

Michael Freeman

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ACADEMIC POSITIONS & AFFILIATIONS

- 2017– **Assistant Professor of Technology and Operations Management**
INSEAD, Singapore
Note: On parental leave (2021-22)
- 2023–24 **Visiting Assistant Professor of Management Science & Operations**
London Business School, UK
- 2019– **Research Fellow**
Cambridge Centre for Health Leadership & Enterprise, University of Cambridge, UK

EDUCATION

- 2017 **Ph.D. in Management Science**
Cambridge Judge Business School, University of Cambridge, UK
- 2011 **MPhil in Management Science and Operations**, with Distinction
Cambridge Judge Business School, University of Cambridge, UK
- 2010 **MMORSE (Combined BSc and MSc in Mathematics, Operations Research, Statistics, and Economics)**, with First-Class Honors
Department of Statistics, University of Warwick, UK

RESEARCH INTERESTS

Healthcare design and delivery; Operations of emerging technologies; Empirical studies in operations.

RESEARCH OUTPUT

(Superscripts denote coauthor role at the time of the latest or final version: ^S PhD student; ^P Practitioner.)

Peer-Reviewed Academic Publications

- [1] **Freeman, M.**, Savva, N., & Scholtes, S. (2017). Gatekeepers at work: An empirical analysis of a maternity unit. *Management Science*, 63(10), 3147–3167. <https://doi.org/10.1287/mnsc.2016.2512>
– Finalist, 2014 William Pierskalla Award
- [2] ^S Han, L., ^P Fine, J., ^P Robinson, S., ^P Boyle, A., **Freeman, M.**, & Scholtes, S. (2019). Is seniority of emergency physician associated with the weekend mortality effect? An exploratory analysis of electronic health records in the UK. *Emergency Medicine Journal*, 36, 708–715. <http://doi.org/10.1136/emmermed-2018-208114>
– Commentary by Dr. Katherine Henderson, President of Royal College of Emergency Medicine, London, UK. <http://doi.org/10.1136/emmermed-2019-209179>
- [3] **Freeman, M.**, Savva, N., & Scholtes, S. (2021). Economies of scale and scope in hospitals: An empirical study of volume spillovers. *Management Science*, 67(2), 673–697. <https://doi.org/10.1287/mnsc.2019.3572>
– First Prize, 2016 MSOM Student Paper Competition
- [4] **Freeman, M.**, ^P Robinson, S., & Scholtes, S. (2021). Gatekeeping, fast and slow: An empirical study of referral errors in the emergency department. *Management Science*, 67(7), 4209–4232. <https://doi.org/10.1287/mnsc.2020.3711>

- Former title: ‘Gatekeeping Under Congestion: An Empirical Study of Referral Decisions in the Emergency Department’
- [5] ^S Bobroske, K., **Freeman, M.**, ^P Huan, L., ^P Cattrell, A., & Scholtes, S. (2022). Curbing the opioid epidemic at its root: The effect of provider discordance after opioid initiation. *Management Science*, 68(3), 2003–2015. <https://doi.org/10.1287/mnsc.2021.4252>
- [6] ^S Panchanatham, S. N., **Freeman, M.**, Groenevelt, H., & Hasija, S. (2022). Be the match: Optimizing capacity allocation for allogeneic stem cell transplantation. *Manufacturing & Service Operations Management*. <https://doi.org/10.1287/msom.2022.1093>
- [7] ^S Kajaria-Montag, H., **Freeman, M.**, & Scholtes, S. Continuity of care increases physician productivity in primary care. Accepted at *Management Science*. <http://ssrn.com/abstract=3868231>
 - Finalist, 2023 Best Student Paper Award, College of Service Operations Management of POMS
 - Finalist, 2022 Best Paper Award, College of Healthcare Operations Management of POMS

Articles Under Review or Revision

- [8] ^S Ding, J., **Freeman, M.**, & Zorc, S. (2023). From black to gray: Improving access to antimalarial drugs in the presence of counterfeits [Manuscript under major revision]. *Management Science*. INSEAD Working Paper No. 2023/10/TOM. <http://ssrn.com/abstract=4395644>
- [9] ^S Ding, J., **Freeman, M.**, & Hasija, S. (2022). Can predictive technology help improve acute care operations? Investigating the impact of virtual triage adoption [Under 3rd Round of Review]. *Operations Research*. INSEAD Working Paper No. 2022/47/TOM. <http://ssrn.com/abstract=3806478>
 - Finalist, 2023 William Pierskalla Award
 - Finalist, 2023 INFORMS IBM Best Student Paper Award
 - Finalist, 2023 Best Student Paper Award, College of Service Operations Management of POMS

