Applicant's Name	Miaomiao Zhang
Email Address	mzhang@hbs.edu
Phone	909-549-5495
School	Harvard Business School
Program	Technology and Operations Management
Area of Interest	AI, Innovation, Entrepreneurship
Year of Entry	Fall 2022
Expected Year of Completion	Spring 2027
Letter of Recommendation Reference	Jacqueline Ng Lane

Miaomiao Zhang
+1 909-549-5495 // mzhang@hbs.edu

EDUCATION

Harvard Business School, Boston, MA Aug. 2022–Present
Ph.D. Expected 2027, Business Administration (Technology & Operations Management)
Curriculum Highlights: Causal Inference, Generative AI and Causal Inference with Text, Design and Analysis of Experiments, Quantitative Methods for Natural Language Processing, Large Language Models and Machine Learning for Unstructured Data

Emory University, Atlanta, GA Aug. 2016–May 2020
B.S., Double Major: Applied Mathematics & Statistics, Economics
Major GPA: 4.00/4.00, *Summa Cum Laude*, Dean's List All Eligible Semesters, *Phi Beta Kappa*
Honors Thesis: *Algorithmic targeting of social welfare programs: Machine learning for prediction model design and causal effects estimation*. Professor Stephen O'Connell, advisor
Recipient of the George Benston and Richard F. Muth Award for Excellence in Economics

RESEARCH

Interests: AI, Innovation, Entrepreneurship

[1] Boussioux, Léonard, Jacqueline N. Lane, **Miaomiao Zhang**, Vladimir Jacimovic, and Karim R. Lakhani. "Generative AI and Creative Problem Solving." *Organization Science*

Journal Articles under Review

[2] Koo, Wesley W., **Miaomiao Zhang**, and Prithwiraj (Raj) Choudhury. "Temporal Distance and Global Knowledge Diffusion on Online Platform." *Revise & Resubmit at Strategic Management Journal*

[3] Bao, Jiayi, Andy Wu, and **Miaomiao Zhang**. "Organizational-Performance Pay and Compensation Dispersion." *Accepted at Journal of Organization Design*

Working Papers and Work in Progress

[4] Lane, Jacqueline N., and **Miaomiao Zhang**. "Judging the Problem: A Problem-Centric Approach to Evaluating Early-Stage Ventures." Field experiment in progress

[5] Bao, Jiayi, and **Miaomiao Zhang**. "Regulatory Uncertainty, Entrepreneurial Entry, and Market Identity Specificity: Evidence from the U.S. Autonomous Vehicle Industry." In preparation to submit

[6] Bian, Jiang, and **Miaomiao Zhang.** "What Incentivizes Knowledge Sharing for Training (Better) AI?" Idea development in progress

TEACHING/ADVISING

Theoretical and Empirical Perspectives on Entrepreneurship and Innovation Spring 2025–Present
Co-Teaching Fellow for Professors Josh Lerner and Shai Bernstein

Non-Resident Tutor, Yoga Instructor Fall 2024–Present
Harvard College, Mather House

Topics in the Economics of Innovation with Generative AI Spring 2024
Instructor, Harvard College, Department of Economics Click here for reviews

CASE WORKS

Miaomiao Zhang
+1 909-549-5495 // mzhang@hbs.edu

Wu, A., **Zhang, M.**, & Zhang, C., "Epic Games: Nineteen Eighty-Fortnight." Harvard Business School Case 721-395, October 2020.
Wu, A., Higgins, M., **Zhang, M.**, & Jiang, H., "AI Wars." Harvard Business School Case 723-434, April 2023.

CONFERENCE INVITATIONS

2024 [1] INFORMS Annual Meeting (Seattle, WA).
[1] Academy of Management 84th Annual Meeting (Chicago, IL).
[1] East Coast Doctoral Conference (New York City, NY).
[1] Wharton Innovation Doctoral Symposium (Philadelphia, PA).
[1] GenAI Lab at the Professorship of Digital Marketing at the TUM School of Management (virtual), Rotman Young Scholar (virtual), MIT Sloan (Cambridge, MA); co-authors presented.

