



HARVARD | BUSINESS | SCHOOL

August 9, 2024

Kris (Johnson) Ferreira

Morgan Hall 413
Soldiers Field Road
Boston, MA 02163
617.495.3316

EDUCATION

- 2015 Ph.D., Operations Research, Operations Management Track
Massachusetts Institute of Technology, Cambridge, MA
Dissertation: “Analytics in Online Markets”
Committee: Professor David Simchi-Levi (chair)
 Professor Stephen Graves
 Professor Asuman Ozdaglar
- 2007 B.S., Industrial and Systems Engineering, *summa cum laude*
Georgia Institute of Technology, Atlanta, GA

TEACHING EXPERIENCE

- 2013 Instructor, Massachusetts Institute of Technology, Cambridge, MA
2012 – 2014 Teaching Assistant, Massachusetts Institute of Technology, Cambridge,
MA

HARVARD UNIVERSITY

Appointments

- 7/1/23 – present Edgerley Family Associate Professor of Business Administration
Technology and Operations Management Unit
- 7/1/15 – 6/30/23 Assistant Professor of Business Administration
Technology and Operations Management Unit
2017-18, 2019-20 Parental clock extension
COVID-19 clock extension

Assignments

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| 2024 – 2025 | Second-year MBA Supply Chain Analytics, fall |
| | Second-year MBA Supply Chain Management, spring |
| 2023 – 2024 | Second-year MBA Supply Chain Management, spring |
| | PhD Empirical Technology & Operations Management, spring |
| 2022 – 2023 | Second-year MBA Supply Chain Management, spring |
| 2021 – 2022 | Second-year MBA Supply Chain Management, spring |
| 2020 – 2021 | Second-year MBA Supply Chain Management, spring |
| 2019 – 2020 | <i>Teaching relief (parental)</i> |
| 2018 – 2019 | <i>Teaching relief (research development credit)</i> |
| 2017 – 2018 | <i>Teaching relief (parental)</i> |
| 2016 – 2017 | First-year MBA Technology & Operations Management, fall |
| 2015 – 2016 | First-year MBA Technology & Operations Management, fall |

Executive Education

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|--------------------------|---|
| 2024 | HBS, Harvard Business Publishing Strategic Leadership Program |
| 2024 | HBS, Owner/President Management Program (OPM) |
| 2024 | adidas Global High Potential Program |
| 2024 | YPO University, NYC |
| 2021, '22, '23, '24 | Woolworths Group Analytics Program |
| 2024 | Curriculum Associates Executive Offsite |
| 2024 | HBS, CFO Leadership Program |
| 2019, '22, '23, '24 | HBS, Transforming Customer Experiences |
| 2024 | HBS, YPO Gold Presidents' Program |
| 2023, 2024 | HBS, YPO Presidents' Program |
| 2023, '24 | HBS, MasterClass @ Ball |
| 2023 | HBS, Senior Executive Leadership Program – China |
| 2023 | HBS, Harvard Suntory Program |
| 2022, 2023 | HBS, Department of State Secretary's Leadership Seminar |
| 2021, 2022, 2023 | Fidelity, Data Science Pipeline Course |
| 2023, '24 | HBS, Global Colloquium on Participant-Centered Learning |
| 2022, 2023 | HBS, Managing Sales Teams and Distribution Channels |
| 2023 | HBS, Mitsui Global Management Academy |
| 2019, '21, '22, '23, '24 | HBS, Managing Healthcare Delivery |
| 2023 | HBS, Kaiser Permanente Executive Leadership Program |
| 2022 | HBS, Bacardi Leadership Program |
| 2022 | General Mills, Strategic Revenue Management Offsite |
| 2022 | ENN Group Digital Leadership Program |
| 2022 | HBS, YPO Real Estate Program |

