



HARVARD | BUSINESS | SCHOOL

May, 2016

RAFFAELLA SADUN

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APPOINTMENTS

2015 – Present Thomas S. Murphy Associate Professor of Business Administration,
Harvard Business School
2015 (January-June), Visiting Scholar, MIT Sloan
2013 – 2014 Richard Hodgson Fellow, Harvard Business School
2009 – 2015 Assistant Professor of Business Administration, Harvard Business School

WORK EXPERIENCE

2007 – 2009 Centre for Economic Performance, London School of Economics (LSE), Research
Officer
2004 – 2007 Centre for Economic Performance, LSE, Research Economist

RESEARCH AFFILIATIONS

2016 – Present International Growth Center (IGC), Research Affiliate
2014 – Present Strategy Research Forum (SRF)
2013 – Present Ariadne Labs, Harvard School of Public Health, Research Associate
2013 – Present Centre for Economic Policy and Research, Research Affiliate
2012 – Present Kauffman Foundation, Junior Fellow in Entrepreneurship
2010 – Present National Bureau of Economic Research, Productivity Group
2004 – Present Centre for Economic Performance, Research Associate

EDUCATION

2008 Ph.D., Economics, London School of Economics
Dissertation: The Productivity Dynamics of the UK Economy: A Micro Data
Perspective
Committee: Professor John Van Reenen (Advisor)
2003 M.Sc., Economics, Universitat Pompeu Fabra (Spain)
2000 B.Sc., *summa cum laude*, Economics, Università La Sapienza di Rome (Italy)

PUBLICATIONS

PUBLISHED JOURNAL ARTICLES

- “International Data on Measuring Management Practices”, with Nicholas Bloom, Renata Lemos, Daniela Scur and John Van Reenen, *American Economic Review Papers and Proceedings*, May 2016.
- “Does Management Matter: Relationship between Effective Management and Hospital Governance in High and Low-Quality Hospitals,” with Nicholas Bloom, Atul Gawande, Robert Huckman, Ashish Jha and Thomas Tsai, *Health Affairs*, 34. 8 (2015): 1304–1311.
- “Do private equity firms have better management practices?”, with Nicholas Bloom and John Van Reenen, *American Economic Review Papers and Proceedings*, May 2015.
- “Does Management Matter in Schools?” with Nicholas Bloom, Renata Lemos and John Van Reenen. *Economic Journal*, 125, no. 5 (2015): 647-674.
- “Matching Firms, Managers, and Incentives,” with Oriana Bandiera, Luigi Guiso and Andrea Prat, *Journal of Labor Economics* 30 (3), (July 2015): 623-681.
- “The New Empirical Economics of Management,” with Nicholas Bloom, Renata Lemos, Daniela Scur and John Van Reenen, *Journal of the European Economic Association*, 12-4, (2014): 835-876.
- “Does Planning Regulation Protect Independent Retailers?” *Review of Economics and Statistics*, 97, no. 4 (2015) 983-1001.
- “The Distinct Effects of Information Technology and Communication Technology on Firm Organization,” with Nicholas Bloom, Luis Garicano, and John Van Reenen, *Management Science* 60 (12), (2014): 2859-2885.
- “The Organization of Firms Across Countries,” with Nicholas Bloom and John Van Reenen, *Quarterly Journal of Economics* 127, no. 4 (2012): 1663-1705.
- “Regulation and UK Retailing Productivity: Evidence from Microdata,” with Jonathan Haskel, *Economica* 79, (2012) 425-448.
- “Americans Do IT Better: US Multinationals and the Productivity Miracle,” with Nicholas Bloom and John Van Reenen, *American Economic Review* 102, no. 1 (2012): 167–201.
- “Management Practices across Firms and Countries,” with Nicholas Bloom, Christos Genakos and John Van Reenen, *Academy of Management Perspectives* 26, no. 1 (2012): 12–33.
- “Modern Management: Good for the Environment or Just Hot Air?” with Nicholas Bloom, Christos Genakos and Ralf Martin, *Economic Journal* 120, no. 544 (2010): 551–572.
- “Does Product Market Competition Lead Firms to Decentralize?” with Nicholas Bloom and John Van Reenen, *American Economic Review: Papers and Proceedings* 100, no. 2 (2010): 434–438.

“Recent Advances in the Empirics of Organizational Economics,” with Nicholas Bloom and John Van Reenen, *Annual Review of Economics* Vol. 2 (2010): 105–137.