2023 [1] Conference on Digital Experimentation at MIT (Cambridge, MA).
[1] HEC Paris AI and Entrepreneurship Workshop (Paris, France); Questrom School of Business Online Research Seminar on Digital Businesses (virtual); co-authors presented.
[5] Strategic Management Society 43rd Annual Conference (Toronto, Canada); paper accepted by "The Evolution of Entrepreneurial Ecosystems" session.
[2] Strategic Management Society Conference 2023 (Toronto, Canada).
[5] Academy of Management 83rd Annual Meeting (Boston, MA), co-author presented.
[2] Decentralization in Organizations Conference (London, UK); co-author presented.

2022 [3] Academy of Management 82nd Annual Meeting (Seattle, WA); co-author presented.
2021 [3] Annual People and Organizations Conference at Wharton (virtual); co-author presented.

SERVICES

85th Academy of Management Meeting Spring 2025
Reviewer for TIM and ENT divisions

Business Pre-Doctoral Guide To be released
"Guide for (Perspective) Business/Economics Pre-Doctoral Research Fellows." with PhD candidate Yanuo Zhou (Rotman School of Management, University of Toronto)

Coast-to-Coast Doctoral Workshop Fall 2024–Present
Monthly PhD tiny/big-talk series, co-leading with PhD candidate Amanda Pratt (Management Science & Engineering, Stanford University) Click here for working doc

Referee Report Guide
"Guide to Writing a Referee Report for Management Scholars." with Professor Andy Wu (HBS) Summer 2022

Junior Research Fellow Mentor
Andrew Yang at University of Pennsylvania, Wharton School, Class of 2025 Summer 2024–Present
Jessica Diao at Harvard University, Harvard College, Class of 2026 Fall 2023–Present
Stella Jia at UC Berkeley, College of Letters & Science, Class of 2025 Summer 2023
Michelle Zhang from Boston Latin High School, now Harvard College Class of 2027 Summer 2021

ADDITIONAL SKILLS

Programming Languages: R, Python, SQL (MySQL, Google BigQuery, AWS PostgreSQL), STATA
Wine & Spirit Education Trust Level 2 with Distinction
Registered Yoga Training 200 Hours with BIPOC Scholarship

I am a third-year PhD Candidate in the Technology & Operations Management Unit. My research explores how incentives, resources, and technologies influence the innovation process. Leveraging field experiments with entrepreneurial ecosystem supporters, my current research investigates the ideation and evaluation of early-stage ventures from problem-solving perspective. For future research, I aim to explore the mechanisms underlying entrepreneurial decision-making in nascent industry of developing economy, studying how factors like technology affordability, information accessibility and knowledge sharing shape entrepreneurial entry and market outcomes.

Phenomenologically, I am interested in the demand side of modern technology tools in automating tasks and augmenting labor productivity and creativity. My co-authored wok, *Generative AI and Creative Problem Solving,* explores the ideation stage of the innovation process, examining how human-AI collaboration enhances both the novelty and value of ideas and AI-in-the-loop practice could reduce costs while increasing efficiency and effectiveness of organizational innovation outcomes. My ongoing field experiment, *Judging the Problem: A Problem-Centric Approach to Evaluating Early-Stage Ventures,* moves to the evaluation stage of the innovation funnel, offering structured training to experts for strengthening the entrepreneurial support ecosystem involving external stakeholders. My future work aims to speak to the supply side of the market, studying how entrepreneurial ventures navigate uncertainty in creation of a market, (re)shaping technology paradigms, and building industry ties and complementor systems.

