

Curriculum Vitae of Eric K. Clemons

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Operations and Information Management
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Academic Employment

The Wharton School

University of Pennsylvania

1994 - Professor of Operations Information and Decisions
1994 - Professor of Management
1981 - 1994 Associate Professor of Operations and Information Management
1989 - 1994 Associate Professor of Management
1976 - 1981 Assistant Professor of Decision Sciences

Current courses include Information: Strategy and Economics and Strategic MIS. Previous courses have included commercial data processing; systems analysis; simulation; software engineering; database systems; research perspectives in information systems; strategic business transformation, and telecommunications; and introduction to the computer as a tool.

University of Toronto Rotman School of Management

2017 Visiting Scholar
2014 Visiting Research Fellow

Peking University Law School

2013 - 2015 Visiting Research Fellow

Indian School of Business

2003 Visiting Professor of Information Systems

Hong Kong University of Science and Technology

2000, 2001 Visiting Professor of Information Systems

Cornell University

1993 Visiting Associate Professor of Information Systems
The Johnson School of Management, and
Visiting Associate Professor of O.R. & I.E.

Research on strategic impacts of information technology on production and procurement, redesign and participation in teaching of core MIS course in MBA program.

Harvard University

1984 Visiting Associate Professor
Graduate School of Business Administration

Research on telecommunications and its relationship with corporate strategic objectives, research on telecommunications to gain strategic business advantage, case writing.

Cornell University

1978, 1979 Visiting Assistant Professor of Operations Research
1975 - 1976 Instructor of Operations Research

Courses taught include an introductory freshman seminar in operations research, computer applications in industrial engineering, and special investigations in database systems.

Research Interests

Research interests address all areas of IT and business strategy, with a focus on IT and Consumer Behavior, IT and Outsourcing, and IT and Competition. Most recent work addresses questions of online business models, competitive strategy, societal impacts, and public policy. This includes the study of consumers' preferences for privacy, the power of gatekeeper platforms like Google and Bing, externalities and potential harm from sharing economy platforms like Uber and Airbnb, and the regulatory needs for the evolving online business environment. Historically, he has studied strategies for profiting from internet applications, the changing role of internet advertising, the impact of technology on consumer choice and shopping behavior, managing the risks of strategic outsourcing, social networks, search, and the strategic implications of electronic markets for channel power and profitability. Current research addresses privacy policy, and policy for improving social welfare from innovative business models and online information-based strategies.

Teaching Interests

Information-based strategy, information economics, business judgment and problem solving, information technology and the future of law and regulation.

Education

Ph.D.	1976	Cornell University Operations Research Dissertation: <i>Design of a User-Interface for a Relational Data Base</i> Major Field: Information Processing Minor Field: Operations Research, Applied Mathematics
M.S.	1974	Cornell University Operations Research
S.B.	1970	Massachusetts Institute of Technology Physics

Professional Activities

Mini-Track Coordinator for Hawaii International Conference on System Sciences, Information Economics and Competitive Strategy, 1988-2017.

Conference Co-Chair, International Workshop on Information Systems Economics, London, 1995, Conference Co-Chair, International Workshop on Information Systems Economics, New York, 1998, Conference Co-Chair, International Workshop on Information Systems Economics, Washington D.C., 2004; Conference Co-Chair, International Workshop on Information Systems Economics, Milan, 2013.

Participant, Program on Information, Economics, Law, and Strategy, Peking University Law School, Summer 2013.

Co-Chair, Workshop on The Future of Internet Law and Regulation in China, Peking University Law School, Summer 2013.

Session Chair, Asia Forum on Cyber Security and Privacy, Cloud and Big Data: Challenges for Policy Making, Tokyo, Japan, May 2013.

Keynote Speaker, Asia Forum on Cyber Security and Privacy, Seoul, Korea, October 2012.

Speaker, Beijing Forum, Beijing, China, 2011.

Speaker, World Economic Forum, Davos, Switzerland, 2009.

Member, London Stock Exchange Quality of Markets Steering Committee, 1993 - 1994.

Member, Advisory Board, Congressional Office of Technology Assessment Study of Securities Markets and Information Technology, 1988 - 1990.

Member of Association for Computing Machinery, Member of ACM National Council, 1986 - 1990.

