



January 30, 2025

**Jorge Tamayo**

Harvard Business School  
Morgan Hall 247  
Boston, MA 02163  
(617) 495-1048  
[http://www.jorge-tamayo.com/  
jtamayo@hbs.edu](http://www.jorge-tamayo.com/jtamayo@hbs.edu)

**EDUCATION**

- 2018            Ph.D., Economics, University of Southern California, Los Angeles, CA  
Dissertation: Essays on Competition for Customer Memberships  
Committee: Guofu Tan (Chair)  
                 Anant Nyshadham  
                 Achyuta Adhvaaryu  
                 Hashem Pesaran
- 2013            M.S., Applied Mathematics, EAFIT University, Medellin, Colombia
- 2008            B.A., Honors, Economics, EAFIT University, Medellin, Colombia

**TEACHING EXPERIENCE**

**HARVARD UNIVERSITY**

**Appointments**

- 2018 – present            Assistant Professor of Business Administration  
2022 – present            CO-PI Harvard Digital Reskilling Lab  
2021 – present            Faculty Affiliate, Center for International Development

**Assignments**

- 2023 – 2025            Second-year EC Modern Corporate Strategy, Fall and Spring  
2024                      Executive Education, Strategy: Building and Sustaining Competitive Advantage,  
                                 Summer and Winter  
2023                      First-year RC Strategy, Spring  
2018 – 2021            First-year RC Strategy, Spring

## OTHER

2009 – 2012

Adjunct Professor, EAFIT University, Medellin, Colombia

## PRACTITIONER PUBLICATIONS

Tamayo, Jorge, Leila Doumi, Sagar Goel, Orsolya Kovács-Ondrejko, and Raffaella Sadun, "Designing a Successful Reskilling Program." *Harvard Business Review*, July 2024.

"Case Study: Navigating Labor Unrest." *Harvard Business Review* 102, no. 2, March–April 2024.

Tamayo, Jorge, Leila Doumi, Sagar Goel, Orsolya Kovács-Ondrejko, and Raffaella Sadun, "Reskilling in the Age of AI." *Harvard Business Review* 101, no. 5, September–October 2023 (**HBR Prize for Best Article in 2023**).

## PUBLICATIONS

Chica, Cristian, Julian Jimenez-Cardenas, and Jorge Tamayo, "Membership in Dynamic Competition." *Journal of Economics and Management Strategy*, 1-32, 2024.

Adhvaryu, Achyuta, Vittorio Bassi, Anant Nyshadham, and Jorge Tamayo, "No Line Left Behind: Assortative Matching Inside the Firm." *Review of Economics and Statistics*, October 2024.

Adhvaryu, Achyuta, Jean-François Gauthier, Anant Nyshadham, and Jorge Tamayo, "Absenteeism, Productivity, and Relational Contracts Inside the Firm." *Journal of the European Economic Association* 22, no. 4, August 2024.

Adhvaryu, Achyuta, Theresa Molina, Anant Nyshadham, and Jorge Tamayo, "Helping Children Catch Up: Early Life Shocks and the PROGRESA Experiment." *Economic Journal* 134, no. 657, January 2024.

Adhvaryu, Achyuta, Theresa Molina, Anant Nyshadham, Jorge Tamayo, and Nicolas Torres, "The Health Costs of Dirty Energy: Evidence from the Capacity Market in Colombia." *Journal of Development Economics* 164, September 2023.

Khanna, Gaurav, Carlos Medina, Anant Nyshadham, Jorge Tamayo, and Nicolas Torres, "Formal Employment and Organized Crime: Regression Discontinuity Evidence from Colombia." *Economic Journal* 133, August 2023.

Adhvaryu, Achyuta, Anant Nyshadham, and Jorge Tamayo, "Managerial Quality and Productivity Dynamics." *Review of Economic Studies* 90, no. 4, July 2023.

Khanna, Gaurav, Carlos Medina, Anant Nyshadham, Christian Posso, and Jorge Tamayo, "Job Loss, Credit and Crime in Colombia." *American Economic Review: Insights* 3, no. 1, March 2021.

Medina, Carlos, and Jorge Tamayo, "An Assessment of How Urban Crime and Victimization Affects Life Satisfaction." *Subjective Well-Being and Security* no. 46, 2012.

## WORKING PAPERS (REVISION REQUESTED)

Khanna, Gaurav, Carlos Medina, Anant Nyshadham, Daniel Ramos-Menchelli, Jorge Tamayo, and Audrey Tiew, "Urban Transportation Infrastructure, Crime, and Economic Opportunity in Spatial Equilibrium," Harvard Business School Working Paper, no. 24-016, September 2023. Revise & Resubmit *American Economic Review*.