“Measuring and Explaining Management Practices in Italy,” with Nicholas Bloom and John Van Reenen, *La Rivista di Politica Economica*, (March-April, 2008): 15-56.

BOOK CHAPTERS

“Are Founder CEOs Good Managers?” with Victor Bennet and Megan Lawrence, in *Measuring Entrepreneurial Businesses: Current Knowledge and Challenges*, John Haltiwanger, Erik Hurst, Javier Miranda, and Antoinette Schoar (eds.). University of Chicago Press, forthcoming.

“Do Private Equity-owned Firms Have Better Management Practices?” with Bloom, Nicholas and John Van Reenen, Chapter 1 in *The Global Economic Impact of Private Equity Report 2009*, 1–23. World Economic Forum. Globalization of Alternative Investments Working Papers. Geneva, Switzerland: World Economic Forum, 2009.

“Entry, Exit and Labor Productivity in U.K. Retailing: Evidence from Micro Data,” with Jonathan Haskel, Chapter 7 in *Producer Dynamics: New Evidence from Micro Data*, Timothy Dunne, J. Bradford Jensen, and Mark J. Roberts (eds.). University of Chicago Press, 2009.

“Italian Managers: Fidelity or Performance?” with Oriana Bandiera, Luigi Guiso and Andrea Prat, Part II: Chapters 4-8 in *The Ruling Class: Management and Politics in Modern Italy*, In Tito Boeri, Antonio Merlo and Andrea Prat (eds.): 105-202. Oxford: New York: Oxford University Press 2010.

“Productivity and ICTs: A Review of the Evidence,” with Mirko Draca and John Van Reenen, Chapter 5 in *The Oxford Handbook of Information and Communication Technologies*, Robin Mansell, Chrisanthi Avgerou, Danny Quah, and Roger Silverstone (eds.): 100–147. Oxford University Press, 2007.

WORKING PAPERS

“Management as a Technology,” with Nicholas Bloom and John Van Reenen, 2016, mimeo.

“Management Styles in the Public Sector: Evidence from the English NHS”, with Katharina Janke and Carol Propper, 2016, mimeo.

“Growth and Decentralization in Bad Times”, with Philippe Aghion, Nicholas Bloom, Brian Lucking and John Van Reenen, 2016, mimeo.

“CEO Behavior and Firm Performance”, with Oriana Bandiera, Stephen Hansen and Andrea Prat, 2016, mimeo.

“All together now: Integration, Decentralization and Management”, with Laura Alfaro, Nicholas Bloom, Paola Conconi, Harald Fadinger, Patrick Legros, Andy Newman, and John Van Reenen, 2016, mimeo.

“Does Management Matter in Healthcare?” with Nicholas Bloom, Renata Lemos and John Van Reenen, 2016, mimeo.

“Managing the Family Firm: Evidence from CEOs at Work.” with Oriana Bandiera, Renata Lemos and Andrea Prat, Harvard Business School Working Paper, No. 14-044, December 2013. Revise and Resubmit *Review of Financial Studies*

ADDITIONAL WORKING PAPERS

“Span of Control and Span of Attention,” with Oriana Bandiera, Andrea Prat and Julie Wulf, Harvard Business School Working Paper, No. 12-053, December 2011. (Revised February 2012, February 2014.)

“What Do CEOs Do?” with Oriana Bandiera, Luigi Guiso and Andrea Prat, Harvard Business School Working Paper, No. 11-081, February 2011.

OTHER PUBLICATIONS

“Does Management Really Work?” with Nicholas Bloom and John Van Reenen, *Harvard Business Review*, 90, no. 11 (2012): 76-82.

“Information” vs “Communication: The Battle to Influence Decision Making,” with Frieda Klotz, *MIT Sloan Management Review*, Article 57407, (website) (2016).

RESEARCH IN PROGRESS

World Strategy Survey, with Nicholas Bloom, Mu-Jeung Yang and Jan Rivkin.

Management in Clinical Research Labs, with Karim Lakhani.

Leadership and Management in Acute Care Hospitals, with Alex B. Haynes.

Management and Acquisitions in Healthcare, with Marty Gaynor, Adam Sacarny and Chad Syverson.

Measuring CEO Time Use in Start Ups, with Shai Bernstein and Andrea Prat.