Referee for ACM Communications, Transactions on Database Systems, Transactions on Office Information Systems, SIGMOD Proceedings, IBM Research Journal, Very Large Data Base Conference, National Computer Conference, Hawaii International Conference on System Sciences, International Conference on Information Systems, Sloan Management Review; Peer Review for National Science Foundation; Reviewer for ACM Computing Reviews.

Associate Editor, Management Information Systems Quarterly, 1986 - 1989; Editorial Board, Journal of Management Information Systems, 1988 - present; Editorial Board, Information & Management, 1989 - present; Area Editor, Communications of the ACM Computing Practices, 1989 - 1994.

Member of CODASYL Data Description Language Committee, 1980-1982.

Program Coordinator for Software Tutorials, Fifth International Conference on Very Large Data Bases, 1979

Program Committee for NCC 81 in area of Software Engineering

Program Committee for VLDB 1982

Program Committee Vice Chairman for NCC 82

Advisory Council for DSS 1982

Program Committee for the 8th International Conference on Information Systems, 1987

Participant, U.S.-U.S.S.R. Program of Cooperation in Science and Technology, Joint Working Group in the Field of Applications of Computers to Management, 1977-1979.

University Activities

Founder, Project Director, and Principal Investigator for research effort in Information, Strategy, and Economics, with the Reginald H. Jones Center at the Wharton School (1985 - present). Project is a collaborative effort with numerous industrial sponsors, to perform empirical and theoretical research. Area coordinator, Information, Strategy, and Economics, from its inception in 1997 to present. Associate Director, MBA eCommerce Program, 1999-present.

Wharton representative on the Provost's Faculty Council on Undergraduate Education, 1984-1986. Member of the University's Nassau Fund and Rose Foundation undergraduate research awards committees, 1986-1992. Wharton Coordinator MBA-MSE Dual Degree Program with Moore School of Engineering, 1983-1989.

Professional Experience

Consulting practice focuses on assessing the competitive implications of information technology, examining industrial restructuring enabled by technology, and managing the risk of large-scale implementation efforts. Recent work addresses implementation of effective information-based marketing strategies to exploit differences in customer profitability, managing the risk of outsourcing and alliances, implementing strategic business transformation during periods of strategic uncertainty, and development of long-term strategies for transition to eCommerce. Studies have been for both the public and private sectors, and have included work with major stock exchanges, consumer payment systems, consumer packaged goods manufacturers, and international consulting firms. Executive education experience has been with senior executives and senior systems officers, in systems and in competitive strategy, both domestically and abroad. Professional speaking engagements have included keynote addresses and opening and closing remarks at high level executive sessions in the U.S. and abroad.

Work /in Progress

1. Oh, Yeah, Now I Get It: Learning to solve really complicated problems in business, in society, and in life, (Eric K. Clemons) (text for teaching business analytics, executive judgment, and information-based strategy) (manuscript currently about 80% completed)
2. "Global Differences in Consumers' Trust in Online Merchants: Impact of Promises and Third Party Assurances" (Eric K. Clemons, Josh Wilson, Christian Matt) (Third round of revisions for Journal of Management Information Systems).
3. Academic program in Information, Innovation, Competition, and Regulation, for senior party members of the Communist Party of China. Topics covered focus on business strategy, competition, and rule of law, with a focus on the impacts of modern information technology. Program is taught at Peking University. Co-directed with Professor SHAO Jingchun, Chairman, International Economic Law Institute, and Director, WTO Law Study Center, Peking University Law School. Successfully taught the first four pilot modules. Program is currently on hold, because of the political climate in China.

