



HARVARD | BUSINESS | SCHOOL

August 2023

RAFFAELLA SADUN

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Boston, MA 02163
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ACADEMIC APPOINTMENTS

2023 – Present	Senior Associate Dean of Publishing, Harvard Business School
2021 – Present	Charles E. Wilson Professor of Business Administration, Harvard Business School
2019 – 2021	Professor of Business Administration, Harvard Business School
2015 – 2019	Thomas S. Murphy Associate Professor of Business Administration, Harvard Business School
2015	Visiting Scholar, MIT Sloan Business School (January-June)
2013 – 2014	Richard Hodgson Fellow, Harvard Business School
2009 – 2015	Assistant Professor of Business Administration, Harvard Business School

OTHER APPOINTMENTS

2023 – Present	Director of the Organizational Economics Working Group, NBER
2023 – Present	Faculty Co-Director, Project on the Workforce, Harvard University
2022 – Present	Faculty Co-Director, HBS Digital Reskilling Lab
2022 – Present	Head of the Scientific Committee, “Fondo Repubblica Digitale”
2022 – Present	Head of the Selection Committee, “Dipartimenti di Eccellenza”
2022	National Coordinator, high level group on digital education and skills (European Commission)
2022	Advisor to the Italian Prime Minister Mario Draghi (January-October)
2020	Member of the Italian COVID-19 Task Force (April-June)
2007 – 2009	Centre for Economic Performance, London School of Economics, Research Officer
2004 – 2007	Centre for Economic Performance, LSE, Research Economist

HONORS AND AWARDS

2023: Thinker50 Radar List 2023

2022: Premio “Fondazione de Sanctis per le Scienze Economiche,” awarded to the best Italian economist under the age of 45

2021: Grande Ufficiale “Al Merito della Repubblica Italiana” (highest-ranking order of the Republic, awarded for “merit acquired by the nation”)

2021: HBS Greenhill Award

2017: Winner of the first-place HBR McKinsey Award for the Best Article in Harvard Business Review for “Why Do We Undervalue Competent Management?” with Nicholas Bloom and John Van Reenen.

RESEARCH AFFILIATIONS

2023 – Present Science for Progress Initiative, J-PAL
2022 – Present POiD, London School of Economics
2021 – Present Center for International Development, Harvard University
2021 – Present CESifo, Network Member
2020 – Present Conference on Research in Income and Wealth, Member
2017 – Present New England Journal of Medicine Catalyst, Affiliate
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, Research Associate (Productivity and Innovation and Labor Groups)
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 Roma (Italy)

PUBLICATIONS

PUBLISHED JOURNAL ARTICLES: ECONOMICS AND MANAGEMENT

“The Anatomy of a Hospital System Merger: The Patient Did Not Respond Well to Treatment,” with Martin Gaynor, Adam Sacarny, Chad Syverson and Shruthi Venkatesh, NBER Working Paper Series No. 29449, November 2021 (forthcoming, *Review of Economics and Statistics*).

“Communication within Firms: Evidence from CEO Turnovers,” with Michael Impink and Andrea Prat, NBER Working Paper Series No. 29042, July 2021 (forthcoming, *Management Science*).

“Come together: Firm Boundaries and Delegation”, with Laura Alfaro, Nicholas Bloom, Paola Conconi, Harald Fadinger, Patrick Legros, Andy Newman, and John Van Reenen. *Journal of the European Economic Association*, 2023.

“The World Management Survey at 18: Lessons and the Way Forward,” with Daniela Scur, Daniela, John Van Reenen, Renata Lemos, and Nicholas Bloom. *Oxford Review of Economic Policy*, Volume 37, Issue 2, Summer 2021, Pages 231–258.

“Turbulence, Firm Decentralization and Growth in Bad Times,” with Philippe Aghion, Nicholas Bloom, Brian Lucking and John Van Reenen, *American Economic Journal: Applied Economics*, 13, no. 1, (2021).

“Measuring Collaboration in Modern Organizations,” with Stephen Impink and Andrea Prat, *American Economic Association papers and Proceedings*, 110 (2020).

“Healthy Business? Managerial Education and Management in Healthcare,” with Nicholas Bloom, Renata Lemos and John Van Reenen, *Review of Economics and Statistics*, 102, no. 3 (2020).

“CEO Behavior and Firm Performance,” with Oriana Bandiera, Stephen Hansen and Andrea Prat, *Journal of Political Economy*, 128, no 4. (2020).

“Managing the Family Firm: Evidence from CEOs at Work,” with Oriana Bandiera, Renata Lemos and Andrea Prat. *Review of Financial Studies*, 31. (2018): 1605–1653.

“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.

PUBLISHED JOURNAL ARTICLES: OTHER FIELDS

“Perceptions related to engaging in non-driving activities in an automated vehicle while commuting: A text mining approach,” *Transportation Research Part F: Traffic Psychology and Behaviour*, Volume 94, (2023).

“The impact of COVID-19 on digital communication patterns” with Evan De Filippis, Stephen Michael Impink, Madison Singell, Jeffrey T. Polzer, *Humanities and Social Sciences Communications*, 9, 180 (2022).

