

R A U L O. C H A O

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(Updated: August 1, 2011)

ACADEMIC AND INDUSTRY EXPERIENCE

2007 – present	University of Virginia, Darden School of Business, Charlottesville, Virginia Assistant Professor of Business Administration
2002 – 2007	Georgia Institute of Technology, Atlanta, Georgia Graduate Research Assistant and Doctoral Candidate
1996 – 2002	The Systema Group, Miami, Florida Senior Associate
1995 – 1996	HSBC - North America, Miami, Florida Systems Engineer

EDUCATION

Georgia Institute of Technology, Atlanta, Georgia
Ph.D. Operations Management – August 2007

University of Miami, Coral Gables, Florida
M.S. Industrial Engineering – May 2002
M.B.A. – December 2001

Johns Hopkins University, Baltimore, Maryland
B.S. Chemical Engineering – May 1995

PUBLISHED RESEARCH PAPERS

Chao, R. and Kavadias, S. (2008), “A Theoretical Framework for Managing the NPD Portfolio: When and How to Use Strategic Buckets”, *Management Science*, Vol. 54, No. 5, p. 907-921.

Chao, R., Kavadias, S. and Gaimon, C. (2009), “Revenue Driven Resource Allocation: Funding Authority, Incentives, and NPD Portfolio Management”, *Management Science*, Vol. 55, No. 9, p 1556-1569.

Lichtendahl, K., Chao, R. and Bodily, S. (2011), “Habit Formation from Correlation Aversion”, Forthcoming in *Operations Research*.

WORKING PAPERS

Chao, R. and E. Loutskina (2011), “How Complexity Impacts R&D Portfolio Decisions and Technological Search Distance”, Darden School of Business working paper, under review at *Management Science*.

Hutchison-Krupat, J. and Chao, R. (2011), “Tolerance for Failure and Incentives for Collaborative Innovation”, Darden School of Business working paper, under review at *Production and Operations Management*.

Chao, R. and K. Lichtendahl and Y. Grushka-Cockayne (2011) “Incentives for Complex R&D Projects”, Darden School of Business working paper, under review at *Production and Operations Management*.

Chao, R. and Kavadias, S. (2009) “R&D Intensity and the NPD Portfolio”, Darden School of Business Working Paper.

BOOK CHAPTERS AND OTHER PUBLICATIONS

Chao, R. (2011) “Why Grassroots Innovation Hasn’t Worked at Microsoft”, *The Washington Post*, May 15, 2011.

Kavadias, S. and Chao, R. (2008) “Resource Allocation and NPD Portfolio Management”, in *Handbook of New Product Development Management*, C. Loch and S. Kavadias (eds.), Elsevier, Oxford UK, p. 135-163.

Chao, R. and Kavadias, S. (2004) “Strategic NPD Portfolio Management in Complex Environments”, in *Operations Management as a Change Agent*, L. Van Wassenhove, A. De Meyer, et al. (eds.), INSEAD Press, Fontainebleau, France, p. 701-710.

Basole, R. and Chao, R. (2004) “Location-Based Mobile Decision Support Systems and Their Effect on User Performance”, *Proceedings of the Tenth Americas Conference on Information Systems (AMCIS)*, N. Romano et al. (eds.), Association for Information Systems (AIS) Publishers, New York, p. 2870-2874.

RESEARCH IN PROGRESS

“Problem Specification in Innovation Contests”, joint work with S. Erat (research in progress).

“Grassroots Innovation Processes” (research in progress).

“Incentives for Search in Stage-Gate Processes” (research in progress).

TEACHING EXPERIENCE

Developing New Products and Services (MBA elective), Fall 2008 (4.8/5.0), Fall 2009 (4.7/5.0), Fall 2010 (4.5/5.0)

First Year Operations Management (MBA core), Fall 2007 (4.4/5.0), Fall 2008 (4.5/5.0), Fall 2009 (4.5/5.0), Fall 2010 (4.5/5.0)

General Management and Operations Consulting (MBA elective), Spring 2008 (4.7/5.0)

Executive Education: United Technologies Corporation, AES Corporation, Saudi-Arabia/Bahrain Institute of Banking, Lockheed Martin Space Systems Company.

PEDAGOGICAL MATERIAL

“Innovation Strategy at Microsoft: Clouds on the Horizon”, Darden Business Publishing, UVA-OM-1387 (2011).

“Husk Power Systems: New Venture Scale Up”, Darden Business Publishing, UVA-OM-1415 (2011).

“New Product Development: Search for the Best Alternative”, Darden School of Business Multimedia Exercise, UVA-OM-1414S (2010).

“The Collaborative Innovation Game”, Darden School of Business Multimedia Exercise, UVA-OM-1401S (2009).

“The United States Patent and Trademark Office: Closing the Gap on Pendency in Class 705 Business Methods”, Darden Business Publishing, UVA-OM-1358 (2008).

