EVA ASCARZA

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ACADEMIC POSITIONS

Harvard Business School, Harvard University
>Jakurski Family Associate Professor of Business Administration
>>(December 2018 – present)
>Associate Professor (July 2018 –December 2018)

Columbia Business School, Columbia University
>Daniel W. Stanton Associate Professor of Business (July 2017 –June 2018)
>Associate Professor (July 2016 –June 2017)
>Assistant Professor (July 2010 –June 2016)

The Wharton School, University of Pennsylvania
>Visiting Scholar (September – December 2014)

London Business School
>Visiting Lecturer (October 2009 – March 2010)

EDUCATIONAL BACKGROUND

2009   Ph.D. in Marketing, London Business School, UK
        Dissertation: "Modelling Customer Behaviour in Contractual Settings"

2004   M.Sc. in Economics and Finance, University of Navarra, Spain
        Thesis: "Long Memory and Sampling Frequency: Simulation and Empirical Study"

2001   B.Sc. in Mathematics, University of Zaragoza, Spain

RESEARCH INTERESTS

Customer Management | Personalization and Targeting | Marketing Incrementality |

AI in Marketing | Algorithmic Bias

PUBLISHED / FORTHCOMING

Huan, Ta-Wei, and Eva Ascarza (2023) "**Doing More with Less: Overcoming Ineffective Long-run Targeting using Short-Term Signals**." Forthcoming at *Marketing Science.*

Dew, Ryan, Eva Ascarza, Oded Netzer, and Nachum Sicherman (2023), "**Detecting Routines: Implications for Ridesharing CRM**." Forthcoming at the *Journal of Marketing Research.*

Ascarza, Eva and Ayelet Israeli (2022), "**Eliminating unintended bias in personalized policies using Bias Eliminating Adapted Trees (BEAT)**." *Proceedings of the National Academy of Sciences.*

Padilla, Nicolas and Eva Ascarza (2021), "**Overcoming the Cold Start Problem of CRM using a Probabilistic Machine Learning Approach**." *Journal of Marketing Research.*

Ascarza, Eva, Michael Ross, and Bruce G.S. Hardie (2021), "**Why You Aren't Getting More from Your Marketing AI**," *Harvard Business Review.*

Ascarza, Eva (2018), "**Retention Futility: Targeting High Risk Customers Might be Ineffective**." *Journal of Marketing Research.*

- Winner, 2023 Weitz-Winer-O'Dell Award
- Winner, 2018 Paul E. Green Award

Ascarza, Eva, Oded Netzer and Bruce G.S. Hardie (2018), "**Some Customers Would Rather Leave Without Saying Goodbye**." *Marketing Science.*

Ascarza, Eva, Scott A. Neslin, Oded Netzer, Zachery Anderson, Peter S. Fader, Sunil Gupta, Bruce G.S. Hardie, Aurélie Lemmens, Barak Libai, David Neal, Foster Provost, Rom Schrift (2018), "**In Pursuit of Enhanced Customer Retention Management: Review, Key Issues, and Future Directions.**" *Customer Needs and Solutions.*

- Finalist, 2019 MSI Robert D. Buzzell Best Paper Award

Ascarza, Eva, Peter Ebbes, Oded Netzer and Matthew Danielson (2017), "**Beyond the Target Customer: Social effects in CRM campaigns**." *Journal of Marketing Research.*

- Finalist, 2017 Paul E. Green Award

Ascarza, Eva, Raghuram Iyengar and Martin Schleicher (2016), "**The Perils of Proactive Churn Prevention using Plan Recommendations: Evidence from a Field Experiment**." *Journal of Marketing Research.*

- Finalist, 2021 Weitz-Winer-O'Dell Award
- Finalist, 2016 Paul E. Green Award

Ascarza, Eva and Bruce G.S. Hardie (2013), "**A Joint Model of Usage and Churn in Contractual Settings**." *Marketing Science.*

- Winner, 2014 Frank M. Bass Outstanding Dissertation Award

Ascarza, Eva, Anja Lambrecht and Naufel Vilcassim (2012), "**When Talk is "Free": An Analysis of Subscriber Behavior Under Two- and Three-Part Tariffs**." *Journal of Marketing Research.*