“How Does Working from Home during COVID-19 Affect What Managers Do? Evidence from Time-Use Studies,” with Thomaz Teodorovicz, Andrew Kun and Orit Shaer, *Human-Computer Interaction* (2022).

“Multitasking while Driving: Results from a Time-Use Study of Commuting Knowledge Workers,” with Thomaz Teodorovicz, Andrew Kun and Orit Shaer, *International Journal of Human-Computer Studies* (2022).

WORKING PAPERS

“Remote Work across Jobs, Companies, and Space,” with Stephen Hansen, Peter John Lambert, Nicholas Bloom, Steven J. Davis, and Bledi Taska, NBER Working Paper Series No. 31007.

“The Demand for Executive Skills,” with Stephen Hansen, Tejas Ramdas and Joe Fuller, NBER Working Paper Series, No 28959, June 2021.

“How Do CEOs Make Strategy?” with Yang, Mu-Jeung, Michael Christensen, Nicholas Bloom, and Jan Rivkin. Harvard Business School Working Paper, No. 21-063, October 2020.

“The Impact of CEOs in the Public Sector: Evidence from the English NHS”, with Katharina Janke and Carol Propper, NBER Working Paper Series No. 25853, November 2019.

“Management as a Technology,” with Nicholas Bloom and John Van Reenen, Harvard Business School Working Paper, No. 16-133, June 2016.

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.

OTHER PUBLICATIONS

“Reskilling in the Age of AI,” with Jorge Tamayo, Leila Doumi, Sagar Goel and Orsolya Kovacz, *Harvard Business Review*, September-October 2023.

“The Myth of the Brilliant, Charismatic Leader,” *Harvard Business Review* (online), November 2022.

“100 Years of HBR,” with Nicholas Bloom and Tejas Ramdas, *Harvard Business Review* (online), September 2022.

“The C-Suite Skills That Matter Most,” with Joseph Fuller, Stephen Hansen, and PJ Neal, *Harvard Business Review*, July-August 2022

“Where did the Commute Go?,” with Andrew Kun, , Orit Shaer, and Thomaz Teodorovicz, *Harvard Business Review* (online), December 2020.

“How Hospitals Can Manage Supply Shortages as Demand Surges,” with Richard M. J. Bohmer, Gary P. Pisano, Thomas C. Tsai, *Harvard Business Review* (online), April 2020.

“The case for a new Marshall Plan,” with Alexia Delfino, *Voxeu*, May 2020.

“Lessons from Italy’s Response to Coronavirus,” with Gary P. Pisano and Michele Zanini, *Harvard Business Review* (online), March 2020.

“Why Doctors Need Leadership Training,” with Lisa S. Rotenstein MD and Anupam B. Jena, *Harvard Business Review* (online), October 2018.

“Worker Representation on Boards Won’t Work Without Trust,” *Harvard Business Review* (online), August 2018.

“A Survey of How 1,000 CEOs Spend Their Day Reveals What Makes Leaders Successful,” with Oriana Bandiera, Stephen Hansen, Andrea Prat, *Harvard Business Review*, October 2017.

“Why do we Undervalue Competent Managers?” with Nicholas Bloom and John Van Reenen, *Harvard*

Business Review, September-October 2017 (Winner of the 59th McKinsey Award for best article published on HBR in 2017).

“Google’s Secret Formula for Management? Doing the Basics Well”, *Harvard Business Review* (online), August 2017.

“The Different Approaches Firms Use to Set Strategy,” with Nicholas Bloom, Jan W. Rivkin, Raffaella Sadun, Kimberly Teti, Mu-Jeung Yang, *Harvard Business Review* (online), February 2017. “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).

DORMANT 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.

RESEARCH IN PROGRESS

Management and Organizational Practices in Healthcare—Partnership with the U.S. Census.

A public/private partnership for the unemployed: testing new technologies for skill assessment and matching on expectations, upskilling and reallocation, with Alexia Delfino.

Digital Reskilling, with Jorge Tamayo.

COURSE MATERIAL

“Ferrari: Shifting to Carbon Neutrality.” Harvard Business School Case 723-446, May 2023.

“ASST of Lodi, Italy: Europe’s COVID-19 Epicenter.” With Francesca Gino and Desire’ del Chiaro. Harvard Business School Video Case, September 2021.

“Engineering an Inclusive Bioeconomy.” With Tarun Khanna and Susie Ma. Harvard Business School Case 720-356, September 2019.

“Cooking Down a Storm: Changing Culture at Pasta Serafina (A).” With Susanna Gallani and Francesca Gino. Harvard Business School Case 120-013, September 2019.

“Cooking Down a Storm: Changing Culture at Pasta Serafina (B).” With Susanna Gallani and Francesca Gino. Harvard Business School Case 120-014, September 2019.

“Accomplice: Scaling Early Stage Finance.” With Ramana Nanda and Olivia Hull, Harvard Business School Case 719-403, October 2018.