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| 2022 | HBS, SAP Advisors – Driving Digital Growth |
| 2022 | Future Commerce Initiative, Future of Commerce Meeting |
| 2021, 2022 | HBS, Executive Stewardship & Enterprise Success in Global Competition |
| 2019, 2022 | HBS, Samsung Executive Program |
| 2021 | Fidelity, Digital Athlete Course |
| 2019 | HBS, Accelerating Innovation in Precision Medicine |
| 2019 | HBS, BTG Pactual Executive Program |
| 2018, 2019 | HBS, Bertelsmann Executive Program |
| 2016, '17, '18, '19 | HBS, Competing on Business Analytics & Big Data |
| 2019 | Target Executive Offsite |
| 2018 | HBS, Leading Professional Services Firms |
| 2018 | Samsung CEO Summit |
| 2018 | Google, Competing on Business Analytics & Machine Learning Workshop |
| 2018 | Nike, Machine Learning in Retail Workshop |
| 2017 | HBS, Achieving Breakthrough Service |
| 2017 | HBS, Driving Digital Strategies |
| 2017 | HBS, Volkswagen Group China Executive Committee Program |
| 2017 | Google, Machine Learning in Online Retail Workshop |
| 2017 | QVARTZ, Competing on Business Analytics Workshop |
| 2015 | Target Data Sciences Group Workshop |

Other Teaching Experience

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| 2016 – 2021, '23 | Independent Project Supervision |
| 2021 – 2024 | Harvard Business Analytics Program Immersion |
| 2018, '22, '24 | Harvard Graduate School of Arts & Sciences 10-Day MBA Program |
| 2019 – 2021 | Operations & Supply Chain Management, Harvard Business Analytics Program |
| 2019 | HBS Business of AI, Short Intensive Program |
| 2019 | Consumer Goods Forum |
| 2018 | HBS Summer Venture in Management Program |
| 2018 | Digital Strategy & Innovation, Harvard Business Analytics Program |
| 2018 | Innovation Leader IMPACT Conference |
| 2018 | African American Business Leadership Conference |

WORK EXPERIENCE

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|-------------|--|
| 2007 – 2010 | Operations & Supply Chain Management Consultant Alvarez & Marsal, Atlanta, GA |
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2005 – 2006 Project Manager Co-op, Transportation Solutions
UPS Supply Chain Solutions, Alpharetta, GA

2004 Industrial Engineering Intern
Central Intelligence Agency, Langley, VA

AWARDS AND HONORS

2024 Winner, Production and Operations Management College of Behavioral Operations Management Junior Scholar Paper Competition, Institute for Operations Research and the Management Sciences (INFORMS)

2023 Second Place Winner, Best Working Paper Award, INFORMS Behavioral Operations Management Society

2023 Winner, Production and Operations Management College of Behavioral Operations Management Junior Scholar Paper Competition, Institute for Operations Research and the Management Sciences (INFORMS)

2023 Inducted into the Council of Outstanding Young Engineering Alumni at Georgia Tech

2022 Winner, Advances in Decision Analysis Conference Best PhD Blitz, INFORMS

2021 Winner, Best Operations Management Paper in *Operations Research* Award, Manufacturing and Service Operations Management Society (MSOM)

2021 Finalist, Practice-Based Research Competition, MSOM

2018, 2019 Finalist, Best Paper Award, *Manufacturing & Service Operations Management* (M&SOM)

2019 Finalist, Revenue Management & Pricing Section Practice Award, INFORMS

2016, 2017, 2018 Meritorious Service Award, M&SOM

2015 Second Place Winner, Innovative Applications in Analytics Award, INFORMS

2015 Finalist, IBM Service Science Best Student Paper Award, INFORMS

2014 Winner, Revenue Management & Pricing Section Practice Award, INFORMS

2013 Graduate Student Award for Excellence in Engineering Systems Teaching, Massachusetts Institute of Technology

2003 – 2007 President's Scholar, Georgia Institute of Technology

2004 Exceptional Performance Award, Central Intelligence Agency

PUBLICATIONS

Refereed Journal Articles

Balakrishnan, Maya, Kris J. Ferreira, and Jordan Tong. (2024) “Human-Algorithm Collaboration with Private Information: Naïve Advice Weighting Behavior and Mitigation.” *Management Science*, Forthcoming.

- *Second Place Winner, Best Working Paper Award, INFORMS Behavioral Operations Management Society (2023)*
- *Winner, Production and Operations Management College of Behavioral Operations Management Junior Scholar Paper Competition, INFORMS (2023)*
- *Winner, Advances in Decision Analysis Conference Best PhD Blitz, INFORMS (2022)*

Ferreira, Kris J., and Emily Mower. (2023). “Demand Learning and Pricing for Varying Assortments.” *Manufacturing & Service Operations Management*, 25(4): 1227-1244.