WORKING PAPERS

Huan, Ta-Wei, and Eva Ascarza (2023) "**Debiasing Treatment Effect Estimation for Privacy-Protected Data: A Model Auditing and Calibration Approach**." Revise & Resubmit at *Management Science.*

Padilla, Nicolas, Eva Ascarza and Oded Netzer (2023) "**The Customer Journey as a Source of Information**." Revise & Resubmit at *Quantitative Marketing and Economics.*

Ascarza, Eva, Oded Netzer and Julian Runge (2023), "**Personalized Game Design for Improved User Retention and Monetization in Freemium Mobile Games**." Under review.

BOOK CHAPTERS

Ascarza, Eva, Peter S. Fader, and Bruce G.S. Hardie (2017), "**Marketing Models for the Customer-Centric Firm**", in the *Handbook of Marketing Decision Models*, edited by Berend Wierenga and Ralf van der Lans, Springer.

ONLINE PUBLICATIONS

Ascarza, Eva (2021), "**Research: When A/B Testing Doesn't Tell You the Whole Story**," *Harvard Business Review* (June 23, 2021).

Israeli, Ayelet, Eva Ascarza and Laura Castrillo (2021), "**Beyond Pajamas: Sizing Up the Pandemic Shopper**," *Working Knowledge* (March 17, 2021).

RESEARCH RECOGNITIONS

- Weitz-Winer-O'Dell Award for the article in the *Journal of Marketing Research* that has made the most significant long-term contribution to marketing theory, methodology, and/or practice
    - Winer, "Retention Futility: Targeting High Risk Customers Might be Ineffective," 2023
    - Finalist, "The Perils of Proactive Churn Prevention using Plan Recommendations: Evidence from a Field Experiment," 2021

- Paul E. Green Award for the best article in the *Journal of Marketing Research* that demonstrates the greatest potential to contribute significantly to the practice of marketing research
    - Winner, "Retention Futility: Targeting High Risk Customers Might be Ineffective," 2019
    - Finalist, "Beyond the Target Customer: Social effects in CRM campaigns," 2018

o   Finalist, "The Perils of Proactive Churn Prevention using Plan Recommendations: Evidence from a Field Experiment," 2017

- Frank M. Bass Outstanding Dissertation Award for best marketing paper derived from a Ph.D. thesis published in *Marketing Science* or *Management Science*
  - o   Winner, "A Joint Model of Usage and Churn in Contractual Settings," 2014

- MSI Robert D. Buzzell Best Paper Award
  - o   Finalist, "In Pursuit of Enhanced Customer Retention Management: Review, Key Issues, and Future Directions," 2019.

FELLOWSHIPS, CONSORTIA AND OTHER RECOGNITIONS

- MSI Scholar, 2020
- Doctoral Consortia
  - o   INFORMS ISMS Doctoral Consortium Fellow, 2023
  - o   AMA Sheth Foundation Doctoral Consortium Faculty Fellow, 2015, 2018, 2019, 2020 (cancelled), 2022, 2023.
- Winner, Erin Anderson Award for an Emerging Female Marketing Scholar and Mentor, 2019
- Rudolph Schoenheimer Faculty Fund at Columbia Business School, 2016/17
- MSI Young Scholar, 2017
- INFORMS Doctoral Consortium Fellow, University of British Columbia, 2008
- AMA Sheth Foundation Doctoral Consortium Fellow, 2007
- Doctoral Fellowship, London Business School, 2004–2009
- Economic and Social Research Council (ESRC) Full-time student scholarship, 2004–2008
- Research Fellowship. Fundación Empresa Universidad de Navarra, 2002–2003
- Research Scholarship. Fundación de Amigos Universidad de Navarra, 2001–2004

TEACHING

Harvard Business School
MBA
  Managing Customers for Growth (elective) *[2023, 2022]*
  Marketing (core) *[2022, 2021, 2019, 2018]*

Executive Education
  Senior Executive Leadership Program (SELP-Shanghai) *[2024, 2023]*
  Leading in the Digital Era *[2023, 2022]*
  Strategic Leadership in Inclusive Finance *[2023]*
  Driving Digital Strategy *[2022]*
  Competing in the Age of AI: Marketing Deep Dive *[2023, 2022, 2021]*
  IPADE Comprehensive Leadership *[2023, 2022, 2021]*
  Marketing in the Digital Era *[2022, 2021]*