Adhvaryu, Achyuta, Vittorio Bassi, Anant Nyshadham, Jorge Tamayo, and Nicolas Torres, "Organizational Responses to Product Cycles," Harvard Business School Working Paper, no. 23-061, March 2023. Revise & Resubmit *Journal of Political Economy*.

Kwon, Caleb, Ananth Raman, and Jorge Tamayo, "Human-Computer Interactions in Demand Forecasting and Labor Scheduling Decisions," Working Paper, December 2022. Revise & Resubmit *Management Science*.

Adhvaryu, Achyuta, Anant Nyshadham, and Jorge Tamayo, "An Anatomy of Performance Monitoring," Harvard Business School Working Paper, no. 22-066, March 2022. Revise & Resubmit *Journal of Political Economy*.

Chica, Cristian, Kenneth Chuk, and Jorge Tamayo, "The Exclusive Non-Exclusive Two-Sided Market," Harvard Business School Working Paper, no. 21-092, March 2021 (Revised October 2024). Revise & Resubmit *International Journal of Industrial Organization*.

Guarin, Arlen, Christian Posso, Estefania Saravia, and Jorge Tamayo, "Do Skilled Physicians Improve Birth Outcomes? Evidence from Physicians Randomized into National Public Service Program," Harvard Business School Working Paper, no. 22-015, February 2021. Revise & Resubmit *American Economic Journal*.

## WORKING PAPERS

Adhvaryu, Achyuta, Julian Jimenez-Cardenas, Anant Nyshadham, and Jorge Tamayo, "Generalists: on the Organizational Benefits of Broad Skilling," February 2025.

Brandimarti, Eleonora, Brayan Diaz, Virginia Minni, Raffaella Sadun, and Jorge Tamayo, "Technological Change and the Organization of Work in a Colombian Bank," February 2025.

Jimenez-Cardenas, Julian and Jorge Tamayo, "Strategy for Multiunit Organizations," February 2025.

Brandimarti, Eleonora, Brayan Diaz, Virginia Minni, Raffaella Sadun, and Jorge Tamayo, "Customer Facing Technologies and Organizational Frictions to Adoption," January 2025.

Adhvaryu, Achyuta, Andrea Neyra-Nazarrett, Anant Nyshadham, and Jorge Tamayo, "Managing Organizational Complexity? Evidence from Retail in Latin America," January 2025.

Amano, Tomomichi and Jorge Tamayo, "New Products Diffusion within Retailers: Adoption Barriers and Managerial Quality," January 2025.

Diaz, Brayan, Andrea Neyra-Nazarrett, Julian Ramirez, Raffaella Sadun, and Jorge Tamayo, "Training within Firms," January 2025.

Fioretti, Michelle, Junnan He, and Jorge Tamayo, "Prices and Concentration: A U-shape? Theory and Evidence from Renewables," December 2024.

Adhvaryu, Achyuta, Jean-François Gauthier, Anant Nyshadham, and Jorge Tamayo, "Model Selection for Optimal Screening with AI in Hiring," December 2024.

Adhvaryu, Achyuta, Parker Howell, Anant Nyshadham, and Jorge Tamayo, "Rapport in Organizations: Evidence from Fast Food," Harvard Business School Working Paper, no. 24-032, November 2023.

Adhvaryu, Achyuta, Emilio Gutierrez, Anant Nyshadham, and Jorge Tamayo, "Diagnosing Quality: Learning, Amenities, and the Demand for Health Care," Harvard Business School Working Paper, no. 21-110, March 2021.

Tamayo, Jorge and Guofu Tan, "Competitive Two-Part Tariffs," Harvard Business School Working Paper, no. 21-089, March 2021.

Guarin, Arlen, Carlos Medina, and Jorge Tamayo, "The Effects of Punishment of Crime in Colombia on Deterrence, Incapacitation, and Human Capital Formation," IDB Working Paper Series, no. IDB-WP-420, July 2013.

## **WORK IN PROGRESS**

Adhvaryu, Achyuta, Jean-François Gauthier, Anant Nyshadham, and Jorge Tamayo "Optimal Contracts with Psychometrics."

Guarin, Arlen, Christian Posso, Estefania Saravia, and Jorge Tamayo, "Healing the Gender Gap: The Impacts of Randomized First Job on Female Physicians."

Adhvaryu, Achyuta, Jean-François Gauthier, Parker Howell, Anant Nyshadham, and Jorge Tamayo, "AI-Directed Job Search among Frontline Service Workers."