Journal Publications

1. "Efficiently Monitoring a Relational Data Base" (O. P. Buneman and E. K. Clemons), *ACM Transactions on Data Base Systems*, Vol. 4, No. 3, 1979, pp. 368-382.
2. "Rational Data Base Standards: An Examination of the CODASYL DDLC 1978 Report", *Information Systems*, Vol. 4, No. 3, 1979, pp. 235-239.
3. "Design of An External Schema Facility to Define and Process Recursive Structures", *ACM Transactions on Data Base Systems*, Vol. 6, No. 2, 1981, pp. 295-311.
4. "The SAGE System Architecture: A System for the Rapid Development of Graphics Interfaces for Decision Support" (E. K. Clemons and A. J. Greenfield), *IEEE Computer Graphics*, November 1985, pp. 38-50.
5. "Telecom: Hook Up or Lose Out" (E. K. Clemons and F. W. McFarlan), *Harvard Business Review*, July-August 1986, pp. 91-97.
6. "Information Systems for Sustainable Competitive Advantage", *Information & Management*, Vol. 11, November 1986, pp. 131-136.
7. "McKesson Drug Company: A Case Study of Economost -- A Strategic Information System" (E. K. Clemons and M. Row), *Journal of Management Information Systems*, Summer 1988, pp. 36-50; this is a revision of the earlier conference paper published in *Proceedings, 21st Hawaii International Conference on System Sciences*, January 1988, pp. 141-149.
8. "Competition and Cooperation in Information Systems Innovation" (E. K. Clemons and M. Knez), *Information & Management*, Vol. 15, 1988, pp. 25-35.
9. "International Opportunities for the Use of Information Systems in Securities Trading" (E. K. Clemons and J. T. Adams), *Office: Technology and People*, 4.4, 1989, pp. 271-284; this is a revision of the earlier conference paper published in *Proceedings, 9th International Conference on Information Systems*, December 1988, pp. 25-32.
10. "The Bell Canada CRISP Project: A Case Study of Migration of Information Systems Infrastructure for Strategic Positioning" (E. K. Clemons, M. C. Row and R. Venkateswaran), *Office: Technology and People*, 5.4, 1989, pp. 299-315; this is a revision of the earlier conference paper published in *Proceedings, 22nd Hawaii International Conference on System Sciences*, January 1989, pp. 223-232.
11. "London's Big Bang: A Case Study of Information Technology, Competitive Impact, and Organizational Change" (E. K. Clemons and B. Weber), *Journal of Management Information Systems*, Vol. 6, No. 4, Spring 1990, pp. 41-60; this is a revision of the earlier conference paper published in *Proceedings, 22nd Hawaii International Conference on System Sciences*, January 1989, pp. 233-242.
12. "MAC -- Philadelphia National Bank's Strategic Venture in Shared ATM Networks", *Journal of Management Information Systems*, Vol. 7, No. 1, Summer 1990, pp. 5-25; this is a revision of the earlier conference paper published in *Proceedings, 22nd Hawaii International Conference on System Sciences*, January 1989, pp. 214-222.
13. "Strategic Information Technology Investments: Guidelines for Decision Making" (E. K. Clemons and B. W. Weber), *Journal of Management Information Systems*, Vol. 7, No. 2, Fall 1990, pp. 9-28; this is a revision of the earlier conference paper, "Making the Technology Investment Decision: A Principled Approach", published in *Proceedings, 23rd Hawaii International Conference on System Sciences*, January 1990, pp. 147-156.
14. "Evaluation of Strategic Investments in Information Technology", *Communications of the ACM*, Vol. 34, No. 1, January 1991, pp. 22-36.
15. "Sustaining IT Advantage: The Role of Structural Differences" (E. K. Clemons and M. Row), Special Issue of *MIS Quarterly*, Vol. 15, No. 3, September 1991, pp. 274-292.
16. "Corporate Strategies for Information Technology: A Resource-Based Approach", *IEEE Computer*, Vol. 24, No. 11, November 1991, pp. 23-32.
17. "Information Technology at Rosenbluth Travel: Competitive Advantage in a Rapidly Growing Global Service Company" (E. K. Clemons and M. C. Row), *Journal of Management Information Systems*, Vol. 8, No. 2, 1991, pp. 53-79; this is a revision of "Ahead of the Pack through Vision and Hustle -- A Case Study of Information Technology at Rosenbluth Travel", (E. K. Clemons and M. C. Row), published in *Proceedings, 24th Hawaii International Conference on System Sciences*, January 1991, pp. 287-296.
18. "An Economic Analysis of Interorganizational Information Technology" (E. K. Clemons and P. R. Kleindorfer), *Decision Support Systems* 8, 1992, pp. 431-447.
19. "Information Technology and Industrial Cooperation: The Changing Economics of Coordination and Ownership" (E. K. Clemons and M. C. Row), *Journal of Management Information Systems*, Vol. 9, No. 2, Fall 1992, pp. 9-28; this is a revision of "Information Technology and Industrial Cooperation", published in *Proceedings, 25th Hawaii International Conference on System Sciences*, January 1992, pp. 644-653.

