Learning Theory*, Tokyo, Japan, 1999.

66. T. Evgeniou, M. Pontil, T. Poggio, "A Unified Framework for Regularization Networks and Support Vector Machines", *In Advances in Large Margin Classifiers*, edited by Alexander J.Smola, Peter Bartlett, Bernhard Scholkopf, Dale Schuurmans, 1999.

67. T. Evgeniou, M. Pontil, "Support Vector Machines: theory and applications", Lecture Notes in Artificial Intelligence, *ACAI* 1999.

68. C. Papageorgiou, T. Evgeniou, T. Poggio, "A Trainable Pedestrian Detection System", *Proceedings of Intelligent Vehicles*, October 28-30, 1998, Stuttgart, Germany.

69. S. Avidan, T. Evgeniou, A. Shashua, and T. Poggio, "Image-Based View Synthesis by Combining Trilinear Tensors and Learning Techniques", Proceedings of the *ACM Virtual Reality Software Technology Conference*, September 1997.

Conference Presentations and Research Seminars

"AI4EU – Annual Meeting", Keynote presentation, Athens, Greece, November 2019

"AI4EU – Annual Board Meeting", Keynote presentation, Venice, Italy, February 2020

"Implications of Possible Information Asymmetries in Buybacks", HEC Liege, March 2017

"Share Buyback and Equity Issue Anomalies Revisited", *Alternative Investments Conference*, Monaco, June 1-3, 2016

Co-organizer of the "Design Preference Elicitation" workshop (with P. Papalambros. R. Gonzalez, D. Marjanovic, and M. Yi Ren), DCC 2014, London, UK. "Preference Model Complexity and Parameter Estimation" presentation, June 2014.

"Machine Learning Methodologies for Estimating Preferences", Erasmus University, June 2012

"Dynamic Experiments for Estimating Preferences: An Adaptive Method of Eliciting Time and Risk Parameters", K.U. Leuven, February 2012 (this paper has also been presented by my co-authors at the following places: MIT; Wharton,U. of Pennsylvania; Columbia Business School; U. of Chicago; Princeton U.; NYU; Georgetown University; UC Davis; U. of Utah; European Association for Decision Making (SPUDM) Kingston; Deutsche Institut für Wirtschaftsforschung; Association for Consumer Research 2011).

"Customer Valuation of Web2.0 Companies" (with K. Zhang, I. Chae, and V. Padmanabhan), *Marketing Science Conference*, Houston, June 2011

"Convex Multi-Task Feature Learning" has been presented by my co-authors at: Isaac Newton Institute for Mathematical Sciences, Cambridge U.; Imperial College London; EPFL Lausanne, Switzerland; City University of Hong Kong; INRIA, Laboratoire d' Informatique de l' Ecole Normale Superieure; Purdue University; Max Planck Institut Informatik, Saarbrucken; Max Planck Institute for Biological Cybernetics, Tubingen; University of Bristol; Xerox Research Centre Europe, Grenoble, France; University of Birmingham; 24th European Conference on Operation Research (EURO); Oberwolfach Workshop on Sparse Recovery Problems in High Dimensions, Oberwolfach, Germany; Foundations of Computational Mathematics, Workshop on Learning Theory, Hong Kong; Google Zurich, Switzerland; King's College London, UK.

"Novel Methodologies for Capturing and using Data to Model and Measure Behavior", *INFORMS*, Washington D.C., November 2008 (Session Organizer and Chair)

"Models of Behavior and Models for Models for Market Data Analysis", *INFORMS*, Washington D.C., November 2008.

"Cognitive Complexity and Consideration Sets", Summer School on Bounded Rationality, Berlin, Germany, July 8 - 16, 2008 (Invited).

"Cognitive Complexity and Consideration Sets", *Marketing Science Conference*, Vancouver, June 2008

"Convex Optimization Methods for Understanding Customers Preferences and Recommending Products", *INFORMS*, Seattle, November 2007

"An Empirical Comparison of Hierarchical Bayes and Optimization Based Conjoint Methods", *Marketing Science Conference*, Pittsburgh, June 2006

"Choice Models, Market Research, Decisions, and Machine Learning", NUY Stern School of Business, December 2005

"Choice Models, Market Research, Decisions, and Machine Learning", MIT Sloan School of Management, December 2005

"Choice Models, Market Research, Decisions, and Machine Learning", U. of Pennsylvania Wharton School of Business, December 2005

"Choice Models, Market Research, Decisions, and Machine Learning", Columbia Business School, December 2005

"Optimization Conjoint Models for Adaptive Questionnaire Design with Aggregate Customization and Estimation", *Marketing Science Conference,* Atlanta, June 2005