Data Driven Marketing – Harvard Business Analytics Program *[2021]*
Analytics for Customer Management – Harvard Business Analytics Program *[2019]*
Strategic Marketing Management *[2019]*

Columbia Business School
    MBA/EMBA
    Strategic Marketing [core] *[2018, 2017, 2016, 2015, 2014]*
    Marketing: Innovation Through Customer Centricity [core] *[2014]*
    Marketing Strategy and Management [core] *[2013, 2012, 2011]*
    Marketing Strategy [core] *[2012, 2011, 2010]*

    Other
    Statistical Thinking for Data Science and Analytics. Module: Introduction to Bayesian
        Modeling – EdX, Online learning. Data Science Institute *[2015]*
    Workshop on Hidden Markov Models – Master-PhD Workshop, HEC Paris *[2014]*

London Business School
    Market Analysis and Planning [core] – MiM programme *[2010]*
    Statistical Research Methods II – PhD programme *[2010]*

Teaching Materials (Case numbers in brackets, teaching notes are indicated by TN)

"**Customer Data Privacy**" (2023) with Ta-Wei Huang, *Note* [524005]
    <u>Keywords</u>: Privacy, Customer Data, Regulation

"**Design and Evaluation of Personalized Interventions**" (2023) with Ta-Wei Huang, *Case* [524034],
    Dataset [524703]
    <u>Keywords</u>: Targeting, Personalization, Policy Evaluation, Uplift Models, Heterogenous Treatment Effects

"**Managing Customer Retention at Teleko**" (2023), *Case* [523005], *Dataset* [524702]
    <u>Keywords</u>: Customer Management, Retention, Targeting, Uplift, Heterogenous Treatment Effects, Exercise

"**Retail Media Networks**" (2022) with Ayelet Israeli and Celine Chammas, *Note* [523029]
    <u>Keywords</u>: Retail Media, Digital Advertising

"**Managing Customers in the Digital Era**" (2022), *Note* [522066]
    <u>Keywords</u>: Customer Management, Personalization, CLV, Digital Transformation, Algorithmic Bias

"**Allianz Customer Centricity: Is Simplicity the Way Forward?**" (2021) with Emilie Billaud, *Case*
    [522008], *TN* [522060], *Supplements* [522713, 522086]
    <u>Keywords</u>: Customer Experience (CX), Customer Centricity, Digital Transformation, Personalization, Product
    Management, Customer Relationship Management, CLV

"**Melissa Wood Health: How to Win in the Creator Economy**" (2021), *Case* [521086], *TN* [522024],
    Supplements [522704, 522029]
    <u>Keywords</u>: Creator Economy, Influencer Marketing, Digital Subscription, CLV, Customer Social Value

"**Amazon Shopper Panel: Paying Customers for Their Data**" (2020) with Ayelet Israeli, *Case*
    [521058], *TN* [522011]
    <u>Keywords</u>: Value of Customer Data, Privacy

"**Artea: Designing Targeting Strategies**" (2020) with Ayelet Israeli, *Case* [521021], *Data* [521703], *B-Case*
    [521022], *C-Case* [521037], *Data for B and C* [521704], *D-Case* [521043], *TN* [521041], *Data for TN* [521705]
    <u>Keywords</u>: Algorithmic Bias, Discrimination, Individual Targeting, Targeting Policies, Exercise

"**Algorithmic Bias in Marketing**" (2020) with Ayelet Israeli, *Case* [521020], *TN* [521035]
    Keywords: Algorithmic Bias

"**Time Out: The Evolution from Media to Markets**" (2020) with Kate Barasz, *Case* [520128], *TN* [52036]
    Keywords: Marketing Strategy, Branding, Brand Extensions, Media and Hospitality

"**Othellonia: Growing a Mobile Game**" (2019) with Tomomichi Amano and Sunil Gupta, *Case* [520016], *TN* [520-041], *Supplements* [520710, 52056]
    Keywords: Customer Relationship Management, Acquisition, Retention, Monetization, CLV

