

# Michael E. Freeman

INSEAD, 1 Ayer Rajah Avenue, Singapore 138676.

☎ +65-6799-5435 | ✉ michael.freeman@insead.edu | 🌐 michael-freeman.net

---

## 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 OUTPUT

(Superscripts denote coauthor role at the time of the latest or final version: <sup>S</sup> PhD student; <sup>P</sup> 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] <sup>S</sup> Han, L., <sup>P</sup> Fine, J., <sup>P</sup> Robinson, S., <sup>P</sup> 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/emermed-2018-208114>  
– Commentary by Dr. Katherine Henderson, former President of the Royal College of Emergency Medicine, London, UK. <http://doi.org/10.1136/emermed-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.**, <sup>P</sup> 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>
- [5] <sup>S</sup> Bobroske, K., **Freeman, M.**, <sup>P</sup> Huan, L., <sup>P</sup> 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] <sup>S</sup> 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*, 24(6), 2797–3306. <https://doi.org/10.1287/msom.2022.1093>
- [7] <sup>S</sup> Kajaria-Montag, H., **Freeman, M.**, & Scholtes, S. (2023). 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 (H. Kajaria-Montag)
  - Finalist, 2022 Best Paper Award, College of Healthcare Operations Management of POMS

### Articles Under Review or Revision

- [8] <sup>S</sup> Ding, J., **Freeman, M.**, & Hasija, S. (2023). Can predictive technology help improve acute care operations? Investigating the impact of virtual triage adoption [Manuscript under review after a reject and resubmit decision]. *Operations Research*. INSEAD Working Paper No. 2023/52/TOM. <http://ssrn.com/abstract=3806478>
- Finalist, 2023 William Pierskalla Award
  - Second Place, 2023 INFORMS IBM Best Student Paper Award (J. Ding)
  - Finalist, 2023 Best Student Paper Award, College of Service Operations Management of POMS (J. Ding)
- [9] <sup>S</sup> 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>
- [10] Karamshetty, V., **Freeman, M.**, & Hasija, S. (2023). Select, swipe, and serve: Examining the impact of food-delivery platforms on restaurant demand characteristics [Manuscript under review]. *Manufacturing & Service Operations Management*. <http://ssrn.com/abstract=3667539>

### Working Papers

- [11] <sup>S</sup> Ding, J., **Freeman, M.**, & Taneri, N. Acquisition of predictive analytics capabilities: The shareholder value for biopharmaceutical firms [Draft manuscript available, being finalised for submission].
- [12] Kajaria-Montag, H., Scholtes, S., <sup>P</sup> Gray, D. P., Sidaway-Lee, K., **Freeman, M.**, & <sup>P</sup> Evans, P. Continuity and locum use for acute consultations: Observational study of subsequent workload [Draft manuscript available, being finalised for submission].

### Research in Progress

- [13] **Freeman, M.**, & Kajaria-Montag, H. From full-time to flexi: Investigating the impact of workforce shifts in primary care on service provision and quality.
- [14] <sup>S</sup> Ding, J., **Freeman, M.**, & Dai, T. AI-augmented gatekeeping: Combining human and machine intelligence for screening program design.

### 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 V. Karamshetty (Acceptance rate: 20-30%).

“Continuity of Care Increases Clinical Productivity in Primary Care.” Healthcare SIG, *Proceedings of MSOM*, TUM, Germany. 2022. Presented by H. Kajaria-Montag.

“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 H. Kajaria-Montag.

“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 **M. Freeman**.

“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 **M. Freeman**.

“Gatekeepers at Work: An Empirical Analysis of a Maternity Unit.” Healthcare SIG, *Proceedings of MSOM*, INSEAD, France. 2013. Presented by N. Savva.

## 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 | HEC Paris (Paris, France).<br><i>Scheduled</i> : Cambridge Judge Business School (Cambridge, UK); London Business School (London, UK).   |
| 2022 | Columbia Business School (NYC, NY); Wharton School of the University of Pennsylvania (Philadelphia, PA).<br>INFORMS (Indianapolis, IN).  |
| 2021 | Dartmouth Tuck School of Business (Hanover, NH: virtual); London Business School (London, UK: virtual); University College London (London, UK: virtual).<br>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 Second Place, 2023 INFORMS IBM Best Student Paper Award.
- 2023 Double 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***Degree Programmes (Ongoing):*

- 2021– Process and Operations Management – Global EMBA core.
  - Taught Global EMBA 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 MBA Core Course Teacher Award (MBA Class of 20J).

*Executive Education – Teaching of Open Enrolment Programmes:*

- 2023– Advanced Management Programme.
- 2022– Management Acceleration Programme (Singapore).

*Executive Education – Teaching of Company Specific 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 – Direction of Customised Programmes:*

- 2023 Sakata Seed Corporation; Janssen Pharmaceutical K.K.

**PROFESSIONAL ACTIVITIES AND AFFILIATIONS****Chairing of Tracks/Clusters in International Conferences**

Cluster Co-Chair (MSOM Healthcare Track, INFORMS Annual Meeting, 2023).  
 SIG 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<sup>st</sup> position: Kelley School of Business, Indiana University).  
 2023 Sundara Panchanatham†‡, INSEAD. (1<sup>st</sup> position: Hong Kong University).  
 2022 Dmitrii Sumkin‡, INSEAD. (1<sup>st</sup> position: University of Illinois at Urbana-Champaign).  
 2020 Katherine Bobroske†, Cambridge Judge Business School. (1<sup>st</sup> position: Haven Healthcare).  
 2020 Varun Karamshetty†‡, INSEAD (1<sup>st</sup> position: NUS School of Computing, Singapore).  
 2020 Vivek Choudhary‡, INSEAD (1<sup>st</sup> position: Nanyang Business School, Singapore).  
 2018 Saša Zorc‡, INSEAD (1<sup>st</sup> 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 Global EMBA 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-organiser, 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 organisations 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.