- *Finalist, Practice-Based Research Competition, MSOM (2021)*
- *Finalist, Revenue Management & Pricing Section Practice Award, INFORMS (2019)*

Aouad, Ali, Adam Elmachtoub, Kris J. Ferreira, and Ryan McNellis. (2023). “Market Segmentation Trees.” *Manufacturing & Service Operations Management*, 25(2): 648-667.

Ferreira, Kris J., Sunanda Parthasarathy, and Shreyas Sekar. (2021). “Learning to Rank an Assortment of Products.” *Management Science*, 68(3): 1828-1848.

Ferreira, Kris J., and Joel Goh. (2021). “Assortment Rotation and the Value of Concealment.” *Management Science*, 67(3): 1489-1507.

Ngwe, Donald, Kris J. Ferreira, and Thales Teixeira. (2019). “The Impact of Increasing Search Frictions on Online Shopping Behavior: Evidence from a Field Experiment.” *Journal of Marketing Research*, 56(6): 944-959.

Ferreira, Kris J., David Simchi-Levi, and He Wang. (2018). “Online Network Revenue Management using Thompson Sampling.” *Operations Research*, 66(6): 1586-1602.

- *Winner, Best Operations Management Paper in Operations Research Award, MSOM (2021)*
- *Finalist, IBM Service Science Best Student Paper Award, INFORMS (2015)*

Ferreira, Kris J., Bin Hong Alex Lee, and David Simchi-Levi. (2016). “Analytics for an Online Retailer: Demand Forecasting and Price Optimization.” *Manufacturing & Service Operations Management*, 18(1): 69-88.

- *Finalist, Best Paper Award, M&SOM (2018, 2019)*
- *Second Place Winner, Innovative Applications in Analytics Award, INFORMS (2015)*
- *Winner, Revenue Management & Pricing Section Practice Award, INFORMS (2014)*

Johnson, Kris, David Simchi-Levi, and Peng Sun. (2014). “Analyzing Scrip Systems.” *Operations Research*, 62(3): 524-534.

Cases, Notes, and Teaching Notes

Ferreira, Kris, Gamze Yucaoglu, and Namrata Arora. “To Push or To Pull: Nile Furnishing’s Big Question,” Harvard Business School case 624-037 (2023) [16].

Ferreira, Kris, Christopher Thomas Ryan, and Sarah Mehta. “ReUp Education: Can AI Help Learners Return to College?” Harvard Business School case 624-007 (2023, revised 2024) [25].

Ferreira, Kris, Kym Lew Nelson, Carin-Isabel Knoop, and Sarah Mehta. “Diversifying P&G’s Supplier Base (A),” Harvard Business School case 622-008 (2021) [17].

Ferreira, Kris, Kym Lew Nelson, Carin-Isabel Knoop, and Sarah Mehta. “Diversifying P&G’s Supplier Base (B),” Harvard Business School case 622-029 (2021) [3].

Ferreira, Kris. “Drizly: Managing Supply and Demand through Disruption,” Harvard Business School case 621-097 (2021) [18].

Ferreira, Kris. “Drizly: Managing Supply and Demand through Disruption,” Harvard Business School spreadsheet supplement 622-066 (2021).

Ferreira, Kris, and Srikanth Jagabathula. “JOANN: Joannalytics Inventory Allocation Tool,” Harvard Business School case 621-055 (2020, revised 2022) [21].

Ferreira, Kris. “JOANN: Joannalytics Inventory Allocation Tool,” Harvard Business School teaching note 622-067 (2022) [25].

Toffel, Michael W., Natalie Epstein, Kris Ferreira, and Yael Grushka-Cockayne. “Assessing Prediction Accuracy of Machine Learning Models,” Harvard Business School note 621-045 (2020) [12].

Ferreira, Kris, Joel Goh, Dawn H. Lau, and Tuan Q. Phan. “GHN and AhaMove: Last-Mile Delivery in Vietnam,” Harvard Business School case 619-051 (2019, revised 2021) [18].

Ferreira, Kris, Joel Goh, and Dawn H. Lau. “GHN and AhaMove: Last-Mile Delivery in Vietnam,” Harvard Business School teaching note 622-010 (2021, revised 2022) [23].

Ferreira, Kris, and Karim R. Lakhani. “Fashion: Art vs. Science in Fashion Retailing,” Harvard Business School case 617-059 (2017, revised 2021, 2022) [13].

