

**MARCELO OLIVARES**  
[molivares@u.uchile.cl](mailto:molivares@u.uchile.cl)  
<http://www.marcelo-olivares.com>

## **EDUCATION**

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**University of Pennsylvania, The Wharton School**, Philadelphia, PA  
**PhD**, Operations and Information Management, 2007  
**M.A. in Statistics**, 2006

**University of Chile**, Santiago, Chile  
**Industrial Engineer**, School of Engineering, 2000  
**B.S.**, Industrial Engineering, 2000

## **EXPERIENCE**

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Assistant Professor at Industrial Engineering Department, University of Chile, (2012-present)

Adjunct Professor, Decisions, Risk and Operations, Columbia Business School (2015-present).

Associate Professor, Decisions, Risk and Operations, Columbia Business School (2011).

Assistant Professor, Decisions, Risk and Operations, Columbia Business School (2007-2011).

Instructor, Industrial Engineering Department, University of Chile, 2000-2002.

## **PUBLICATIONS**

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Structural estimation of the Newsvendor model: An Application to Reserving Operating Room Time, with C. Terwiesch and L. Cassorla, 2008. *Management Science* 54(1), pp. 41-55.

Competing retailers and inventory: An empirical investigation of General Motors' dealerships in isolated markets, with G. Cachon, 2009. *Management Science* 55(9), pp. 1586-1604  
*- Best student paper awarded by the Productions and Operations Management Society.*

Drivers of finished-goods inventory in the U.S. automotive industry, with G. Cachon, 2010. *Management Science*. 56(1), pp. 202-216.

Structural estimation of the effect of stock-outs, with A. Musalem, E. Bradlow, C. Terwiesch and D. Corsten, 2010. *Management Science* 56(7), pp. 1127-1145.

Combinatorial Auctions for Procurement: An Empirical Study of the Chilean School Meals Auction, with Gabriel Weintraub, Daniel Yung and Rafael Epstein. 2012. *Management Science* 58(8), pp 1458-1481.

Measuring the Effect of Queues on Customer Purchases, with Yina Lu, Andres Musalem and Ariel Schilkrut. 2013. *Management Science* 59(8):1743-1763.

*- Best Service SIG Paper Award, 2015.*

*- 1<sup>st</sup> prize in 2012 M&SOM student paper competition (awarded to Yina Lu)*

Measuring the Performance of Large-Scale Combinatorial Auctions: A Structural Estimation Approach, with Sang Won Kim and Gabriel Weintraub. 2014. *Management Science* 60(5); pp. 1180–1201.

- *Finalist in the 2012 M&SOM student competition (awarded to Sang Won Kim)*

Managing Hospital Recovery Units: An Empirical Study of Capacity Allocation and its Implication on Patient Outcomes, with Song-Hee Kim, Carri Chan and Gabriel Escobar, 2015. *Management Science* 61(1): 19-38.

- *Finalist in the Pierskalla Award 2013.*

- *1<sup>st</sup> prize in 2013 M&SOM student paper competition (awarded to Song Hee Kim).*

Association among Intensive Care Unit Congestion, Intensive Care Unit Admission Decision, and Patient Outcomes, with Song-Hee Kim, Carri Chan and Gabriel Escobar. 2015. *Critical Care Medicine* (forthcoming).

## **UNPUBLISHED WORKING PAPERS**

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Retail in High Definition: Monitoring customer assistance through video analytics, with Andres Musalem and Ariel Schilkрут (February 2016)

Does Adding Inventory Increase Sales? Evidence of a Scarcity Effect in U.S. Automobile Dealerships, with Santiago Gallino and Gerard Cachon (last version: June 2013).

Identifying Competitors in Markets with Fixed Product Offerings, with Roger Lederman and Garrett van Ryzin (first version: December 2013)

Productivity Analysis in Services Using Timing Studies, with Yina Lu and Aliza Heching. (February 2014)

## **INVITED TALKS**

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Boston University, March 2015

Kenan-Flagler School of Business, University of North Carolina, January 2015.

Ross School of Business, University of Michigan, November 2014.

Universidad de los Andes, April 2014.

FACEA, Universidad Catolica, November 2013, Santiago, Chile.

Seminario Gestion de Operaciones, Universidad Adolfo Ibañez, November 2013, Santiago, Chile

Taller de Organizacion Industrial, Universidad de Chile, December 2012, Viña del Mar, Chile.

Universidad Torcuato Di Tella, December 2012, Buenos Aires, Argentina.

Seminario Centro Economia Aplicada, Univ. de Chile, November 2012, Santiago, Chile.

Duke, April 2012, Durham, NC.

HBS, December 2011, Boston, MA.

Consortium for Operational Excellence in Retail, May 2011, HBS, Boston, MA.

Cornell University, October 2010, Ithaca, NY.

MIT Sloan, September 2010, Boston, MA.

Columbia University, Industrial Organization and Strategy Seminar, New York, NY.