20. "Limits to Inter-firm Coordination: Results of a Field Study in Consumer Packaged Goods Distribution" (E. K. Clemons and M. C. Row), *Journal of Management Information Systems*, Vol. 10, No. 1, Summer 1993, pp. 73-95.
21. "The Impact of Information Technology on the Organization of Economic Activity: The 'Move to the Middle' Hypothesis" (E. K. Clemons, M. C. Row and S. P. Reddi), *Journal of Management Information Systems*, Vol. 10, No. 2, Fall 1993, pp. 9-35.
22. "Segmentation, Differentiation, and Flexible Pricing Experiences with Information Technology and Segment-Tailored Strategies" (E. K. Clemons and B. W. Weber), *Journal of Management Information Systems*, Vol. 11, No. 2, Fall 1994, pp. 9-36.
23. "Using Scenario Analysis to Manage the Strategic Risks of Reengineering", *Sloan Management Review*, Vol. 3, No. 4, Summer 1995, pp. 61-71.
24. "Identifying Sources of Reengineering Failures: A Study of the Behavioral Factors Contributing to Reengineering Risks" (E. K. Clemons, M. C. Row and M. E. Thatcher), *Journal of Management Information Systems*, Vol. 12, No. 2, Fall 1995, pp. 9-36; this is a revision of "An Integrative Framework for Identifying and Managing Risks Associated with Large Scale Reengineering Efforts", published in *Proceedings, 28th Hawaii International Conference on System Sciences*, January 1995, pp. 960-969.
25. "Alternative Securities Trading Systems: Tests and Regulatory Implications of the Adoption of Technology" (E. K. Clemons and B. W. Weber), *Information Systems Research*, Vol. 7, No. 2, June 1996, pp. 163-188.
26. "Market Dominance as a Precursor of a Firm's Failure: Emerging Technologies and the Competitive Advantage of New Entrants" (E. K. Clemons, D. C. Croson and B. W. Weber), *Journal of Management Information Systems*, Vol. 13, No. 2, Fall 1996 pp. 59-75; this is a revision of a paper published in *Proceedings, 29th Hawaii International Conference on System Sciences*, January 1996.
27. "Reengineering Money: The Mondex Stored Value Card and Beyond" (E. K. Clemons, D. C. Croson and B. W. Weber); *International Journal of Electronic Commerce*, Vol. 1, No. 2, Winter 1996-97, pp. 5-31; this is a revision of a paper published in *Proceedings, 29th Hawaii International Conference on System Sciences*, January 1996.
28. "Information Technology and Screen-Based Securities Trading: Pricing the Stock and Pricing the Trade" (E. K. Clemons and B. W. Weber), *Management Science*, Vol. 43, No. 12, December 1997, pp. 1693-1708.
29. "Evaluating Alternative Information Regimes in the Private Health Insurance Industry: Managing the Social Cost of Private Information" (E. K. Clemons and M. E. Thatcher), *Journal of Management Information Systems*, Vol. 14, No. 2, Fall 1997, pp. 9-31. This is a revision of "Information Technology and Information Asymmetry: The Future of Private Individual Health Insurance" (E. K. Clemons, M. E. Thatcher, B. Blecherman and D. C. Croson), *Proceedings, 30th Hawaii International Conference on System Sciences*, January 1997.
30. "Adverse Self-Selection and the Changing Competitive Balance between Stock Exchanges and Off-Exchange Trading Venues" (E. K. Clemons and B. W. Weber), *International Journal of Electronic Commerce*, Vol. 1, No. 3, Spring 1997, pp. 21-41.
31. "Restructuring Institutional Block Trading: An Overview of the OptiMark Case (E. K. Clemons and B. W. Weber). *Journal of Management Information Systems*, Vol. 15, No. 2, Fall 1998, pp. 41-60.
32. "Rosenbluth International: Strategic Managing of technology-Driven Discontinuous Change at a Successful Global Enterprise" (E. K. Clemons and Il-Horn Hann) *Journal of Management Systems*, Fall 1999. This is a revision of "Rosenbluth International: Strategic Transformation of a Successful Enterprise," *Proceedings, 32nd Hawaii International Conference on System Sciences*, January 1999.
33. "Managing the Costs of Informational Privacy: Pure Bundling as a Strategy in the Individual Health Insurance Market " (E. K. Clemons and M. E. Thatcher), *Journal of Management Information Systems* 17 (2): pp. 29-57, Fall 2000, This is a revision of "The Impact of Genetic Testing on Informational Privacy: Bundling As a Strategy in the Individual Health Insurance Market" (E. K. Clemons, M. E. Thatcher), *Proceedings, 33rd Hawaii International Conference on System Sciences, January 1997*.
34. "Impacts of the Internet on Financial Services: A Quantitative Analysis of Transparency, Differential Pricing and Disintermediation", (Eric K. Clemons, Lorin M. Hitt, Bin Gu, Matt E. Thatcher, Bruce W. Weber), *Journal of Financial Services Research*, 22(1): pp. 73-90; Aug 2002.
35. "Achieving the Optimal Balance between Investment In Quality and Investment in Self-Promotion", (Ravi Aron and Eric K. Clemons), *Journal of Management Information Systems* 18 (2): pp. 65-88 Fall 2001.
36. "Price dispersion and differentiation in online travel: An empirical investigation" (E. K. Clemons, Il-Horn Hann, L. M. Hitt), *Management Science* 48 (4): 534-549 April 2002.
37. "Maneuver Warfare and Competitive Strategy in Rapidly Evolving Markets", (E. K. Clemons and J.