Co-organizer of a special track on "Optimization and Data Mining Models in Marketing and Product Development", *Marketing Science Conference,* Atlanta, June 2005 (with J. Hauser and O. Toubia)

"Regularized Multi-Task Learning", *Knowledge and Data Discovery*, (KDD 2004), Seattle, August 2004

"Optimization Conjoint Models for Consumer Heterogeneity", *Marketing Science Conference,* Rotterdam, June 2004

"Robust Methods for Conjoint Estimation: Theory and Experimental Comparisons", *Marketing Science Conference,* University of Maryland, June 2003

"A framework for generalized robust conjoint analysis", *Marketing Science Conference,* Canada, June 2002

"Stability and predictive performance of subsample bootstrapping for classification or regression", *22nd International Symposium on Forecasting,* Ireland, June 2002

"Data Driven Supplier Performance Monitoring", *22nd International Symposium on Forecasting*, Ireland, June 2002

"Support Vector Machines with Clustering for Training with Very Large Datasets", *SETN* 2002, Thessaloniki, Greece (with M. Pontil)

"E-business in Eastern Europe and the challenge of CRM", Workshop on *Start-ups, Incubators and Venture Capital*, 8th Panhellenic Conference on Informatics, Cyprus, 2001

"Algorithmic Stability and Model Selection for Bagging using Small Sub-samples", *NIPS (2001)* Workshop on New Directions in Kernel-Based Learning Methods (with M. Pontil and A. Elisseeff)

"Decomposition methods for training Support Vector Machines with very large datasets", *NIPS (2001) Workshop on New Directions in Kernel-Based Learning Methods* (poster with T. Trafalis, H. Ince)

"Learning with kernel machines and their ensembles", *International Joint Conference of American Mathematical Society and Hong Kong Mathematical Society,* Hong Kong (2000)

"From Regression to Classification in Support Vector Machines", *European Symposium on Artificial Neural Networks,* Bruges, Belgium, 1999 (with M. Pontil and R. Rifkin).

Other Conferences and Events

"Workshop on IT Teaching in Business Schools" (invitational), Harvard Business School, May 2006

"Business Intelligence Conference: BI or Die", Rotterdam, February 11 2004, Invited Speaker.

"Business Intelligence: Maximizing Advantage in European Business", Amsterdam, September 2-3 2002, Conference Chair.

"Upstart Europe", Paris, May 7-9 2001, Panel Member on "Artificial intelligence applications: When and where will the next wave be?

Educational Material: Case studies and other

1. "ENGIE: Powering the Energy Transition", INSEAD Case Study (2022)

2. "Your Data Supply Chains are probably a mess. Here is how to fix them" (with Tom Davenport and Tom Redman), *Harvard Business Review digital*, June 2021.

3. "Building and Leveraging the Data Team at Tron Corporation", INSEAD Case Study (2021)

4. "E.ON", INSEAD Case Study (2020)

5. "Leveraging AI to Battle this Pandemic – and the next one" (with A. Ovchinnikov and D. Hardoon), *Harvard Business Review digital, April 20, 2020*

6. "What happens when AI is used to set grades" (with A. Ovchinnikov and D. Hardoon), *Harvard Business Review digital, August 13, 2020*

7. "Preferred Networks", INSEAD Case Study (2019) – with Pavel Kireyev

8. Online material and software tools for "Data Analytics for Business"

9. "Boats: a Segmentation Case (Part A and Part B)", INSEAD case (2012) (with J. Niessing)

10. "Catwalk: Simulation Based Reinsurance Risk Modeling", INSEAD case (2010)

11. "Internet Enabled Collaborative Store Ordering: The Case of Veropoulos Spar Retailer", INSEAD case (2005) (with K. Pramatari and G. Doukidis) *Winner of the 2009 ECCH European Case Awards* for the "Knowledge, Information & Communication Systems Management" Category

12. "Unisys Corporation: IT Governance and Prioritization", INSEAD case (2004) (with A.L. Fayard)

13. "E-Government at Cambridgeshire County (A & B)", INSEAD case (2004) (with K. Sengupta)

14. "Kent County Council: Implementing IT for e-Government", INSEAD case (2003) (with K. Sengupta) *WINNER OF THE 2007 ECCH EUROPEAN CASE AWARDS* for the "Knowledge, Information & Communication Systems Management" Category

15. "Terra Lycos: Profiting from Information Products", INSEAD case (2003)

16. "Doubleclick, Inc: A Strategic Transformation", INSEAD case study (2002) (with S. Dutta)

17. "Terra Lycos: creating a global and profitable integrated media company", INSEAD case study (2002) (with S. Dutta)