"**Kate Spade New York: Will Expansion Deepen or Dilute the Brand?**" (2015) with Keith Wilcox, *Case* [CU154], *B-Case* [150507EPI], *TN* [150507TN]
    Keywords: Brand Extensions, Marketing Strategy

INVITED TALKS (Academic)

2024 (expected): Duke, Miami, Emory
2023: WashU Olin, Kellogg, Stanford GSB, WU Vienna, SIG Digital Marketing (EMAC), ESADE, Copenhagen, Yale SOM, Michigan Ross, CMU Tepper, Cornell Johnson.
2022: MIT Sloan, European Quantitative Marketing Seminar (EQMS), NTU Singapore
2021: QME Rossi Seminars, Amsterdam, USC Marshal, UT Austin.
2020: Virtual Quantitative Marketing Seminar (VQMS), Boston College, Northeastern, Wharton.
2019: UCSD, Boston University.
2018: Dartmouth Tuck, Tilburg, RSM Rotterdam, UT Austin, Harvard HBS, London Business School.
2017: U.Washington Foster, Frontiers in Applied Statistics (Columbia), U.Chile, Michigan Ross, Cornell Johnson.
2016: Notre Dame, Maryland. Oxford Saïd, HBS, Bocconi,
2015: HKUST, Minnesota Carlson, Temple, Colorado Boulder.
2014: Chicago Booth, Wharton, HEC, Emory Goizueta, INSEAD, Stanford GSB.
2013: Cheung Kong Graduate School of Business, Marketing in Israel (Tel Aviv, Ben-Gurion, IDC)
2012: MIT Sloan, U.Pittsburgh Katz.
2011: The Four School Colloquium (NYU, Wharton, Yale, Columbia)
2009: Instituto de Empresa IE, Groningen, Tilburg, IESE, Ohio State, NYU Stern, Columbia GSB, Rochester Simon, Harvard HBS, Dartmouth Tuck, Michigan Ross, WashU Olin, London Business School, U.Navarra, Ozyegin, RSM Rotterdam.

CONFERENCE PRESENTATIONS

"Effective Targeting in Complex and Noisy Environments"
        Choice Symposium (Aug 2023)

"Customer Management"
        MSI Scholars, Boulder (June 2022)

"BEAT Unintended Bias in Targeting Policies"
        Marketing Science Conference, Virtual (June 2021)

"Retention management in mobile games"
        Choice Symposium, Maryland (May 2019)

"Retention futility: Targeting high risk customers might be ineffective"
> CODE Conference @ MIT, Boston (October 2018)
> Marketing Science Conference, Los Angeles (June 2017)
> Marketing Analytics and Big Data Conference, Chicago Booth (September 2016)
> Choice Symposium, Alberta (May 2016)

"Beyond the target customer: Social effects of CRM campaigns"
> Yale Customer Insights Conference, Yale School of Management (May 2016)
> Marketing Science Conference, Baltimore (June 2015)
> Digital Big Data, Smart Life, Mobile Marketing Analytics, NYU (October 2015)

"How firms can go wrong by offering the right service contract: Evidence from a field experiment"
> Marketing Science Conference, Atlanta (June 2014)
> Theory + Practice in Marketing, Kellogg School of Management (May 2014)
> Marketing in Israel, (December 2013)

"Some Customers Would Rather Leave Without Saying Goodbye"
> Joint Statistical Meetings, Boston (August 2014)
> Marketing Science Conference, Istanbul, Turkey (July 2013)

"A Joint Model of Usage and Churn".
> DMEF conference, Boston, MA (October 2011)
> ART Forum (AMA), San Francisco, CA (June 2010)

"When Talk is "Free": An Analysis of Subscriber Behavior Under Two- and Three-Part Tariffs".
> Four School Symposium, NYU-Wharton-Yale-Columbia (April 2011)
> Marketing Science Conference, Ann Arbor, MI (June 2009)

"Modeling Churn and Usage Behavior in Contractual Settings".
> Marketing Dynamics Conference, Hamilton, New Zealand (January 2009)
> Marketing Science Conference, Vancouver, Canada (June 2008)
> European Marketing Academy Conference (EMAC), Brighton, UK (May 2008)