- A. Santamaria) *Harvard Business Review* April 2002.
38. "Newly Vulnerable Markets in an Age of Pure Information Products: An Analysis of Online Music and Online News", (Eric K. Clemons, Bin Gu, and Karl Reiner Lang), *Journal of Management Information Systems*, Vol. 19 No. 3, Winter 2003 pp. 17 – 42.
 39. "The Decoupling of Value Creation from Revenue: A Strategic Analysis of the Markets for Pure Information Goods", (Eric K. Clemons and Karl R. Lang), *Information Technology And Management*, Vol. 4 (No. 2-3), April-July 2003, pp. 259-287.
 40. "Justifying Information Technology Investments: Balancing the Need for Speed of Action with Certainty before Action", (Eric K. Clemons, Bin Gu), *Journal of Management Information Systems* Vol. 20 No. 4, Winter 2004.
 41. "Poaching and the Misappropriation of Information: Transaction Risks of Information Exchange", (Eric K. Clemons, Lorin M. Hitt), *Journal of Management Information Systems* Spring 2005.
 42. "Just Right Outsourcing: Understanding and Managing Risk", (Ravi Aron, Eric K. Clemons, Sashi Reddi), *Journal of Management Information Systems* Winter 2005-2006.
 43. "When online reviews meet hyperdifferentiation: A study of the craft beer industry", (Eric K. Clemons, Gordon Gao, Lorin M. Hitt), *Journal of Management Information Systems*, Winter 2006-2007.
 44. "An Empirical Investigation of Third-Party Seller Rating Systems in E-Commerce: The Case of buySAFE", *Journal of Management Information Systems*, Volume 24, Number 2, Fall 2007.
 45. "How Information Changes Consumer Behavior And How Consumer Behavior Determines Corporate Strategy", *Journal of Management Information Systems*, Volume 25, No. 2, 2008.
 46. "Consumer Informedness and Diverse Consumer Purchasing Behaviors: Traditional Mass-Market, Trading Down, and Trading Out into the Long Tail", (Eric K. Clemons, Gordon Gao), *eCommerce Research and Applications*, Vol. 7, No. 1, 2008, pp. 3-17.
 47. "Capital One Financial and a Decade of Experience with Newly Vulnerable Markets: Some Propositions Concerning the Competitive Advantage of New Entrants", (Eric K. Clemons, Matt E. Thatcher), *Journal of Strategic Information Systems*, Vol. 17, No. 3, Sept. 2008, pp. 179-189.
 48. "Business Models for Monetizing the Internet: Surely There Must be Something other than Advertising", *Journal of Management Information Systems*, Vol. 26, No. 2, Fall 2009, pp. 15 – 41.
 49. "From Media to Milieu and From Ad Revenues to Rents: The Complex Problem of Monetizing Online Social Networks", *Decision Support Systems*, Vol. 48, No. 1, December 2009, pp. 46-56.
 50. "The Power of Patterns and Pattern Recognition When Developing Information-Based Strategy," *Journal of Management Information Systems*, Vol. 27, No. 1, Summer 2010, pp. 69-96.
 51. "Regulation of Digital Businesses with Natural Monopolies Or Third Party Payment Business Models: Antitrust Lessons from the Analysis of Google," (Eric K. Clemons, Nehal Madhani), *Journal of Management Information Systems*, Winter 2010, pp. 43-80.
 52. "Carrying Your Long Tail: Delighting Your Consumers and Managing Your Operations", (Eric K. Clemons and Paul F. Nunes), *Decision Support Systems*, 2011, Vol. 51, No. 4, pp. 884-893.
 53. "Do Online Reviews Reflect a Product's True Perceived Quality—An Investigation of Online Movie Reviews Across Cultures", (Noi Sian Koh, Hu Nan, and Eric K. Clemons), *Ecommerce Research and Applications*, 2010, Vol. 9 No. 5, pp. 374-385, republished in *10th Anniversary Online Virtual Special Issue*.
 54. "Regulation of Digital Businesses with Natural Monopolies or Third Party Payment Business Models: Antitrust Lessons from the Analysis of Google ", (Eric K. Clemons and Nehal Madhani), *Journal of Management Information Systems*, Vol. 27 No. 3, Winter 2011, pp. 43 – 80.
 55. "Reducing Buyers' Uncertainty About Taste-Related Product Attributes", (Panos Markopoulos and Eric K. Clemons), *Journal of Management Information Systems*, Winter 2013 pp. 269-299.
 56. "Families Decisions Regarding Online Privacy and Targeted Ads, And Regulatory Implications", (Eric K. Clemons and Josh Wilson), *Journal of Management Information Systems*, Vol. 32 No, 2 2015 pp. 40-70.