Working Papers

- [10] ^S Kajaria-Montag, H., & **Freeman, M.**, (2020). Implications of Workforce Composition Shifts on Primary Care Outcomes [Manuscript under revision]. INSEAD Working Paper No. 2020/47/TOM. <http://ssrn.com/abstract=3699385>
- [11] **Freeman, M.**, Karamshetty, V., & Hasija, S. (2020). Select, swipe, and serve: Examining the impact of food-delivery platforms on restaurant demand characteristics [Manuscript under revision]. INSEAD Working Paper No. 2020/35/TOM. <http://ssrn.com/abstract=3667539>

Research in Progress

- [12] ^S Kajaria-Montag, H., Scholtes, S., ^P Gray, D. P., Sidaway-Lee, K., **Freeman, M.**, & ^P Evans, P., (2023). Continuity and locus use for acute consultations: Observational study of subsequent workload [Manuscript in preparation].
- [13] ^S Ding, J., **Freeman, M.**, & Taneri, N.. Acquisition of AI and analytics capabilities: Shareholder value for biopharmaceutical firms. [Manuscript in preparation].
- [14] ^S Ding, J., **Freeman, M.**, & Dai, T.. AI-augmented gatekeeping: Combining human and machine intelligence for screening program design. [Research in progress].

OTHER OUTPUT

Published Abstracts from Competition Winners

Freeman, M., Savva, N., & Scholtes, S. (2017). Gatekeepers at work: An empirical analysis of a maternity unit. *Manufacturing & Service Operations Management*, 19(2), 328–330. <https://doi.org/10.1287/msom.2017.0630>

Peer-Reviewed Conference Proceedings

“An Unintended Consequence of Platform Dependence: Empirical Evidence from IT-Enabled Food-Delivery Platforms.” *Proceedings of International Conference on Information Systems 2022*, Copenhagen, Denmark. 2022. Presented by Karamshetty, V. (Acceptance rate: <30%)

“Continuity of Care Increases Clinical Productivity in Primary Care.” Healthcare SIG, *Proceedings of MSOM*, TUM, Germany. 2022. Presented by Kajaria-Montag, H. (Acceptance rate: <10%)

“The Operational Determinants of Relational Continuity of Care: An Empirical Study of Primary Care in the UK.” Healthcare SIG, *Proceedings of MSOM*, University of Indiana, IN. 2021. Presented by Kajaria-Montag, H. (Acceptance rate: <10%)

“Gatekeeping Under Congestion: An Empirical Study of Referral Decisions in the Emergency Department.” Healthcare SIG, *Proceedings of MSOM*, University of North Carolina, NC. 2017. Presented by **Freeman, M.** (Acceptance rate: <10%)

“Economies of Scale and Scope in Hospitals: An Empirical Study of Volume Spillovers.” *Proceedings of Wharton Workshop for Empirical Research in Operations Management*, Wharton, PA. 2016. Presented by **Freeman, M.**

“Gatekeepers at Work: An Empirical Analysis of a Maternity Unit.” Healthcare SIG, *Proceedings of MSOM*, INSEAD, France. 2013. Presented by Savva, N. (Acceptance rate: <10%)

Research Briefs

“How a second opinion could help curb the opioid crisis.” 2021. INSEAD Knowledge. [\[Link\]](#)

– *Related research*: “Curbing the opioid epidemic at its root: The effect of provider discordance after opioid initiation”

“A route to decomplexifying hospitals.” 2021. Management Science Review. [\[Link\]](#)

– *Related research*: “Economies of scale and scope in hospitals: An empirical study of volume spillovers”

“A closer look at the weekend effect.” 2020. INSEAD Knowledge. [\[Link\]](#)

– *Related research*: “Is seniority of emergency physician associated with the weekend mortality effect? An exploratory analysis of electronic health records in the UK”

Teaching Cases

“Activate Healthcare: Disrupting the American Healthcare System.” 2021. INSEAD Case Ref. 6594. [\[Link\]](#).

INVITED TALKS AND CONFERENCE PRESENTATIONS

2024	<i>Scheduled</i> : NUS Business School, (Singapore); Imperial School of Business, (London, UK).
2023	<i>Scheduled</i> : HEC Paris, (Paris, France).
2022	Columbia Business School (NYC, NY); Wharton School of the University of Pennsylvania (Philadelphia, PA). INFORMS (Indianapolis, IN).
2021	Dartmouth Tuck School of Business (Hanover, NH: virtual); London Business School (London, UK: virtual); University College London (London, UK: virtual). IFORS (Seoul, Korea: virtual).

