

## SINAN K. ARAL

44 West 4<sup>th</sup> Street Room 8-81  
New York, NY, 10012.  
Website: <http://pages.stern.nyu.edu/~saral>

Phone: 212 998-0369 (O)  
617 233-6707 (C)  
Email: [sinan@stern.nyu.edu](mailto:sinan@stern.nyu.edu)

### ACADEMIC POSITIONS

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2007 - Assistant Professor,  
Department of Information, Operations & Management Sciences  
NYU Stern School of Business

### EDUCATION

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2007 MIT Sloan School of Management, Cambridge, MA.  
Ph. D., Information Systems  
*Dissertation*: "Information, Technology & Information Worker Productivity"  
*Chair*: Erik Brynjolfsson

2001 Harvard University, Cambridge, MA  
M.P.P., Information Technology Policy

1999 London School of Economics, London, U.K.  
M.S.c., Information Systems

1996 Northwestern University, Evanston, IL.  
B.A., Political Science

### AWARDS & HONORS

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2007 Best Dissertation, ACM SIGMIS Award, International Conference on Information Systems.

2006 Best Overall Paper - International Conference on Information Systems.

2006 Best Paper IT Value Track - International Conference on Information Systems.

2006 Best Paper IT Economics Track - International Conference on Information Systems.

2005 Doctoral Consortium Fellow - International Conference on Information Systems.

2004, 2005 Gert & Daisy Daniels Fellowship, MIT.

2002, 2003 Duane Petersen Fellowship, MIT.

2001 Presidential Fellowship, MIT.

2001 Best Master's Thesis, JFK School of Government, Harvard University.

1999 Graduated with Distinction (2/180), London School of Economics.

1998, 1999 Information Systems Scholarship, London School of Economics.

1996, 1997 Fulbright Scholar, Bogazici University, Istanbul, Turkey.

1996 Phi Beta Kappa, Northwestern University.

1996 Graduated with Honors, Northwestern University.

1992-1995 Coon-Hardy Scholarship, Northwestern University.

### RESEARCH GRANTS

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2007 \$15,000 Research Grant, Marketing Sciences Institute. *The Economic Value of Online Networks: How Local Interactions Drive Revenues Online* (with A. Sundararajan)

- 2007 \$200,000 Research Grant – Cisco Systems, Center for Digital Business, MIT. *Collaboration and Trust in the Age of Globalization and Dispersion* (with E. Brynjolfsson & M. Van Alstyne)
- 2007 \$200,000 Research Grant – SAP, Center for Digital Business, MIT. *Micro-Level Evidence on Enterprise Systems & Productivity: Best Practices, Process Replication & the Delineation of Firm Boundaries* (with E. Brynjolfsson)
- 2006 \$200,000 Research Grant – Cisco Systems, Center for Digital Business, MIT. *Information, Technology & Information Worker Productivity: Results of a Natural Experiment* (with E. Brynjolfsson & M. Van Alstyne)
- 2006 \$150,000 Research Grant – SAP, Center for Digital Business, MIT. *Optimizing Enterprise Systems for Productivity & Business Value: Benchmarking & Best Practices* (with E. Brynjolfsson)

## **REFEREED JOURNAL PUBLICATIONS**

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- Aral, S. & Weill, P. 2007. "IT Assets, Organizational Capabilities & Firm Performance: How Resource Allocations and Organizational Differences Explain Performance Variation" *Organization Science*, 18(5), September-October: 1-18.
- Weill, P. & Aral, S. 2006. "Generating Premium Returns on Your IT Investments" *Sloan Management Review*, 47(2): 39-48.
- Aral, S., Berman, S., & Aral, S.O. 2002. "Anticipating Outbreaks: A Prevention Role for Integrated Information Systems" *Sexually Transmitted Diseases*, 29: 6-12.

## **BOOKS AND BOOK CHAPTERS**

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- Kings, N.J., Davies, J., Verrill, D., Aral, S., Brynjolfsson, E., Van Alstyne, M. (Forthcoming) "Social Computing, Networks and Knowledge Management" in *Information and Communication Technologies Futures*, BT Press.