COURSE MATERIAL

“Weathering the Storm at NYU Langone Medical Center.” with Robert S. Huckman and Michael Norris, Harvard Business School Case. 616-026 (2016) [33].

“Moleskine (A),” with Ryan Raffaelli and Kathy Qu, Harvard Business School Case, 716-407 (2016) [19].

“Moleskine (B): A Cultural Icon,” with Ryan Raffaelli and Kathy Qu, Harvard Business School Case, 717-464 (2016).

“The Transformation of NCR.” with David J. Collis and Matthew Shaffer, Harvard Business School Case, 715-438 (2015) [41].

“Henry Schein: Doing Well by Doing Good?” with Rebecca Henderson, Aldo Sesia and Russell Eisenstat, Harvard Business School Case, 714-450 (2014) [31].

“Henry Schein: Doing Well by Doing Good? (TN).” Harvard Business School Teaching Note, 714-492 (2014) [17].

“Transforming Tommy Hilfiger (A).” with Hanoch Feit, Vaibhav Gujral and Gerard Zouein, Harvard Business School Case 714-451 (2014) [17].

“Transforming Tommy Hilfiger (B).” with Hanoch Feit, Vaibhav Gujral and Gerard Zouein, Harvard Business School Case 714-452 (2014) [10].

“Transforming Tommy Hilfiger (A) & (B) (TN),” Harvard Business School Teaching Note, 714-493 (2014) [12].

“Horizon Blue Cross Blue Shield of New Jersey—Managing in the Shadow of Health Care Reform,” with Felix Oberholzer-Gee and Richard G. Hamermesh, Harvard Business School Case 711-403 (2011) [25].

CASES IN PROGRESS

Becton Dickinson, VideoJet, Alere, Google Alphabet, VMWare, Boston Children’s Hospital, New England Baptist Hospital.

TEACHING ASSIGNMENTS

2015 – Present	Harvard Business School Second-year (elective curriculum) Corporate Strategy course; research; course development
2010 – 2014	Harvard Business School First-year (required curriculum) Strategy course; research; course development

MEDIA (PARTIAL LIST)

“Managing the Family Firm: Evidence from CEOs at Work.” *Wall Street Journal*.

“What Do CEOs Do?” *Wall Street Journal, Economist, Forbes, Radio 24, Harvard Business School Working Knowledge* (most downloaded Harvard Business School Working Paper in 2011)

“Does Entry Regulation Protect Independent Retailers?” *Economist, Guardian*

“Americans Do I.T. Better.” *Economist (Economic Focus), Financial Times, New York Times (Economic Scene), Wall Street Journal*

“U.K. Productivity during the Blair Era.” *Financial Times, Guardian, Observer, BBC*

“Management and Organizational Structure across Countries.” *Guardian, Observer*

GRANTS, SCHOLARSHIPS AND FELLOWSHIPS

2014 – 2015	Rx Grant Foundation (\$65,000)
2013 – 2014	Ariadne Lab Spark Grant (\$100,000)
2012 – 2013	“The Global Executive Time Project,” Harvard Business School and Columbia (\$500,000)
2012 – 2014	Kauffman Junior Fellowship (\$40,000)
2011 – 2012	“What do CEOs do in India?” International Growth Centre (\$60,000)
2008 – 2009	“The Economic Impact of ICT,” European Commission (€500,000)
2004 – 2008	Postgraduate Scholarship, Economic and Social Research Council, U.K.
2002 – 2003	Beca de tercer cicle, Ministerio de Ciencia y Tecnologia, Spain
2001 – 2003	“Marco Fanno” Postgraduate Scholarship, Mediocredito Centrale, Italy

PRESENTATIONS (PARTIAL LIST)

“CEO Behavior and Firm Performance”:

NBER Organizational Workshop, May, 2016
MIT Organizational Economics Seminar, May, 2016
Universita' Cattolica di Milano, April, 2016
Fondazione Einaudi, April, 2016
Strategic Research Forum, May, 2016
Columbia University, April, 2016
Recanati Business School, February, 2016
HBS Strategy Seminar, February, 2016
WMS: Empirical Management Conference, December, 2015
Bocconi, October, 2015.