Adhvaryu, Achyuta, Jean-François Gauthier, Emir Murathanoglu, Anant Nyshadham, and Jorge Tamayo, "AI-Based Screening and Targeted Training to Alleviate Barriers to Female Advancement in the Workplace."

## **CASES AND TEACHING MATERIALS**

"Modern Corporate Strategy: Revitalizing the Corporation," Harvard Business School Course Overview Note 725-426, 2025 [10].

Tamayo, Jorge and Carla Larangeira, "Sigma Alimentos: Navigating Markets through Inorganic Growth," Harvard Business School Case 725-385 (2025) [27].

Tamayo, Jorge and Mahesh Ramakrishnan, "Helium: Crowdsourcing a National Telecom Network," Harvard Business School Case 725-373 (2024) [19].

Tamayo, Jorge, Ruth Costas, Pedro Levindo, and Karina Souza, "Cementos Argos in the U.S.: Go Big or Go Home?" Harvard Business School Case 724-500 (2024) [34].

Tamayo, Jorge, Rembrand Koning, and Jenyfeer Martínez Buitrago, "Growing Foodology into Latin America's Largest Platform for Virtual Restaurants," Harvard Business School Case 724-393 (2024) [34].

Tamayo, Jorge, Raffaella Sadun, and Jenyfeer Martínez Buitrago, "Davivienda Bank's Upskilling and Reskilling Strategy in Colombia," Harvard Business School Case 724-425 (2023) [35].

"Davivienda Bank's Upskilling and Reskilling Strategy in Colombia," Harvard Business School Teaching Note 725-406 (2025) [16].

Koning, Rembrand, Jorge Tamayo, and Jenyfeer Martínez Buitrago, "Foodology: Creating a Virtual Restaurant Group in Latin America," Harvard Business School Case 724-392 (2023) [24].

Tamayo, Jorge and Jenyfeer Martínez Buitrago, "Going Mobile-First? The Digital Transformation of Davivienda Bank in Colombia," Harvard Business School Case 724-389 (2023, Revision 2024) [29].

"Going Mobile-First? The Digital Transformation of Davivienda Bank in Colombia." Harvard Business School Teaching Note 725-403 (2025) [20].

Tamayo, Jorge, Jenyfeer Martínez Buitrago, and Mariana Cal, "Grupo Sancor Seguros: Facing the Digital Transformation of Insurance in Argentina (B)," Harvard Business School Supplement 723-423 (2023) [6].

Tamayo, Jorge and Jenyfeer Martínez Buitrago, "Grupo Sancor Seguros: Facing the Digital Transformation of Insurance in Argentina (A)," Harvard Business School Case 723-422 (2023) [33].

"How Do You Compete and Cooperate? Understanding Strategic Interactions," Harvard Business School Module Note 723-406 (2022, Revision 2023) [14].

Tamayo, Jorge, Jenyfeer Martínez Buitrago, and Mariana Cal, "Arcos Dorados' Quest for the Digitalization of Last-Mile Delivery in Colombia (B)," Harvard Business School Supplement 723-396 (2022) [6].

Tamayo, Jorge, Jenyfeer Martínez Buitrago, and Mariana Cal, "Arcos Dorados' Quest for the Digitalization of Last-Mile Delivery in Colombia," Harvard Business School Case 723-395 (2022) [23].

"Arcos Dorados' Quest for the Digitalization of Last-Mile Delivery in Colombia." Harvard Business School Teaching Note 725-397 (2025) [23].

Tamayo, Jorge, Erik Snowberg, and Jenyfeer Martínez Buitrago, "Toyota and Its Labor Union in Argentina (C)," Harvard Business School Supplement 721-413 (2021) [9].

Tamayo, Jorge, Erik Snowberg, and Jenyfeer Martínez Buitrago, "Toyota and Its Labor Union in Argentina (B)," Harvard Business School Supplement 721-412 (2021) [9].

Tamayo, Jorge, Erik Snowberg, and Jenyfeer Martínez Buitrago, "Toyota and Its Labor Union in Argentina (A)," Harvard Business School Case 721-394 (2021) [29].

Tamayo, Jorge, Ashish Nanda, and Margaret Cross, "Medellín Reborn (A)," Harvard Business School Case 720-453 (2020, Revision 2022) [18].