Refereed Conferences

1. "An External Schema Facility to Support Data Base Update", in *Data-bases: Improving Reliability and Responsiveness*, Academic Press, New York, 1978, pp. 371-398.
2. "Design of a Prototype ANSI/SPARC Three Schema Data Base System", *Proceedings, National Computer Conference*, AFIPS Press, 1978, pp. 689-695.
3. "An External Schema Facility for CODASYL 1978", *Proceedings, Fifth International Conference on Very Large Data Bases, Rio de Janeiro*, 1979, pp. 119-128.

4. "Data Base Design for Decision Support", *Proceedings, 14th Hawaii International Conference on System Sciences*, January 1981.
5. "The Software Configuration Management Data Base" (E. H. Sibley, P. G. Scallan and E. K. Clemons), *Proceedings, National Computer Conference*, AFIPS Press, 1981, pp. 249-255.
6. "Telecommunications and Business Strategy: Basic Variables for Design" (E. K. Clemons, P. G. W. Keen and S. O. Kimbrough), *Proceedings, National Computer Conference*, AFIPS Press, 1984, pp. 707-717.
7. "Information Systems, Telecommunications, and Their Effects on Industrial Organization" (E. K. Clemons and S. O. Kimbrough), *Proceedings, 7th International Conference on Information Systems*, 1986, pp. 99-108.
8. "A Decision Support System Architecture for Subjective, Loosely Constrained, Data-Intensive Problem Domains", *Proceedings, 20th Hawaii International Conference on System Sciences*, 1987.
9. "Software Risk Assessment" (S. Sherer and E. K. Clemons), *Proceedings, National Computer Conference*, Vol. 56, AFIPS Press, June 1987, pp. 701-707.
10. "Structural Differences Among Firms: A Potential Source of Competitive Advantage in the Application of Information Technology" (E. K. Clemons and M. Row), *Proceedings, 8th International Conference on Information Systems*, December 1987, pp. 1-9.
11. "Preliminary Research Report: Opportunities for Using Technology Created by Deregulation of the London Stock Exchange -- First London Site Visits" (E. K. Clemons and J. T. Adams), *Proceedings, 21st Hawaii International Conference on System Sciences*, January 1988, pp. 57-63.
12. "The Merrill Lynch Cash Management Account Financial Service: A Case Study in Strategic Information Systems" (E. K. Clemons and M. C. Row), *Proceedings, 21st Hawaii International Conference on System Sciences*, January 1988, pp. 131-140.
13. "Information Technology and Economic Reorganization," (E. K. Clemons and M. C. Row), *Proceedings, 10th International Conference on Information Systems*, December 1989, pp. 341-351.
14. "Making the Technology Investment Decision: Barclays deZoete Wedd's TRADE System," (E. K. Clemons and B. W. Weber), *Proceedings, 23rd Hawaii International Conference on System Sciences*, January 1990, pp. 137-146.
15. "Evaluating the Prospects for Alternative Electronic Securities Markets" (E. K. Clemons and B. W. Weber), *Proceedings, 12th International Conference on Information Systems*, December 1991, pp. 53-63.
16. "National Westminster's Strategic IT Infrastructure: Redefining Branch Banking with _500 Million, Making the Investment Decision, Managing the Risk," (E. K. Clemons and B. W. Weber), *Proceedings, 25th Hawaii International Conference on System Sciences*, January 1992, pp. 697-705.
17. "Using Information Technology to Manage Customer Relationships: Lessons for Marketing in Diverse Industries" (E. K. Clemons and B. W. Weber), *Proceedings, 26th Hawaii International Conference on System Sciences*, January 1993, pp. 860-866.
18. "Information, Power and Control of the Distribution Channel: Preliminary Results of a Field Study in the Consumer Packaged Goods Industry" (E. K. Clemons and M. C. Row), *Proceedings, 13th International Conference on Information Systems*, December 1992, pp. 21-29.
19. "Some Propositions Regarding the Role of Information Technology in the Organization of Economic Activity" (E. K. Clemons and S. P. Reddi), *Proceedings, 26th Hawaii International Conference on System Sciences*, January 1993, pp. 809-818.
20. "The Impact of I.T. on the Degree of Outsourcing, the Number of Suppliers, and the Duration of Contracts" (E. K. Clemons and S. P. Reddi), *Proceedings, 27th Hawaii International Conference on System Sciences*, January 1994, pp. 855-864; winner of Best Paper Award.
21. "Future Scenarios: Business and Social Implications of Rapid Technology Introduction and Adoption" (E. K. Clemons and L. Wilkinson), *Proceedings, 29th Hawaii International Conference on System Sciences*, January 1996.
22. "Capital One: Exploiting an Information-Based Strategy" (E. K. Clemons and M. Thatcher), *Proceedings, 31st Hawaii International Conference on System Sciences*, January 1998.
23. "Electronic Consumer Interaction, Technology-Enabled Encroachment, and Channel Power" (E. K. Clemons and M. C. Row), *Proceedings, 31st Hawaii International Conference on System Sciences*, January 1998.
24. "Selecting the Appropriate Organizational Design for the Modern Global Firm - Interaction among Product Design, Environment, and Technology" (E. K. Clemons, B. Carney, J. Dandridge, D. Flynn), *Proceedings, 32nd Hawaii International Conference on System Sciences*, January 1999.
25. "eCommerce and eDistribution: The Role of Power When Selecting Alternatives Channel Strategies", (Eric K. Clemons, Bin Gu, Michael C. Row), *WISE 2000*, Melbourne, Australia (No proceedings)