Consortium for Operational Excellence in Retail, May 2010, Wharton, Philadelphia, PA.  
Smeal School of Business, Penn State, April 2010.  
DOTM ,UCLA Anderson School of Management. March 2007.  
Job market talks (January-March 2007): Washington University, University of Maryland,  
University of North Carolina, New York University, Georgia Tech, Columbia, Harvard,  
University of Virginia, University of Texas at Austin, Stanford, INSEAD, University of Chicago,  
Northwestern University

## **SELECTED CONFERENCE PRESENTATIONS**

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Does adding inventory increase sales? Evidence of Scarcity effect in the U.S. Automobile Dealerships.

International Industrial Organization Conference, Chicago, April 2014.

Detecting Shelf Stock-outs using Real Time Point-of-Sales Data

Consortium for Operational Excellence in Retailing, Wharton, June 2014

Retail in High Definition: Using Video Analytics in Staffing and Salesforce Planning

LBS Innovation in Operations Conference, London UK, July 2014.

M&SOM conference, Seattle WA, June 20, 2014.

Measuring the Performance of Large Scale Combinatorial Auctions: A Structural Estimation Approach

ACM Conference on Electronic Commerce, Philadelphia, June 2013.

NBER Summer Institute Industrial Organization Workshop, July 2012, Boston MA.

Measuring the effect of queues on customer purchases

M&SOM Service Operations SIG, June 2011, Ann Arbor, MI.

LBS Innovation in Operations Conference, June 2011, London, UK

Designing Combinatorial Auctions: An Empirical Analysis of the Chilean School Meals Auction

M&SOM Supply Chain Management SIG, June 2010, Technion, Haifa, Israel.

MSOM conference, June 2009, MIT Sloan, Boston MA

Structural Estimation of the Effect of Stock-outs

Workshop on Empirical Research in OM, November 2008, Wharton, Philadelphia, PA.

MSOM conference, June 2008, University of Maryland, MD

Competing retailers and inventory: An empirical investigation of U.S. automobile dealerships.

International Motor Vehicle Program Conference, June 2007, Philadelphia, PA.

Drivers of finished goods inventory in the U.S. automobile industry

MSOM conference, June 2006, Atlanta, GA.

Structural estimation of the newsvendor model: Theory and application

Workshop on Empirical Research in OM, September 2006, Wharton. Philadelphia, PA

**TEACHING MATERIAL**

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“Beleza Natural”, with Omar Besbes, Nelson Fraiman, Maria Jose Quinteros and Gabriel Weintraub. Columbia Case Works, September 2011. Case used in the Operations Management MBA core at Columbia Business School (CBS).

“Improving Customer Engagement”, with Andrew Shin. September 2011. Case used in the Operations Management MBA core at CBS.

“Lean Operations: From Efficiency to Profit”, with Trevor Harris, Omar Besbes and Gabriel Weintraub, January 2011. Case used in the Operations Management MBA core at CBS.

“Beer Game: A Supply Chain Simulation”, with Fangruo Chen, Columbia CaseWorks, July 2008.

**COURSES**

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Columbia Business School

Doctoral course “Empirical Methods in Management Science”, 2015.

Masters in Management Science & Eng., “Applied Statistics & Data Analysis”, 2015

MBA core course “Operations Management” (2008-2011)

Doctoral course in Mathematical Statistics and Data Analysis (2008-2011)

Universidad de Chile, Industrial Engineering Department.

MBA course in Operations Management (2012-2014, Global MBA program, MBA Minero)

Doctoral course in Empirical Methods in Management Science, 2015

Undergraduate course in Statistics and Data Analysis (2012-2014)

Undergraduate course in Operations Management (2012-2014)

**EXECUTIVE EDUCATION**

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National Retail Federation Convention, Big Ideas session, “Video Communications: Evolving Your Relationship with Customers, Employees and the Bottom Line”, (with CISCO-IBM). New York, Jan 11, 2011.

Stifel Summer School (at Columbia Business School), “Measuring the Effect of Customer Service Levels”, New York, August 4, 2010.

Entrepreneurship and Competitiveness in Latin America (ECLA), Columbia Business School 01/2010 -01/2011. Student advisor in process improvement projects.

Indian Institute of Management-Ahmedabad (at Columbia Business School), November 9-13, 2009, four sessions on Operations Management.

Taller de Ingenieria y Sistemas, “Incentives in Supply Chain Management”, July 2004, Santiago, Chile.

## STUDENT SUPERVISION

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Doctoral students:

*Decision Risk and Operations, Columbia Business School:*

Yina Lu (advisor, post-doc at Wharton)

Sang-Won Kim (advisor, joined CUHK)

Part of the advisory committee for Serdar Simsek, Roger Lederman, Margaret Pierson (2010-2013)

*IEOR, Columbia University:* Song Hee (Hailey) Kim (co-advisor, joined Marshall Business School, University of Southern California).

*Economics, Columbia University:* committee of Carlos Montes (2010)

*Wharton, Univ. of Pennsylvania:* committee of Santiago Gallino (2012), Antonio Moreno (2011)

Other:

Daniel Yung Mehoyas, Master in Operations Management, Departamento de Ingenieria Industrial, Universidad de Chile (2009). Currently a doctoral student at University of Chile.