## PRESENTATIONS

- "Customer Facing Technologies and Organizational Frictions to Adoption" MIT Sloan, Cambridge, MA (May 2025)
- "Customer Facing Technologies and Organizational Frictions to Adoption" Carnegie Mellon University, Pittsburgh, PA (April 2025)
- "Reskilling in the Age of AI" SIOP Annual, Denver, CO (April 2025)
- "Training within Firms," Central Bank of Colombia, Virtual (November 2024)
- "From AI to Apprenticeships: Innovations in Skilling," OneTen Community of Practice, Dallas, TX (October 2024)
- "Rapport in Organizations: Evidence from Fast Food," World Bank, Washington, D.C. (October 2024)
- "Organizational Responses to Product Cycles," AOM, Chicago, IL (August 2024)
- "Reskilling in the Age of AI," National Academy of Sciences, Virtual (August 2024)
- "Diversified Production and Market Power: Theory and Evidence from Renewables," International Industrial Organization Conference, Boston, MA (May 2024)
- "Reskilling in the Age Of AI," HBS, Boston, MA (May 2024)
- "Organizational Responses to Product Cycles," UCSD, San Diego, CA (April 2024)
- "Organizational responses to product cycles," LMU Munich, Munich, Germany (October 2023)
- "Organizational responses to product cycles: Evidence from auto manufacturing," CEPR, Luiss University, Rome, Italy (August 2023)
- "Organizational responses to product cycles: Evidence from auto manufacturing," NYU Stern Management Department, New York, NY (July 2023)
- "Spatial Mobility, Economic Opportunity, and Crime," WEAI, San Diego, CA (July 2023)
- "Organizational Responses to Product Cycles," NBER, SI 2023 Personnel Economics, Boston, MA (July 2023)
- "Organizational Responses to Product Cycles," BSE, Universitat Pompeu Fabra, Barcelona, Spain (June 2023)
- "Organizational responses to product cycles: Evidence from auto manufacturing," HKU Business School, Virtual (May 2023)
- "Gender and Managerial Resource Allocation: Evidence from Worker Scheduling in Fast Food," HEC Montreal, Montreal, QC (May 2023)

- “Organizational Responses to Product Cycles, The Society of Labor Economists,” SOLE, Philadelphia, PA (May 2023)
- “Organizational Responses to Product Cycles,” NBER, Organizational Economics Working Group, Boston, MA (April 2023)
- “An Anatomy of Performance Monitoring,” IFC, Washington (December 2022)
- “Organizational responses to product cycles: Evidence from auto manufacturing,” Columbia University, New York, NY (November 2022)
- “Information Technology, Managerial Effort, and Firm Productivity,” NBER/BREAD, Virtual (October 2021)
- “Information Technology, Managerial Effort, and Firm Productivity,” JILAEE, University of Chicago and Universidad del CEMA, Virtual (October 2021)
- “Information Technology, Managerial Effort, and Firm Productivity,” HBS, Virtual (October 2021)
- “The Luck of the Draw: The Causal Effect of Physicians on Birth Outcomes,” XVII Ridge Forum Workshop on Health, Virtual (September 2021)
- “Spatial Mobility, Economic Opportunity, and Crime,” XVII Ridge Forum Workshop on Crime, Virtual (September 2021)
- “Saving for a Dry Day: Coal, Dams and Energy Prices,” XVII Ridge Forum Workshop on Industrial Organization, Virtual (September 2021)
- “Information Technology, Managerial Effort, and Firm Productivity,” University of Michigan, Virtual (September 2021)
- “Transportation Infrastructure in Medellin: Importing Opportunity or Exporting Crime?” Becker Friedman Institute, University of Chicago, Virtual (June 2021)
- “Training, Multitasking, and Performance in the Fast Food Industry,” University of Western Australia, Virtual (September 2020)
- “The Price of Water and Dynamic Spillovers: Hydropower Generation in Colombia,” III Workshop on Structural Industrial Organization, Cali, Colombia (October 2019)
- “No Line Left Behind: Assortative Matching Inside the Firm,” HBS, Boston, MA (September 2019)
- “Managerial Quality and Productivity Dynamics,” H2D2, University of Michigan, Ann Arbor, MI (March 2019)
- “Absenteeism, Productivity, and Relational Contracting Inside the Firm,” Empirical Management Conference, HBS, Boston (December 2018)
- “Formal Employment and Organized Crime,” Midwest International Economic Development Conference, Minneapolis, MN (May 2018)
- “Managerial Quality and Productivity Dynamics,” HBS, Boston, MA (January 2018)

## **ROUND TABLES ORGANIZED**

- “Revitalize, Reinvent, Reskill: Unlocking Workforce Productivity,” Medellin, Colombia, October 6-7, 2024 (80 leading practitioners from Colombia, Mexico, Argentina, and Uruguay).
- “Revitalize, Reinvent, Reskill: Unlocking Workforce Productivity,” Harvard Business School, Boston, MA, October 22-23, 2023 (70 leading practitioners from the U.S., Europe, and Latin America).
- “Reskilling in the Workplace,” Digital, April 25, 2023 (40 leading practitioners from the U.S., Europe, and Latin America).