26. "This Paper is Great! or The Achieving the Optimal Balance Between Investment In Quality and Investment in Self-Promotion", (Eric K. Clemons and Ravi Aron), *Proceedings, 34th Hawaii International Conference on System Sciences*, January 2001.
27. "Controlling Piracy in Online Music Distribution: The Potential for Partnership between Record Labels and Recording Artists", (E. K. Clemons, B. Gu, K. R. Lang), *WISE 2001*, New Orleans, (No Proceedings).
28. Newly Vulnerable Markets in an Age of Pure Information Products: An Analysis of Online Music and Online News (E. K. Clemons, B. Gu, K. R. Lang), *Proceedings, 35th Hawaii International Conference on System Sciences*, January 2002.
29. "Online Distribution: A Taxonomy of Channel Structures, Determinants of Outcome, And Determinants of Strategy", (E. K. Clemons, R. Aron), *Proceedings, 35th Hawaii International Conference on System Sciences*, January 2002.
30. "Whither WISE? (Not Rejection but Augmentation)", (Eric K. Clemons, Bruce W. Weber), Presented at *WISE 2002*, (Keynote) Barcelona (No Proceedings).
31. "Information, Product Differentiation and Market Competition" (Eric K. Clemons, Bin Gu), Presented at *WISE 2002*, Barcelona (No Proceedings).
32. "Hyper-Differentiation Strategies: Delivering Value, Retaining Profits", (Eric K. Clemons, Bin Gu, Rick Spitler), *Proceedings, 36th Hawaii International Conference on System Sciences*, January 2003.
33. "Process Criticality Index And Operational Risk", (Ravi Aron, Eric K. Clemons), Presented at *WISE 2003*, Seattle (No Proceedings).
34. "Poaching and the Misappropriation of Information: An Increasingly Important Form of Opportunism", (Eric K. Clemons, Lorin M. Hitt), *Proceedings, 37th Hawaii International Conference on System Sciences*, January 2004.
35. RightSourcing: Knowing What to Outsource and How to Structure Outsourcing Relationships," (Ravi Aron, Eric K. Clemons, Sashi Reddi), *Proceedings, 38th Hawaii International Conference on System Sciences*, January 2005.
36. "Governance of the IT Function: Designing Span of Control, Valuing Agility and Quality of Training", (Felipe Csaszar and Eric K. Clemons), Presented at *WISE 2005*, Irvine, CA (No Proceedings).
37. "Governance of the IT Function: Valuing Agility and Quality of Training, Cooperation and Communications", (Felipe Csaszar and Eric K. Clemons), *Proceedings, 39th Hawaii International Conference on System Sciences*, January 2006.
38. "When online reviews meet hyperdifferentiation: A study of the craft beer industry", (Eric K. Clemons, Gordon Gao, Lorin M. Hitt), *Proceedings, 39th Hawaii International Conference on System Sciences*, January 2006.
39. "buySAFE: Creating and Profiting from the Bonded Seller™ Advantage," *Proceedings, 40th Hawaii International Conference on System Sciences*, January 2007.
40. "A Retrospective on Information, Strategy, and Economics: After 20 Years at HICSS, What Have We Learned about IT and Strategy?," January 2007.
41. "Consumer Informedness and Diverse Consumer Purchasing Behaviors: Traditional Mass-Market, Trading Down, and Trading Out into the Long Tail", (Eric K. Clemons, Gordon Gao, Lorin M. Hitt), *International Conference on Electronic Commerce 2007 (CD ROM Proceedings)*, Minneapolis, August 2007.