## RESEARCH GRANTS

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Principal Investigator, Fondef Project # IT13I20031, "Desarrollo de una herramienta para la evaluación económica de niveles de servicio al cliente en retail". (2014-2016)

Principal Investigator, Columbia-Chile grant, "Public Procurement Mechanisms: From Practice to Research (and Back Again)", (2014)

Principal Investigator, Fondecyt, Project #1120898 "Measuring the Value of Customer Service in Retailing" (awarded by Conicyt, Chile, equivalent to NSF)

CIBER/Chazen Research Grant (2010)

Columbia Business School, Social Enterprise Center (2008-2009)

The Wharton School, Baker Retailing Initiative (2006)

## AWARDS

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1<sup>st</sup> Place in the Service Operations Special Interest Group Best Paper Award, 2015.

Best Undergraduate Teaching Award, 2015, Universidad de Chile.

Best Professor Award, Departamento de Ingenieria Industrial, Universidad de Chile, 2013 and 2014.

Best Professor Award, Global MBA program, Departamento de Ingenieria Industrial, Universidad de Chile, 2012, 2013 and 2014.

Management Science Meritorious Service Award, 2012.

Management Science Distinguished Service Award, 2010.

M&SOM Meritorious Service Award, 2009 and 2010.

1<sup>st</sup> prize, Student Paper Competition, Production and Operations Management Society, College of Supply Chain Management, 2007.

OPIM Outstanding Scholar Award, The Wharton School, University of Pennsylvania, 2005.

Doctoral Fellowship, The Wharton School, University of Pennsylvania, 2002-2007.

Presidente de la Republica, Fellowship, MIDEPLAN, Chile, 2002.

Best undergraduate thesis, 2001, ICHIO (Chilean OR Society).

Second place in undergraduate thesis competition, 2001, SADIO (Argentinean OR Society).

## **CONSULTING**

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Walmart Chile (with Andres Musalem and Ricardo Montoya). Development of stock-out detection system based on transaction data. 2013-2014.

Zheta Pricing. Decision support system for markdown pricing for medium/small retailers. 2013.

Other consulting projects: O'Neill, Costume Gallery, Aracruz Cellulose.

## **MEDIA**

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BusinessWeek, October 7 2013. "Are You Too Rich to Wait in Line?". Reference to article "Measuring the Effect of Queues in Customer Purchases".

Harvard Business Review "The Daily Stat" October 4, 2013. "Customers Care More About a Line's Length than How Fast It Moves". Reference to article "Measuring the Effect of Queues in Customer Purchases"

Strategy+Business, September 19, 2013, "Variety, no quantity, drives car sales". Reference to article "Does Inventory Affect Sales?".

Revista Portafolio de Retail, Diario Financiero, May 2013, pgs 80-83. "El decisivo factor 10", summary of the research article "Measuring the Effect of Queues on Customer Purchases".

Columbia Business School Ideas@Work, "Winning Combinations", October 31, 2011

Columbia Business School Ideas@Work Research Brief, "Measuring the Effect of Queues on Customer Purchases", August 23, 2011

Columbia Business School Ideas@Work, “Dealing with Detroit”, July 28, 2009.

Columbia Business School, Public Offering, “How Closing Car Dealerships Will Help the Auto Industry”, July 15, 2009.

Columbia Business School Ideas@Work, “Found your dream car? Thank the competition”, March 6, 2008.

## **SERVICE**

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### *Columbia Business School*

DRO Recruiting Committee, 2010-2012.  
 Research Database Committee, 2011-2012.  
 DRO, Seminar Coordinator, 2008-2011.  
 Columbia Business School, Teaching Mentor, 2009.

### *Dpto. Ingenieria Industrial, Universidad de Chile*

Advisory Board, Global MBA Program, 2012-present  
 Advisory Board, Master in Business Engineering, 2014-present.  
 Search and Hiring Committee, 2013-present  
 Advisory Board on Executive Education, 2012-present  
 Member of the IE Department Executive Committee, 2015  
 Co-director of the Institute of Complex Engineering Systems, 2016.

### *Conference Organization*

Organizing Committee, Supply Chain Management SIG, Insead, July 2013.  
 Organizing Committee, M&SOM Conference, Columbia University, June 2012.  
 Organizing Committee, LBS Conference on Innovation in Operations, 2009-2014  
 Organizing Committee, Empirical Workshop in Operations Management, 2010-2014.

## **PROFESSIONAL ACTIVITIES**

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### *Editorial work*

Associate Editor, Management Science, (2014-present).  
 Associate Editor, MSOM, 2014-present  
 Senior Editor, POMS, 2014-present  
 Senior Editor, POMS Special Issue OM in China, 2010.

Reviewer for: Management Science, Manufacturing and Service Operations Management, Operations Research, Production and Operations Management, Marketing Science, Journal of Operations Management, Mathematical Programming, Journal of Econometrics, California Management Review, Conicyt (Chilean NSF).

### *Other services:*

Member of the advisory group in the Economics & Management, Fondecyt (Chile’s “NSF” grants).

Committee member of the Dantzig Award 2014 and 2015.

*Professional memberships:*

Institute for Operations Research and Management Science (INFORMS)

Production and Operations Management Society (POMS).