## AWARDS AND HONORS

- 2024 – Royal Economic Society Prize
- 2023 – HBR Prize for Best Article
- 2017 – Assistantship Award, University of Southern California
- 2015 – Best Third Year Paper, University of Southern California, Department of Economics
- 2014 – Best Second Year Paper, University of Southern California, Department of Economics
- 2008 – Graduation with Honors, EAFIT University, Department of Economics
- 2007 – Second Place, National Higher Education Test in Colombia (ECAES), Subject: Economics

## FELLOWSHIPS AND GRANTS

- 2024-2025 Gitlab Foundation (Medellin, Colombia), for research using AI models to identify job seeker preferences, skills, and constraints to match them with optimal employers (Co-PI).
- 2023-2025 Russell Sage Foundation (Boston, MA), for a study on upskilling and reskilling initiatives and their effects on individual and firm performance (Co-PI).
- 2023-2025 National Science Foundation (Ann Arbor, Michigan), for research using AI to improve job search outcomes for entry-level service workers displaced by the COVID-19 pandemic (Co-Author).
- 2023-2025 JPAL Jobs and Opportunity Initiative (Delhi & Bengaluru, Karnataka, India), for a study on access to managerial screening and soft-skills training tools on firm productivity and worker satisfaction (Co-PI).
- 2022-2025 Inter-American Development Bank GD Lab (Bogota & Medellin, Antioquia, Colombia), for developing workplace training programs that promote productivity, gender diversity, and empowerment (Co-PI).
- 2022-2025 JPAL Gender and Economic Agency Initiative (Bogota & Medellin, Antioquia, Colombia), for a study evaluating workplace training programs that promote productivity, gender diversity, and empowerment (Co-PI).
- 2021-2023 Russell Sage Foundation (Ann Arbor, Michigan), for research analyzing soft skills and overlooked vacancies to help workers displaced by the COVID-19 pandemic (Co-PI).
- 2017 University of Southern California (Department of Economics), Summer Research Award 2017 (Los Angeles, CA), for research in economics.
- 2016 USC Dornsife INET Graduate Fellowship (Los Angeles, CA), for PhD Scholars.
- 2012-2014 Doctoral Scholarship (Medellin, Colombia), for work at the Central Bank of Colombia
- 2008 Honor Scholarship (Medellin, Colombia), for Graduate Studies: Master of Science in Applied Mathematics at EAFIT University
- 2005 Honor Scholarship (Medellin, Colombia), for Best GPA at EAFIT University

## PROFESSIONAL ACTIVITIES

- 2023 – present Invited Researcher, J-PAL
- 2022 – present Member, D3
- 2019 – present Strategy Hiring Committee, HBS
- 2019, 2020, 2023 – present Strategy Seminar Committee, HBS
- 2024 Referee, American Economic Journal: Applied Economics
- 2023-2024 Referee, Journal of Political Economy
- 2020, 2023, 2024 Referee, Econometrica



2018, 2024	Referee, Journal of Economics and Management Strategy
2020, 2021, 2023	Referee, American Economic Review: Insights
2023	Referee, Quarterly Journal of Economics
2023	Referee, PEDL
2021 - 2022	Referee, Economic Journal
2022	Referee, National Science Foundation
2021	Referee, Journal of Human Resources
2021	Referee, Rand Journal of Economics
2021	Referee, Mathematical Social Sciences
2020	Referee, Management Science

### **PhD ADVISING (Current Students)**

Yuan Pei (HKS)  
 Andrea Neyra (HKS)  
 Leila Doumi (HBS)

### **PhD ADVISING (Graduate School Placement in Parentheses)**

Caleb Kwon, HBS, 2024 (UT Austin)  
 Daniel Ramos, HBS, 2023 (University of Rochester)  
 Jean-Francois Gauthier, BC, 2022 (HEC Montreal)

### **PREDOCTORAL ADVISING (Graduate School Placement in Parentheses)**

Nicolas Torres (University of Michigan, Economics)  
 Cristian Chica (University of Minnesota, Mathematics)  
 Alejandro Calle (Wisconsin University, Computer Science)  
 David Bernal (University of Houston, Economics)  
 Estefania Saravia (UCLA, Economics)  
 Yuqing Gu (University of Michigan, Economics)  
 Arlen Guarin (UC Berkeley, Economics)