42. "The Future of Advertising and the Value of Social Network Websites: Some Preliminary Examinations", (Eric K. Clemons, Steve Barnett, Arjun Appadurai), *International Conference on Electronic Commerce 2007 (CD ROM Proceedings)*, Minneapolis, August 2007.
43. "Servicing the Long Tail: Using Customer Relationship Management Techniques to Manage Service Center Employee Relationships", (Eric K. Clemons, Alan Matei, Rick Spitler), presented at WISE, Montreal, December 2007 (No Proceedings).
44. "Resonance Marketing in the Age of the Truly Informed Consumer: Changes in Corporate Strategy Resulting from Changes in Customer Behavior", *Proceedings, 41st Hawaii International Conference on System Sciences*, 2008.
45. "Another Point of View: A Twenty Year Study of How Changing Information Endowment Changes Consumer Behavior and Corporate Strategy, presented at the 20th Workshop on Information Systems Economics, Paris, France, December 2008 (No Proceedings).
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1. "Home Network Design: An Exact Solution to an NP-complete Optimization Problem Exploiting Structure and Semantics", (Matthias Berger; Eric K. Clemons; Thomas Hess; Christian Matt).
2. "Modeling Competition in Sponsored Search — Understanding Trade-offs Among Power, Profit, and Social Welfare", (Eric K. Clemons, Josh Wilson), Based on prior work published in the Proceedings, 49th International Conference on System Sciences, Wailea, Hawaii, January 2016).
3. "Patterns of Power: Discontinuous Change, Power, and the Future Regulation of Online Business", (Eric K. Clemons and Josh Wilson).
4. "When Going Digital Is Not Enough: The Why and How of the Digital Transformation of the Firm", (Eric K. Clemons, Paul F. Nunes).

Grants Received

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NSF Summer Travel Grant MCS78-20834, to attend conference in Haifa, Israel.

National Bureau of Standards, A contract to do research on the Problems of Candidate Standards for Data Base Management Systems, Contract No. NB78SBCA0173, September 1979. National Bureau of Standards, A contract to do research on Network Model Access and Integrity Control--Evaluation of Candidate DDL Standards and Preparation of Specifications for Extensions, Contract No. NB80SBCA0527, September 1980.

Educational Development Fund, University of Pennsylvania, Summer 1984. Support for redesign of undergraduate database course using recent database technology.

Educational Development Fund, University of Pennsylvania, Summer 1985. Support for purchase of microcomputer database software.

AT&T Corporate Grant, Information Technology, Telecommunications, and Business Strategy, 1986. Support for theoretical underpinnings for uses of information technology for competitive advantage, renewed 1987, 1988.

Sloan Foundation Grant from Wharton Financial Institutions Center to Study Outsourcing of Systems in Financial Services Firms, 1993.

Reginald H. Jones Center, Project on Information, Strategy, and Economics, 1985-2007.

Wharton-Singapore Management University Research Center, C216/MP09W005, "Commercial Implications of Online Social Networks and Mobile Computing," 2009.

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