“Videojet (A) and (B).” With Greta Friar. Harvard Business School Teaching Note 718-410, March 2018.

“Irene Rosenfeld at Mondelez International: Crafting a Corporate Strategy video supplement.” Harvard Business School Multimedia/Video Supplement 718-803, March 2018.

“Corporate Strategy: Scope.” Harvard Business School Module Note 718-461, March 2018.

“Corporate Strategy: Resources.” Harvard Business School Module Note 718-460, March 2018.

“Corporate Strategy: Course Introduction 2018.” Harvard Business School Course Overview Note 718-459, March 2018.

“Irene Rosenfeld at Mondelēz International: Crafting a Corporate Strategy.” Harvard Business School Teaching Note 718-492, March 2018.

“Alphabet Eyes New Frontiers.” Harvard Business School Teaching Note 718-407, March 2018.

“Becton Dickinson: Innovation and Growth (A) and (B).” Harvard Business School Teaching Note 718-493, March 2018.

“Weathering the Storm at NYU Langone Medical Center.” With Greta Friar. Harvard Business School Teaching Note 718-506, March 2018. (Revised March 2018.)

“VMware and the Public Cloud (A) and (B).” With Greta Friar. Harvard Business School Teaching Note 718-412, March 2018.

“CyberArk: Protecting the Keys to the IT Kingdom.” With Greta Friar. Harvard Business School Teaching Note 718-490, March 2018.

“Alere.” With Greta Friar. Harvard Business School Teaching Note 718-411, March 2018.

“Irene Rosenfeld at Mondelēz International: Crafting a Corporate Strategy.” With David J. Collis, Amram Migdal, and Kerry Herman. Harvard Business School Case 718-403, November 2017.

“CyberArk: Protecting the Keys to the IT Kingdom.” With David Yoffie, and Margot Eiran. Harvard Business School Case 718-418, September 2017.

“Becton Dickinson: Innovation and Growth (B).” With Michael Beer, and James Weber. Harvard Business School Supplement 717-504, July 2017. (Revised October 2017.)

“Becton Dickinson: Innovation and Growth (A).” With Michael Beer, and James Weber. Harvard Business School Case 717-419, June 2017. (Revised October 2017.)

“VMware and the Public Cloud.” With Christine Snively, Harvard Business School Case 717-480, March 2017.

“Where Should Pat Gelsinger’s Time Go?” Harvard Business School Supplement 717-802, January 2017.

“Where Should Pat Gelsinger’s Time Go?” Harvard Business School Case 717-408, January 2017.

“Alere.” With Catherine Slater, and Channing Spencer, Harvard Business School Case 717-402, August 2016.

“Videojet (A).” With Bharat Anand, and Eric Van den Steen, Harvard Business School Case 717-403, August 2016.

“Videojet (B).” With Bharat Anand and Eric Van den Steen, Harvard Business School Case 717-410, August 2016.

“Alphabet Eyes New Frontiers.” With Alcacer, Juan, Olivia Hull, and Kerry Herman, Harvard Business School Case 717-418, July 2016. (Revised August 2016.)

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

“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).

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

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

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

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

“Transforming Tommy Hilfiger (A) & (B).” 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).

TEACHING ASSIGNMENTS

2019 – Present	Owner/President Management Program, Strategy
2017 – 2023	Faculty Chair Strategy – Building and Sustaining Competitive Advantage
2015 – 2019	Harvard Business School Second-year (elective curriculum) Corporate Strategy
2010 – Present	Executive education (including SBSCA, Healthcare, Corporate Strategy, various custom programs)
2010 – 2014	Harvard Business School First-year (required curriculum) Strategy

GUEST LECTURES (partial list)

Machine Learning in Economics: Applications, IESE, June 2023

MIT Organizational Economics PhD course, February 2021

NBER Entrepreneurship Bootcamp, August 2020, 2021, 2022, 2023
Stigler Center, Chicago Booth, May 2019

GRANTS, SCHOLARSHIPS AND FELLOWSHIPS

2023 Russel Sage Foundation Grant “Digital Reskilling” with Jorge Tamayo (\$180,000)
2021 NBER Grant “Economic Shocks and Gender,” with Alexia Delfino (\$10,000)
2021 Microsoft Grant (\$35,000)
2018 NSF Grant “The Next Mobile Office: How will we Work in Self-Driving Cars?” (\$2,000,000)
2017 – 2018 Ariadne Lab Spark Grant (\$100,000)
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

PROFESSIONAL AND OTHER ACTIVITIES

Co-Organizer of the NBER Macroeconomics and Productivity Summer Institute Workshop (2020-Present)
Co-Organizer of the NBER Personnel Summer Institute Workshop (2022)
Co-Editor Strategy Forum (2019-2020)
Co-Organizer of the Strategy Unit Seminar Series (2015-2017)
Co-Organizer of the annual Empirical Management Conference (2014-)

Boards: Harvard Business School Publishing (Chairperson), Marco Fanno Association, Jewish Community Day School, Collegio Carlo Alberto

Editorial Boards: *Journal of Law, Economics and Organizations, Management Science*

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)