## **REFEREED CONFERENCE PUBLICATIONS**

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- Wu, L., Waber, B., Aral, S., Brynjolfsson, E., & Pentland, S. 2007. "Mining Face to Face Interaction Networks Using Sociometric Badges: Evidence Predicting Productivity in IT Configuration" *Winter Information Systems Conference*, University of Utah, Salt Lake City, UT.
- Aral, S. Wu, L. & Morabito, V. 2007. "Regional Economic Context and the Value of Firm-Level IT Investment" *Workshop on Information Systems Economics*, Montreal, CA.
- Aral, S., Brynjolfsson, E., & Van Alstyne, M. 2007. "Productivity Effects of Information Diffusion in Networks." *Proceedings of the 28th Annual International Conference on Information Systems*, Montreal, CA.
- Aral, S. & Van Alstyne, M. 2007. "Network Structure & Information Advantage" *Proceedings of the Academy of Management Conference*, Philadelphia, PA.
- Aral, S., Brynjolfsson, E., & Van Alstyne, M. 2006. "Information, Technology and Information Worker Productivity: Task Level Evidence." *Proceedings of the 27th Annual International*

*Conference on Information Systems, Milwaukee, Wisconsin.* (Winner - Best Overall Paper and Best Paper - IT Economics Track)

Aral, S., Brynjolfsson, E., & Wu D.J. 2006. "Which Came First, IT or Productivity? The Virtuous Cycle of Investment and Use in Enterprise Systems," *Proceedings of the 27th Annual International Conference on Information Systems, Milwaukee, Wisconsin.* (Winner - Best Paper - IT Business Value Track)

## **WORK IN PROGRESS**

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"Incomplete Contract Renewal: A Game Theoretic Model of IT Based Partnerships with Evidence from Large Firms" (with E. Brynjolfsson and Y. Bakos)

"Managing Information Rich Environments" (with E. Brynjolfsson and M. Van Alstyne)

"Information Theory & Anonymity: A Tool for Protecting Privacy While Preserving Content" (M. Van Alstyne)

"Causes and Consequences of Mutual Knowledge Failures"

"The Information Seeking Habits of Effective Geographically Distributed Teams"

"IT & Information Worker Productivity: Results of a Natural Experiment"

"ERP, Productivity & Complementary Organizational Practices" (with L. Wu & E. Brynjolfsson)

"Does Organizational Innovation Complement Technology Adoption? Analysis of Internal Changes Made in Successful ERP Implementations" (with E. Brynjolfsson and A. Saunders)

## **PRESENTATIONS**

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Aral, S. 2008. *Invited Speaker.* Stanford University, Management Science & Engineering Division, Palo Alto, CA, January. Title: "Networks, Information & Social Capital"

Aral, S. 2007. *Invited Speaker.* Harvard University, Eric M. Mindich Conference on Computational Social Science, Cambridge, MA. December. Title: "Networks, Information & Economic Outcomes"

Aral, S. 2007. *Panelist.* Harvard University, Eric M. Mindich Conference on Computational Social Science, Cambridge, MA. December. Title: "Panel: The Future of Computational Social Science"

Aral, S. 2007. *Conference Presentation.* Workshop on Information Systems Economics, Montreal, CA. December. Title: "Regional Economic Context and the Value of Firm Level IT Investment"

Aral, S. 2007. *Conference Presentation.* International Conference on Information Systems, Montreal, CA. December. Title: "Productivity Effects of Information Diffusion in Networks"

- Aral, S. 2007. *Invited Conference Presentation*. Informs Annual Meeting, Seattle, WA. November. Title: "Productivity Effects of Information Diffusion in Networks"
- Aral, S. 2007. *Invited Speaker*. Chicago Graduate School of Business, Chicago, IL. October. Title: "Networks Structure & Information Advantage"
- Aral, S. 2007. *Invited Speaker*. Harvard Business School, Cambridge, MA. October. Title: "Networks Structure & Information Advantage"
- Aral, S. 2007. *Invited Speaker*. IBM Watson Research Center - Services Research Seminar Series, Yorktown Heights, NY. October. Title: "Information, Networks & Information Worker Productivity"
- Aral, S. 2007. *Conference Presentation*. Academy of Management Conference. Philadelphia, PA. August. Title: "Networks Structure & Information Advantage: Structural Determinants of Access to Novel Information and their Performance Implications"
- Aral, S. 2007. *Conference Presentation*. National Bureau of Economic Research, Summer Institute, Cambridge, MA. July. Title: "Which Came First, IT or Productivity? The Virtuous Cycle of Investment and Use in Enterprise Systems"
- Aral, S. 2007. *Invited Speaker*. SAP Academic Symposium, Sunnyvale, CA. June. Title: "Which Came First, IT or Productivity? The Virtuous Cycle of Investment and Use in Enterprise Systems"
- Aral, S. 2007. *Conference Presentation*. International Conference on Network Science, Brooklyn, NY. May. Title: "Productivity Effects of Information Diffusion in Networks"
- Aral, S. 2007. *Conference Presentation*. International Conference on Network Science, Brooklyn, NY. May. Title: "Networks Structure & Information Advantage: Structural Determinants of Access to Novel Information and their Performance Implications"
- Aral, S. 2007. *Invited Speaker*. Center for Digital Business, MIT. CIO Symposium and Annual Conference, Cambridge, MA. May. Title: "Information, Technology & Information Worker Productivity: Task Level Evidence"
- Aral, S. 2007. *Conference Presentation*. Sunbelt Social Networks Conference, Corfu, Greece. May. Title: "Networks Structure & Information Advantage: Structural Determinants of Access to Novel Information and their Performance Implications"
- Aral, S. 2007. *Conference Presentation*. National Bureau of Economic Research, Productivity Program Meeting, Cambridge, MA. March. Title: "Information, Technology & Information Worker Productivity: Task Level Evidence"
- Aral, S. 2007. *Conference Presentation*. Winter Information Systems Conference, University of Utah, Salt Lake City, UT. February. Title: "Networks Structure & Information Advantage: Structural Determinants of Access to Novel Information and their Performance Implications"