Ferreira, Kris, and Karim R. Lakhani. "Flashion: Art vs. Science in Fashion Retailing," Harvard Business School spreadsheet supplement 621-712 (2021).

Ferreira, Kris. "Flashion: Art vs. Science in Fashion Retailing," Harvard Business School teaching note 622-006 (2021, revised 2022) [31].

WORKING PAPERS

DiSorbo, Matthew D., Kris J. Ferreira, Maya Balakrishnan, and Jordan Tong. (2024) "Warnings and Endorsements: Improving Human-AI Collaboration in the Presence of Outliers." *Manufacturing & Service Operations Management*, Major revision.

- *Winner, Production and Operations Management College of Behavioral Operations Management Junior Scholar Paper Competition, INFORMS (2024)*

DiSorbo, Matthew D., and Kris J. Ferreira. (2024) "The AI Who Cried Wolf." Work in progress.

Ferreira, Kris J., Shirley Huang, and Jordan Tong. (2024) "Finding a Needle in a Haystack: Identifying Valuable Information to Improve Human-AI Collaboration." Work in progress.

Ferreira, Kris J., Katherine C. Kellogg, and Batia M. Wiesenfeld. (2024) "Actionable Learning Interventions to Improve Effective Use of AI Decision Support Tools in Organizations." Work in progress.

Ferreira, Kris J., Joel Goh, and Ehsan Valavi. (2017) "Intermediation in the Supply of Agricultural Products in Developing Economies." (*Inactive*)

PRESENTATIONS

"Human-AI Collaboration: Realizing the Full Potential of AI"

Invited plenary session, Woolworths' Women in Data 'Future of Work' Seminar, Virtual (November 2023)

"Warnings and Endorsements: Improving Human-Algorithm Collaboration in the Presence of Outliers"

INFORMS Revenue Management & Pricing Section Annual Conference, Los Angeles, CA (July 2024)

Invited seminar, The Ohio State University Fisher College of Business, Columbus, OH (March 2023)

Invited seminar, Dartmouth Tuck School of Business, Hanover, NH (October 2023)

“Finding a Needle in a Haystack: Identifying Valuable Information to Improve Human-AI Collaboration”

INFORMS Annual Conference, Phoenix, AZ (October 2023)

“Improving Human-Algorithm Collaboration: Causes and Mitigation of Over- and Under-Adherence”

Invited seminar, Cornell Johnson Graduate School of Management, Ithaca, NY (May 2023)

HBS Junior Faculty Seminar, Boston, MA (April 2023)

Invited seminar, Indian Institute of Management Ahmedabad, Virtual (December 2022)

Invited plenary session, Conference on Digital Experimentation (CODE@MIT), Cambridge, MA (October 2022)

Invited seminar, U. Michigan Ross School of Business, Ann Arbor, MI (October 2022)

Consortium for Operational Excellence in Retailing, Virtual (June 2022)

Invited seminar, U. Minnesota Carlson School of Management, Virtual (May 2022)

“Exploring the Future of Machine Learning in Retail”

Invited tutorial, Consortium for Operational Excellence in Retailing, Virtual (June 2021)

“Demand Learning and Pricing for Varying Assortments”

INFORMS Annual Conference, Virtual (October 2021)

Invited seminar, UT Austin McCombs School of Business, Virtual (September 2021)

MSOM Annual Conference, Virtual (June 2021)

Invited seminar, MIT Data Science Lab, Virtual (May 2021)

Invited seminar, Baruch College Zicklin School of Business, Virtual (April 2021)

Invited tutorial, HBS Doctoral Seminar on Field Experiments, Virtual (April 2021)

INFORMS Annual Conference, Seattle, WA (October 2019)

INFORMS Revenue Management & Pricing Section Annual Conference, Stanford, CA (June 2019)

Consortium for Operational Excellence in Retailing, Boston, MA (May 2019)

INFORMS Business Analytics Annual Conference, Austin, TX (April 2019)

“Learning to Rank an Assortment of Products”

Invited seminar, CMU Tepper School of Business, Pittsburgh, PA (November 2019)

Invited seminar, University of Toronto Rotman School of Management, Toronto, Canada (September 2019)