Theoretically, I am interested in the knowledge-based view of firms with focus on technological ways to mitigate frictions under incomplete information and imperfect judgment. My co-authored work, *Temporal Distance and Global Knowledge Diffusion on Online Platform,* identifies time as a friction for knowledge diffusion activities in the digital age, and we causally quantify the extensive and intensive margin of the consequences of temporal distance on global knowledge sharing. My other work, *Regulatory Uncertainty, Entrepreneurial Entry, and Market Identity Specificity: Evidence from the U.S. Autonomous Vehicle Industry*, explores how entrepreneurs in the tough tech industry respond to regulatory signals on standard setting and causally identifies how clearing institutional barriers induce early entry to a nascent market with labor market implications. My future work aims to examine more frictions in emerging market and propose strategies and policy recommendations for when and how private entities or social planners should intervene for value creation and capture. I intend to situate my job market paper under the climate context, studying how entrepreneurs update their beliefs and formulate a theory of change to maintain competitive advantage.

I want to attend the NBER Entrepreneurship Research Boot Camp for scoping the economics and finance side of the literatures. Trained in an innovation group with strategy and organization theory lens, I believe the boot camp would offer me opportunities to hear how economists scholars perceive the frontier of entrepreneurship research, network with fellow students who share similar interest, build cross-disciplinary capacities for navigating an academic career in making phenomenologically intriguing, theoretically useful, and managerially relevant contributions.

HARVARD | BUSINESS | SCHOOL

JACQUELINE NG LANE
ASSISTANT PROFESSOR OF BUSINESS ADMINISTRATION

To: NBER Entrepreneurship Research Boot Camp Selection Committee,

I am delighted to recommend *Miaomiao Zhang* for the NBER Entrepreneurship Research Boot Camp. I am an assistant professor at Harvard Business School and Miaomiao's primary advisor. Miaomiao is a highly promising scholar in the Technology & Operations Management unit at Harvard Business School. Her rigorous methodological training and deep engagement with fieldwork make her an exceptional candidate for this opportunity.

Miaomiao and I have worked closely on designing and executing field experiments in accelerator and incubator settings, where she has demonstrated exceptional skill in bridging academic research with real-world entrepreneurial impact. Through our collaborations, she has actively engaged with industry stakeholders, including serial entrepreneurs, experienced investors, and other high-stake ecosystem supporters, to develop interventions that test theoretical mechanisms using advanced technological tools, such as generative AI, in practice. Her ability to coordinate with research partner sites and leverage theory for generating managerial and institutional insights is a testament to her capacity for contributing to the frontier scholarly works.

Her ongoing research, including *Judging the Problem: A Problem-Centric Approach to Evaluating Early-Stage Ventures,* highlights her ability to lead rigorous field experimental studies that enhance our understanding of the evaluation process of early-stage innovations in entrepreneurial setting. Our partner site runs annual competition that awards over $500k to winners, and Miaomiao's ability to engage with the manager director and multiple stakeholders, translate research insights into actionable knowledge, and contribute to scholarly discussions on innovation and entrepreneurship makes her a standout researcher in this space. Beyond her research, Miaomiao is an active participant in the academic community, presenting at leading conferences such as the Academy of Management, Strategic Management Society, and INFORMS. She also plays a critical role in mentoring junior researchers and fostering interdisciplinary discussions in entrepreneurship and innovation.

The NBER Entrepreneurship Research Boot Camp would provide Miaomiao with a valuable opportunity to deepen her engagement with the economics and finance perspectives on entrepreneurship. Given her strong

foundation in innovation and strategy research, this experience would further enhance her ability to produce research that is theoretically meaningful and practically relevant. I strongly support Miaomiao's application and have no doubt that she will contribute meaningfully to the Boot Camp and the broader research community. Please do not hesitate to contact me if you require further information.

Sincerely,



_____
Harvard Business School
Assistant Professor of Business Administration
Co-Principal Investigator, Laboratory for Innovation Science at Harvard
Digital Data and Design Institute at Harvard
433 Morgan Hall, Boston, MA 02163