- Aral, S. 2007. *Invited Speaker*. Center for Digital Business, MIT- Information Worker Productivity Workshop, Cambridge, MA. February. Title: “Information, Technology & Information Worker Productivity”
- Aral, S. 2006. *Conference Presentation*. Workshop on Information Systems Economics, Milwaukee, WI. December. Title: “Networks Structure & Information Advantage: Structural Determinants of Access to Novel Information and their Performance Implications”
- Aral, S. 2006. *Conference Presentation*. International Conference on Information Systems, Milwaukee, WI. December. Title: “Information, Technology & Information Worker Productivity: Task Level Evidence” (Winner - Best Overall Paper and Best Paper - IT Economics Track)
- Aral, S. 2006. *Conference Presentation*. International Conference on Information Systems, Milwaukee, WI. December. Title: “Which Came First, IT or Productivity? The Virtuous Cycle of Investment and Use in Enterprise Systems” (Winner - Best Paper - IT Business Value Track)
- Aral, S. 2006. *Invited Speaker*. MIT Center for Digital Business, Cambridge, MA. November. Title: “Which Came First, IT or Productivity? The Virtuous Cycle of Investment and Use in Enterprise Systems”
- Aral, S. 2006. *Invited Speaker*. Yahoo! Social Networks Workshop, Sunnyvale, CA. July. Title: “Information, Networks & Information Worker Productivity”

## **CASES & RESEARCH BRIEFINGS**

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- Aral, S. 2005. “IT Savvy: Achieving Industry Leading Returns from your IT Portfolio” (with Peter Weill) Center For Information Systems Research, MIT – Research Briefing; July.
- Aral, S. 2004. “IT Savvy Pays Off” (with Peter Weill) Center For Information Systems Research, MIT – Research Briefing; October.
- Aral, S. 2004. “Managing the IT Portfolio: Returns from Different Asset Classes” (with Peter Weill) Center For Information Systems Research, MIT – Research Briefing; March.
- Aral, S. 2003. “Managing the IT Portfolio” (with Peter Weill) Center For Information Systems Research, MIT – Research Briefing; March.

## **COURSES TAUGHT**

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Information Technology in Business and Society (C20.001), Spring 2008.

## **PROFESSIONAL ACTIVITIES**

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Appointed member of the Board of Academic Advisors, Institute for Innovation and Information Productivity. (2007 - )

Ad Hoc Reviewer for: *Information Systems Research, Management Science, MIS Quarterly, Organization Science.*

## **NON-ACADEMIC ACTIVITIES**

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2005        *Independent Consulting*  
DiamondCluster International; Chicago, IL

2005        *Independent Consulting*  
SAP, Philadelphia, PA

2005        *Independent Consulting*  
Charles River Venture Capital; Cambridge, MA

2000-2002   *Consultant*  
GeoPartners Research, Cambridge, MA (part time)

2000        *Consultant*  
Integral, Inc., Cambridge, MA (summer)

1999        *Research Associate*  
Field, Fisher, Waterhouse, London U.K. (part time)

1997-1998   *Assistant to the Director*  
Department of Southern Mediterranean Relations (DG1B-E3)  
European Commission, Brussels, Belgium (1997-1998)