“United Beverages: Product Development Genius or One-Hit Wonder?”, Darden Business Publishing, UVA-OM-1335 (2007).

“New Product Development Prototyping Exercise”, Darden School of Business Classroom Exercise, (in preparation)

“R&D Portfolio Management at Lockheed Martin”, Darden School of Business Teaching Case (in preparation).

“Arcadia Medical Center: Emergency Department Crowding”, Darden School of Business Teaching Case (in preparation).

INVITED SEMINARS AND PRESENTATIONS

University of Maryland, Smith School of Business, College Park MD, “Incentives for Complex R&D Projects”, September 2011

Manufacturing and Service Operations Management (MSOM) Conference, Ann Arbor MI, “How Complexity Impacts R&D Portfolio Decisions and Technological Search Distance”, June 2011

Georgia Institute of Technology, Operations Management Seminar Series, “Incentives for Complex R&D Projects”, May 2011

Emory University, Atlanta Competitive Advantage Conference, Atlanta GA, “Incentives for Complex R&D Projects”, May 2011

3M Corporation, Strategic Business Development Group, Minneapolis MN “*Grassroots Innovation Processes*”, March 2011

Georgetown University, McDonough School of Business, “*Incentives for Complex R&D Projects*”, November 2010

Lockheed Martin Space Systems Company, Denver CO, “*Organization Structure, Incentives, and the Innovation Portfolio*”, May 2010

University of Minnesota, Carlson School of Management, “*R&D Intensity and the NPD Portfolio*”, January 2010

George Mason University, Computational Social Science Research Seminar, “*R&D Intensity and the NPD Portfolio*”, March 2009

Utah Product Development Mini-Conference, Park City UT, “*R&D Intensity and the NPD Portfolio*”, February 2009

Georgia Institute of Technology, Seminar on Complex Networks, “*Strata and Structure in Complex Innovation Systems*”, October 2008

“*Revenue Driven Resource Allocation: Funding Authority, Incentives, and NPD Portfolio Management*” (previously titled: “*Budget Creation and Control for Effective NPD Portfolio Management*”)

University of Pennsylvania, Wharton Technology Mini-Conference, April 2007;

IESE - Barcelona, Spain, February 2007

University of Virginia, Darden School of Business, February 2007

Texas A&M, Mays College of Business, February 2007

Boston University, College of Management, February 2007

University of South Carolina, Moore School of Business, January 2007

Babson College, January 2007

George Washington University, School of Business, January 2007

Southern Methodist University, Cox School of Management, January 2007

Michigan State University, Eli Broad College of Management, January 2007

University of Texas at Dallas, Dallas TX, May 2006

Vanderbilt University, Owen School of Management, September 2005

GRANTS, AWARDS, AND HONORS

Darden School of Business, Outstanding Faculty Award Nominee, 2010, 2011

Lockheed Martin Space Systems Company, “Best Practices and Current Research in R&D Portfolio Management”, May 2010, \$5,000

3M Corporation Non-Tenured Faculty Research Grant, “Organizing for Innovation and Organic Growth”, 2007-2009, \$45,000.

Georgia Research Alliance and Georgia Tech VentureLab, “Enhancing the Commercialization Potential of New Technologies”, 2005-2007, \$15,000.

The Goizueta Foundation, Doctoral Fellowship, 2002-2006, \$20,000.

The KPMG Foundation, Ph.D. Project Doctoral Students Association, 2005.

PROFESSIONAL SERVICE AND AFFILIATIONS

Production and Operations Management, Senior Editor, 2010 – present.

IEEE Transactions on Engineering Management, Editorial Review Board, 2010 – present.

University of Virginia Patent Foundation, Advisory Board, January 2011 – present.

Darden School of Business, Academic Standards Committee, September 2010 – present.

POMS College of Product Innovation and Technology Management, Vice President of Meetings, May 2010 – present.

INFORMS Annual Meeting, Charlotte NC, November 2011, Track Co-Chair for the New Product Development track

POMS Annual Meeting, Reno, Nevada, May 2011, Track Co-Chair for Product Innovation and Technology Management.

POMS Annual Meeting, Vancouver, Canada, May 2010, Track Chair for Product Innovation and Technology Management.

INFORMS Annual Meeting, Washington DC, October 2008, Track Chair for the New Product Development track.

Reviewer for *Management Science*, *Production and Operations Management*, *Journal of Operations Management*, *Manufacturing and Service Operations Management*, *Organization Science*, *Research Policy*, *IEEE Transactions on Engineering Management*, and *MIS Quarterly*.

Member of the Institute for Operations Research and Management Science (INFORMS), Production and Operations Management Society (POMS), Academy of Management (AoM), and the Product Development Management Association (PDMA)

PhD Student Advising: Jeremy Hutchison-Krupat, Georgia Institute of Technology (committee member); Kyle Oyama, University of Virginia Systems Engineering (committee member).