Invited seminar, Southern Methodist University Cox School of Business, Dallas, TX (March 2019)

Invited seminar, Rutgers Business School, Newark, NJ (February 2019)

HBS TOM Workshop, Boston, MA (December 2018)

Invited seminar, UC Boulder Leeds School of Business, Boulder, CO (November 2018)

Invited seminar, Harvard University Institute for Applied Computational Science,

Cambridge, MA (September 2018)
MSOM Annual Conference, Dallas, TX (July 2018)
INFORMS Revenue Management & Pricing Section Annual Conference, Toronto, Canada (June 2018)
Retail Analytics Workshop, Chapel Hill, NC (June 2018)
Consortium for Operational Excellence in Retailing, Boston, MA (June 2018)
Fashion Operations Conference, Montreal, Canada (April 2018)
Invited seminar, Stanford University Graduate School of Business, Stanford, CA (April 2018)
Invited seminar, NYU Stern School of Business, New York, NY (March 2018)
HBS Common Connections, Boston, MA (October 2017)

“Market Segmentation Trees”

HBS TOM Workshop, Boston, MA (November 2017)
HBS Junior Faculty Seminar, Boston, MA (October 2017)

“Assortment Rotation and the Value of Concealment”

INFORMS Annual Conference, Phoenix, AZ (November 2018)
HBS TOM Workshop, Boston, MA (November 2017)
MSOM Annual Conference, Chapel Hill, NC (June 2017)
INFORMS Revenue Management & Pricing Section Annual Conference, Amsterdam, Netherlands (June 2017)
ISMS Marketing Science Annual Conference, Los Angeles, CA (June 2017)
Consortium for Operational Excellence in Retailing, Boston, MA (May 2017)
Fashion Operations Conference, New York, NY (February 2017)
INFORMS Annual Conference, Nashville, TN (November 2016)
INFORMS Revenue Management & Pricing Section Annual Conference, New York, NY (June 2016)
INFORMS International Annual Conference, Waikoloa Village, HI (June 2016)
POMS Annual Conference, Orlando, FL (May 2016)
INFORMS Annual Conference, Philadelphia, PA (November 2015)

“Intermediation in the Supply of Agricultural Products in Developing Economies”

MSOM Annual Conference, Chapel Hill, NC (June 2017)

“Data-Driven Pricing” (A combination talk of several of my papers)

Invited speaker, INFORMS Business Analytics Conference, Houston, TX (April 2022)
Invited speaker, Zenrez, San Francisco, CA (September 2017)
Invited speaker, Overstock, Midvale, UT (October 2016)
Invited speaker, International Program in Digital Business, Cambridge, MA (June 2016)
Invited speaker, HBS Digital Initiative Summit, Boston, MA (November 2015)
Invited speaker, Disney Data & Analytics Conference, Orlando, FL (September 2015)
Invited speaker, Target Data Sciences Group, Sunnyvale, CA (May 2015)

Invited seminar, Duke University Fuqua School of Business, Durham, NC (January 2015)
Invited seminar, CMU Tepper School of Business, Pittsburgh, PA (January 2015)
Invited seminar, University of Washington Foster School of Business, Seattle, WA (January 2015)
Invited seminar, Boston College Carroll School of Management, Chestnut Hill, MA (January 2015)
Invited seminar, UT Dallas Naveen Jindal School of Management, Richardson, TX (January 2015)
Invited seminar, Georgia Institute of Technology School of Industrial & Systems Engineering, Atlanta, GA (December 2014)
Invited seminar, Northwestern University Kellogg School of Management, Evanston, IL (December 2014)
Invited seminar, MIT Sloan School of Management, Cambridge, MA (September 2014)

“Analytics for an Online Retailer: Demand Forecasting & Price Optimization”