- 2019 MSOM Conference (Singapore); POMS-HK International (Hong Kong).
- 2018 Singapore Management University (Singapore); NTU Nanyang Business School (Singapore); NUS Business School (Singapore).
INFORMS Annual Meeting (Phoenix, AZ); POMS-HK International (Hong Kong).
- 2017 UCLA Anderson School of Management (Los Angeles, CA); UNC Kenan Flagler Business School (Chapel Hill, NC); JHU Carey Business School (Baltimore, MD); INSEAD (Fontainebleau, France); IU Kelley School of Business (Bloomington, IN); Kellogg School of Management, Northwestern University (Evanston, IL); UBC Sauder School of Business (Vancouver, Canada); Emory University's Goizueta Business School (Atlanta, GA).
INFORMS Healthcare (Rotterdam, Netherlands); MSOM Healthcare SIG (Chapel Hill, NC).
- 2016 MIT Sloan School of Management (Cambridge, MA); UVA Darden School of Business (Charlottesville, VA).
INFORMS Annual Meeting (Nashville, TN); Wharton Workshop for Empirical Research in Operations Management (Philadelphia, PA); London Business School Doctoral Conference (London, UK).
- 2015 INFORMS Annual Meeting (Philadelphia, PA).
- 2014 INFORMS Annual Meeting (San Francisco, CA).
- 2013 Cambridge Judge Business School Doctoral Conference (Cambridge, UK).
- 2012 INFORMS Annual Meeting (Phoenix, AZ); Cambridge Judge Business School Doctoral Conference, (Cambridge, UK).

AWARDS, HONORS, AND SCHOLARSHIPS

Paper Competitions

- 2023 Finalist, 2023 William Pierskalla Award, INFORMS Health Application Society.
- 2023 Finalist 2023 INFORMS IBM Best Student Paper Award.
- 2023 2x Finalist 2023 Best Student Paper Award, College of Service Operations Management of POMS.
- 2022 Finalist, 2022 Best Paper Award, College of Healthcare Operations Management of POMS.
- 2016 First Prize, 2016 MSOM Student Paper Competition.
- 2014 Finalist, 2014 William Pierskalla Award, INFORMS Health Application Society.

Teaching Recognition

- 2020 Winner of Best Core Course Teaching Award, MBA Class of 20J
- 2020 Dean's Commendation for Excellence in MBA Teaching

Cambridge Judge Business School

- 2016 Director's Research Award, Cambridge Judge Business School.
- 2016 Lyondell Basell Research Scholarship, Cambridge Centre for Health Leadership.
- 2015 Economic and Social Research Council Student Internship Award.
- 2014 Teaching and Learning Innovation Grant, Cambridge Centre for Teaching and Learning.
- 2011–16 Economic and Social Research Council Doctoral Scholarship, University of Cambridge.

TEACHING

INSEAD

Executive Education - Direction of Customised Programmes:

2023 Sakata Seed Corporation; Janssen Pharmaceutical K.K.

Executive Education - Teaching of Customised Programmes:

2023 Lenovo; Sakata Seed Corporation; Jardine Matheson; Accenture; Janssen Pharmaceutical K.K.; Infineon Technologies.

2022 Tata Consultancy Services (2 cohorts); GC Chemicals; Medtronic CEMA; Jubilant Pharmanova.

2021 Procter & Gamble; Tata Consultancy Services (3 cohorts); Medtronic APAC.

2019 Sumitomo Chemical.

Executive Education - Teaching of Open Enrolment Programmes:

2023 Advanced Management Programme (Fontainebleau); Management Acceleration Programme (Singapore).

2022 Management Acceleration Programme (Singapore).

Degree Programmes (Ongoing):

2021– Process and Operations Management – GEMBA core.
– Taught GEMBA Class of 22A, 23A, 24A (Singapore).

2020– Empirical Methods in Technology and Operations Management – Ph.D.
– Course runs every two years (taught in 2020 & 2022).

2020– Identifying New Business Models – MBA elective.
– Taught MBA Class of 20J, 20D, 21J, 21D, 22D, 23J (Singapore).

Degree Programmes (Completed/One-Offs):

2021 Research Topics in Technology and Operations Management (1 session) – Ph.D.

2018 Research Topics in Technology and Operations Management (1 session) – Ph.D.

2017–20 Process and Operations Management – MBA core.
– Taught MBA Class of 18D, 19D, 20J, 20D (Singapore).
– Winner of Best Teaching Award (MBA Class of 20J).

London Business School

2015–17 Data Analytics for Management – EMBA (Dubai) core, teaching assistant (with V. Kostami).

2014–16 Data, Models, and Decisions – MBA core, teaching assistant (with V. Kostami and N. Savva).