"Understanding Customer Switching Behavior to Three-Part Tariffs".
> Marketing Science Conference, Vancouver, Canada (June 2008)
> European Marketing Academy Conference (EMAC), Brighton, UK (May 2008)

"Just How Good is the Customer Migration Model?".
> European Marketing Academy Conference (EMAC), Athens (May 2007)

DOCTORAL DISSERTATION COMMITTEE SERVICE

Nicholas Padilla (Co-Advisor)
- Dissertation: *Essays on the use of probabilistic machine learning for estimating customer preferences with limited information.* (2021).
- Graduated from / First placement: Columbia Business School / Assistant Professor at London Business School

Arno de Caigny (Dissertation Committee Member)
- Dissertation: *Innovation in customer scoring for the financial services industry.* (2019).

- Graduated from / First placement: University of Lille / Assistant Professor at IESEG

Yael Karlinsky (Dissertation Committee Member)
- Dissertation: *Automation, Decision Making and Business to Business Pricing.* (2018).
- Graduated from / First placement: Columbia Business School / Post-doc at NYU-Stern

Valeria Stourm (Dissertation Committee Member)
- Dissertation: *New insights from emerging types of retail loyalty programs.* (2015).
- Graduated from / First placement: The Wharton School / Assistant Professor at HEC Paris

Yang (Cathy) Liu (Dissertation Committee Member)
- Dissertation: *Attention and Preference Measurement.* (2014).
- Graduated from / First placement: Columbia Business School / Assistant Professor at HEC Paris

Nicholas Reinholtz (Dissertation Committee Member)
- Dissertation: *Persistence in Consumer Search.* (2014).
- Graduated from / First placement: Columbia Business School / Post-doc at University of Colorado Boulder

INVITED PRESENTATIONS (Non-Academic Audiences)

Vanguard AI Summit, Virtual. October 2022
MSI Accelerator, Boston MA. September 2022
MSI Analytics Conference, Chicago IL. May 2022
Microsoft Future Capabilities, Virtual. April 2022
INMA Media Subscriptions Summit, Virtual. February 2022
MSI Accelerator, Virtual. December 2021
Zillow AI Forum 2019, Seattle WA. September 2019
Customer Retention workshop (MSI). Columbia Business School. October 2017
Field Experimentation workshop (MSI). Kellogg School of Management. June 2017
Customer Centricity @ GOOGLE. Google New York. June 2017
BRITE conference "Social effects of CRM campaigns." Columbia University. March 2017
Internet Week "Machine Intelligence Moves to Mobile." New York. June 2015

SERVICE

Associate Editor
- Quantitative Marketing and Economics (QME) (2022 – Present)

Editorial Board
- Marketing Science (2017 – Present)
- Journal of Marketing Research (2018 – 2023)
- Quantitative Marketing and Economics (QME) (2018 – 2022)
- Journal of Marketing (2018 – Present)
- Customer Needs and Solutions (2012 – Present)
- Marketing Letters (2020 – 2022)

- Journal of Interactive Marketing (2018 – 2022)

Ad hoc reviewer
- Management Science
- Journal of Econometrics
- International Journal of Research in Marketing (IJRM)
- Journal of Consumer Research (JCR)
- Manufacturing and Service Operations Management (MSOM)
- Israel Science Foundation (ISF)
- Agencia Estatal de Investigacion, Spanish Government (AEI)

Conference Committees

- Selection Committee Member, QME Conference 2023
- Senior Program Committee Member, ACM Conference on Economics & Computation 2019
- Co-organizer Marketing Analytics and Big Data conference, Columbia University 2017
- Integrated Customer Retention (MSI) Workshop, Columbia University 2017

Discussant

- SICS Berkeley 2016

Other Service

- Advisory Council of the INFORMS Society of Marketing Science (ISMS) (2018, 2019)
- The 11th Triennial Choice Symposium, Georgetown University, May 2019 – Session Co-chair
- The 10th Triennial Choice Symposium, University of Alberta, May 2016 – Session Co-chair
- The EMAC-AMA Job Market workshop co-chair
    - Hamburg 2019
    - Glasgow 2018
    - Groningen 2017