Consortium for Operational Excellence in Retailing, Philadelphia, PA (June 2016)
INFORMS International Annual Conference, Waikoloa Village, HI (June 2016)
POMS Annual Conference, Orlando, FL (May 2016)
Invited speaker, MIT Optimization Methods in Business Analytics Course, Cambridge, MA (March 2016)
Invited seminar, William & Mary Department of Mathematics, Williamsburg, VA (February 2016)
Invited seminar, University of Waterloo Department of Management Sciences, Waterloo, Canada (November 2015)
INFORMS Annual Conference, Philadelphia, PA (November 2015)
Invited seminar, Rutgers Business School, Newark, NJ (October 2015)
INFORMS Business Analytics & Operations Research Annual Conference, Huntington Beach, CA (April 2015)
Invited seminar, Harvard Business School, Boston, MA (January 2015)
Invited seminar, Wharton School of the University of Pennsylvania, Philadelphia, PA (January 2015)
Invited seminar, UNC Kenan-Flagler Business School, Chapel Hill, NC (January 2015)
Invited seminar, Emory University Goizueta Business School, Atlanta, GA (December 2014)
INFORMS Annual Conference, San Francisco, CA (November 2014)
MSOM Annual Conference (Supply Chain Operations SIG), Seattle, WA (June 2014)
INFORMS Revenue Management & Pricing Section Annual Conference, Istanbul, Turkey (June 2014)
Invited seminar, Oracle Retail Research Group, Burlington, MA (April 2014)
INFORMS Business Analytics & Operations Research Annual Conference, Boston, MA (April 2014)

“Online Network Revenue Management Using Thompson Sampling”

HBS Common Connections, Boston, MA (October 2017)

Joint Statistical Meetings Annual Conference, Chicago, IL (August 2016)

INFORMS International Annual Conference, Waikoloa Village, HI (June 2016)

INFORMS Annual Conference, San Francisco, CA (November 2014)

“Analyzing Scrip Systems”

INFORMS Annual Conference, Minneapolis, MN (October 2013)

INFORMS Annual Conference, Phoenix, AZ (October 2012)

POMS Annual Conference, Chicago, IL (April 2012)

Invited seminar, MIT Sloan School of Management, Cambridge, MA (April 2012)

INFORMS Annual Conference, Charlotte, NC (November 2011)

PROFESSIONAL ACTIVITIES

| | |
|--------------------------|---|
| 2024 | Panelist, Behavioral Operations Conference |
| 2024 | Member, HBS MBA Conduct Review Board |
| 2024 | Associate Editor, <i>Manufacturing & Service Operations Management</i> |
| 2024 | Associate Editor, <i>Operations Research</i> (Machine Learning and Data Science Area) |
| 2024 | Member, INFORMS Revenue Management & Pricing Section’s Practice Prize Committee |
| 2017 – present | Member, HBS TOM Faculty Recruiting Committee |
| 2023 – present | Board Member, INFORMS Revenue Management & Pricing Section |
| 2018 – present | Member, HBS Advisory Group for Research Computing |
| 2016 – present | Advisor for Doctoral Students |
| 2015 – present | Reviewer, <i>Management Science</i> , <i>Manufacturing & Service Operations Management</i> , <i>Operations Research</i> , <i>Production and Operations Management</i> , <i>European Journal of Operational Research</i> , and National Science Foundation |
| 2023, ‘24 | Panelist, HBS Doctoral Orientation Program |
| 2023 | Panelist, Behavioral Operations Management Summer Institute |
| 2023 | Member, HBS TOM Doctoral Field Exam Committee |
| 2023 | Panelist, HBS Women’s Student Association |
| 2018, ‘19, ‘21, ‘23, ‘24 | Panelist, HBS START Orientation Program |
| 2022, 2023 | Member, HBS TOM Research Day Committee |
| 2021 | Research Track Co-Lead, HBS Digital Transformation Task Force |
| 2021 | Member, INFORMS Revenue Management & Pricing Student Paper Award Committee |
| 2021 | Panelist, Doctoral Workshop on Supply Chain Analytics |
| 2020 | Judge, Harvard Business Analytics Program Essay Contest |

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| 2017, 2018, 2019 2019 | Judge, MSOM Student Paper Competition Program Committee, INFORMS Revenue Management & Pricing Annual Conference |
| 2018 | Commencement Speaker, South Carolina Connections Academy |
| 2017 | Member, HBS Faculty Integration Committee |
| 2017 | Member, HBS TOM Doctoral Recruiting Committee |
| 2014, 2016, 2017 | Session Chair, INFORMS Annual Conference |
| 2016 | Co-Coordinator, HBS TOM Unit Research Day |
| 2016 | Session Chair, POMS Annual Conference |
| 2011 – 2015 | Member, MIT Resources for Easing Friction and Stress (REFS) |
| 2013 | Seminar Series Coordinator, MIT Operations Research Center |