Cambridge Judge Business School

2012–13 Econometrics I & II – MA core, co-instructor (with P. Kattuman).

2012 Uncertainty and Real Options – MA elective, teaching assistant (with Y.S. Lee).

2011–12 Econometrics I & II – MA core, teaching assistant (with P. Kattuman).

PROFESSIONAL ACTIVITIES AND AFFILIATIONS

Chairing of Tracks/Clusters in International Conferences

Cluster Co-Chair (MSOM Healthcare Track, INFORMS Annual Meeting, 2023).

Cluster Co-Chair (Empirical Operations Management Track, MSOM Conference, 2019).

Refereeing Service for Conferences

MSOM Healthcare SIG (2016, 2019–2023); MSOM Service Management SIG (2020, 2021, 2023).

Judging Service for Competitions

MSOM Student Best Paper Competition (2018, 2020, 2021 & 2023).; INFORMS Health Application Society Student Paper Competition (2023); POMS Best Healthcare Paper Competition (2023); Seth Bonder Scholarship for Applied Operations Research in Health Services (2019 & 2020).

Refereeing Service for Journals

Management Science (2018, 2020 & 2021 Distinguished Service Award; 2022 Meritorious Service Award); Manufacturing & Service Operations Management (2018 Meritorious Service Award); Production and Operations Management (2019 Outstanding Reviewer Award); Health Care Management Science.

Other Professional Activities

Invited Discussant (MSOM Healthcare SIG, 2019).

Professional Memberships

Manufacturing and Service Operations Management Society (M&SOM); Institute for Operations Research and Management Sciences (INFORMS); Health Applications Society (HAS).

INSTITUTIONAL SERVICE

INSEAD Administration

2021	Panelist, Research and Career Series: Promotion Process.
2020-22	Technology and Operations Management Area Seminar Series Organiser (with S.Y. Chun).
2020	Research Workstream Organiser, 2020 Faculty Retreat (with L. Huang and H. Greve).
2019	Travel Policy Focus Group.

Ph.D. Programme

(Superscripts denote role as follows: *Advised; †Collaborated with; ‡Committee member.)

Past Doctoral Students:

2023	Harshita Kajaria-Montag ^{*†} , Cambridge Judge Business School. (1 st position: Kelley School of Business, Indiana University).
2023	Sundara Panchanatham ^{†‡} , INSEAD. (1 st position: Hong Kong University).
2022	Dmitrii Sumkin [‡] , INSEAD. (1 st position: University of Illinois at Urbana-Champaign).
2020	Katherine Bobroske [†] , Cambridge Judge Business School. (1 st position: Haven Healthcare).
2020	Varun Karamshetty ^{†‡} , INSEAD (1 st position: NUS School of Computing, Singapore).
2020	Vivek Choudhary [‡] , INSEAD (1 st position: Nanyang Business School, Singapore).
2018	Saša Zorc [‡] , INSEAD (1 st position: Darden School of Business, University of Virginia).

Current Doctoral Students:

Jiatao Ding^{*†‡}, INSEAD.
Srishti Arora[‡], INSEAD.
Wenjing He^{*}, INSEAD.

Ph.D. Qualifier Committee:

Sundara Panchanatham; Jiatao Ding; Srishti Arora.

Ph.D. Summer Paper Committee:

Sundara Panchanatham; Jiatao Ding; Ece Guliz Gulserliler; Priscilla Rodriguez.

MBA & GEMBA Programmes

- 2021– Supervising of GEMBA final projects.
- 2017– Supervising of MBA independent study projects (ISPs).

Others (Pre-INSEAD)

- 2014 President, Robinson College Graduate Society, University of Cambridge.
- 2013 Technical advisor, MBA Global Consulting Projects, Cambridge Judge Business School.
- 2013 Co-organizer, Cambridge Judge Business School Doctoral Conference.
- 2013 Vice-president, Robinson College Graduate Society.
- 2011–13 Econometrics advisor, Cambridge Empirical Lab, Cambridge Judge Business School.

OTHER EXPERIENCE

- 2023– **KK Women's and Children's Hospital**, Singapore.
Research collaboration.
- 2012–17 **Cambridge University Hospitals NHS Foundation Trust**, Cambridge, UK.
Honorary appointment, with six months spent on-site from April to September 2016.
- 2012–17 **Various Health Sector Collaborations**, UK.
Collaborated with health care organizations such as Papworth Hospital, Dr Foster Intelligence, the UnitingCare Partnership, the Cambridgeshire and Peterborough CCG, and the Healthcare Financial Management Association.
- 2015 **Office for National Statistics**, Newport, UK.
Six-month placement in the health productivity branch of the UK government's national statistics agency.