“Never Waste a Good Crisis? Growth and Decentralization in the Great Recession”

London Business School (Goshal Conference), May, 2015
Stanford University (SIEPR), October, 2014
NBER Organizational Economics, November, 2014
Ente Einaudi, September, 2014
American Economic Association Conference, January 2015 and 2016

“Management as a Technology”

Columbia Graduate School of Business, October, 2013
NBER Organizational Economics Meeting, December, 2012
Frankfurt University (Germany), October, 2013

“Does Management Matter in Healthcare?”

Princeton University Management in Public Sector, April, 2016
Gates Foundation Annual Partners' Meeting, Keynote Speaker, May, 2015
South Carolina Hospital Association, January, 2014
NBER Hospital Productivity Meeting, October, 2013
Massachusetts Association of Hospital CEOs, November, 2012
Ariadne Lab, November, 2012
Harvard Business School Healthcare Initiative Panel, March, 2011

“The Distinct Effects of Information and Communication Technology of Firm Organization”
Munich University, October, 2013

“Does Management Matter?”

Strategic Management Society Meeting, September, 2010
Harvard Business School, 2005-2008
Anglo German Foundation, 2005-2008

“Managing the Family Firm: Evidence from CEOs at Work”

University Wien Vienna, July 2015
Copenhagen Business School, May 2015
Olin Business School, March 2015
Clemson College, March 2015
Stanford University (SIEPR), October 2014
Georgia Tech, December 2014
American Economic Association Conference, January, 2014
European Center for Advanced Research in Economics and Statistics, 2014
European Association for Research in Industrial Economics (EARIE), 2014
Festival dell ‘Economia di Trento, Planned, 2014
NBER Summer Institute, July, 2013
London Business School, May, 2013
NBER Organizational Economics Meeting, April, 2013
Harvard Labor Workshop, November, 2012
Boston University Development Seminar, November, 2012
Duke Strategy Conference, October, 2012
Harvard Business School Alumni Reunion, October, 2012
NBER Productivity Seminar, October, 2012
First Centre for Economic Performance Workshop on Incentives, September, 2012
IZA Economics of Leadership Workshop, July, 2012
New York University Strategy Workshop, June, 2012

“Matching Firms, Managers and Incentives”

NBER Spring Productivity Meeting, April, 2011
NBER Summer Institute, July, 2010
Texas A&M, October, 2010
University of Houston, October, 2010
Rotman School of Business, November, 2010
Massachusetts Institute of Technology Organizational Economics, November, 2010

“What Do CEOs Do?”

Harvard Business School Strategy Conference, September, 2011
Massachusetts Institute of Technology Labor Lunch Seminar, May, 2010
London School of Economics, May, 2009
Imperial College, June, 2009

“Does Planning Regulation Matter for Independent Retailers?”

Massachusetts Institute of Technology Sloan, February, 2009
Kellogg Graduate School of Business, February, 2009

Yale School of Management, February, 2009
Columbia Graduate School of Business, February, 2009
Wharton School of Management, February, 2009
Wissenschaftszentrum Berlin für Sozialforschung
(WZB; Social Science Research Center Berlin), 2005
Organization for Economic Co-operation and Development (OECD), 2005

“The Organization of Firms across Countries”

NBER Culture and Economics Meeting, October, 2011
Bank of Italy, May, 2009
National Bureau of Economic Research Productivity Meeting, 2005-2008
World Bank, 2005-2008
Stanford Graduate School of Business, 2005-2008

“Americans do IT Better”

Winter Meeting of the European Econometric Society, 2005-2008
London School of Economics, 2005-2008
Warwick, 2005-2008
European University Institute, 2005-2008
Federal Reserve Bank of Chicago, 2005-2008
Hebrew University, 2005-2008
University of Cardiff, 2005-2008
NBER Conference on Research in Income and Wealth (CRIW) Seminar, 2005-2008

PROFESSIONAL AND OTHER ACTIVITIES

Editorial Activities: *Economica*

Refereeing: *American Economic Journal: Economic Policy, American Economic Review, Economic Journal, Economica, Econometrica, Journal of the European Economic Association, Journal of Industrial Economics, Journal of Labour Economics, Journal of Law, Economics, and Organization, Journal of Management and Strategy, Journal of Political Economy, Management Science, Oxford Economic Bulletin, RAND Journal of Economics, Review of Economic Studies, Quarterly Journal of Economics, Strategic Management Journal*

LANGUAGES

Italian (Mother tongue), English (Fluent), French (Fluent), Spanish (Good), Hebrew (Basic)