

Michael E. Freeman

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ACADEMIC POSITIONS & AFFILIATIONS

- 2024– Associate Professor (Tenured) of Technology and Operations Management
INSEAD, Singapore
- 2017–24 Assistant Professor of Technology and Operations Management
INSEAD, Singapore
- 2023–24 Visiting Assistant Professor of Management Science & Operations
London Business School, UK
- 2019– Research Fellow
Cambridge Centre for Health Leadership & Enterprise, University of Cambridge, UK

EDUCATION

- 2017 Ph.D. in Management Science
Cambridge Judge Business School, University of Cambridge, UK
- 2011 MPhil in Management Science and Operations, with Distinction
Cambridge Judge Business School, University of Cambridge, UK
- 2010 MMORSE: Combined BSc and MSc in Mathematics, Operations Research,
Statistics, and Economics, with First-Class Honors
Department of Statistics, University of Warwick, UK

RESEARCH OUTPUT

(Superscripts denote coauthor role at the time of the latest or final version: ^S PhD student; ^P Practitioner.)

Peer-Reviewed Academic Publications

- [1] **Freeman, M.**, Savva, N., & Scholtes, S. (2017). Gatekeepers at work: An empirical analysis of a maternity unit. *Management Science*, 63(10), 3147–3167. <https://doi.org/10.1287/mnsc.2016.2512>
– Finalist, 2014 William Pierskalla Award
- [2] ^S Han, L., ^P Fine, J., ^P Robinson, S., ^P Boyle, A., **Freeman, M.**, & Scholtes, S. (2019). Is seniority of emergency physician associated with the weekend mortality effect? An exploratory analysis of electronic health records in the UK. *Emergency Medicine Journal*, 36, 708–715. <http://doi.org/10.1136/emermed-2018-208114>
– Commentary by Dr. Katherine Henderson, former President of the Royal College of Emergency Medicine, London, UK. <http://doi.org/10.1136/emermed-2019-209179>
- [3] **Freeman, M.**, Savva, N., & Scholtes, S. (2021). Economies of scale and scope in hospitals: An empirical study of volume spillovers. *Management Science*, 67(2), 673–697. <https://doi.org/10.1287/mnsc.2019.3572>
– First Prize, 2016 MSOM Student Paper Competition
- [4] **Freeman, M.**, ^P Robinson, S., & Scholtes, S. (2021). Gatekeeping, fast and slow: An empirical study of referral errors in the emergency department. *Management Science*, 67(7), 4209–4232. <https://doi.org/10.1287/mnsc.2020.3711>
- [5] ^S Bobroske, K., **Freeman, M.**, ^P Huan, L., ^P Cattrell, A., & Scholtes, S. (2022). Curbing the opioid epidemic at its root: The effect of provider discordance after opioid initiation. *Management Science*, 68(3), 2003–2015. <https://doi.org/10.1287/mnsc.2021.4252>

- [6] ^S Panchanatham, S. N., **Freeman, M.**, Groenevelt, H., & Hasija, S. (2022). Be the match: Optimizing capacity allocation for allogeneic stem cell transplantation. *Manufacturing & Service Operations Management*, 24(6), 2797–3306. <https://doi.org/10.1287/msom.2022.1093>
- [7] ^S Kajaria-Montag, H., **Freeman, M.**, & Scholtes, S. (2024). Continuity of care increases physician productivity in primary care. *Management Science*, 70,(11), 7345–8215. <https://doi.org/10.1287/mnsc.2021.02015>
- Finalist, 2023 Best Student Paper Award, College of Service Operations Management of POMS (H. Kajaria-Montag)
 - Finalist, 2022 Best Paper Award, College of Healthcare Operations Management of POMS
 - Featured in the BBC, The Times, The Guardian, The Telegraph, Independent, Daily Mail, Express, The Sun (print), and The i (print). Also featured as the front page headline of The Guardian print on 23 Feb 2024, and on the front page of The Telegraph print on 23 Feb 2024 (see BBC). Further editorial provided in The Guardian.
 - Featured in two of the most widely read GP-related news outlets in the UK: The Pulse and GP Online. Reaction also by the Royal College of GPs, NHS, and UK’s Department of Health and Social Care provided in the Independent.
- [8] Kajaria-Montag, H., Scholtes, S., ^P Gray, D. P., Sidaway-Lee, K., **Freeman, M.**, & ^P Evans, P. (2024). Continuity and locum use for acute consultations: Observational study of subsequent workload. *British Journal of General Practice*, 75(752), e181–e186. <https://doi.org/10.3399/BJGP.2024.0312>
- Featured in The Mail (print).
 - Featured in one of the most widely read GP-related news outlets in the UK: The Pulse
- [9] ^S Ding, J., **Freeman, M.**, & Zorc, S. (2025). From black to gray: Improving access to antimalarial drugs in the presence of counterfeits. *Management Science*. [Accepted for publication.]
- Third Prize, 2024 DEI Best Student Paper Award (J. Ding)

Articles Under Review or Revision

- [10] Ding, J., **Freeman, M.**, & Hasija, S. (2025). Algorithmic guidance in tiered services [Manuscript under revision after previous round reject and resubmit decision]. *Management Science*. INSEAD Working Paper No. 2023/52/TOM. <http://ssrn.com/abstract=3806478>
- Former title: ‘Can predictive technology help improve acute care operations? Investigating the impact of virtual triage adoption.’
 - Finalist, 2023 William Pierskalla Award
 - Second Place, 2023 INFORMS IBM Best Student Paper Award (J. Ding)
 - Finalist, 2023 Best Student Paper Award, College of Service Operations Management of POMS (J. Ding)
- [11] Ding, J., **Freeman, M.**, & Taneri, N. (2026). Plug-in intelligence? The market value of AI and advanced analytics deals in biopharma. [Manuscript under review]. *Management Science*. INSEAD Working Paper No. 2026/14/TOM. <http://ssrn.com/abstract=6106426>
- [12] **Freeman, M.**, & Ding, J. (2026). Algorithmic gatekeeping. [Manuscript under review]. *Management Science*. INSEAD Working Paper No. 2026/24/TOM. <http://ssrn.com/abstract=6567659>
- [13] Bloori, A., & **Freeman, M.**, (2026). Designing the transition window: Continuity, modality, and sequencing in opioid treatment initiation. [Manuscript under review]. *Management Science*. INSEAD Working Paper No. 2026/30/TOM. <https://ssrn.com/abstract=6861979>

Working Papers

- [14] Karamshetty, V., **Freeman, M.**, & Hasija, S. (2023). Select, swipe, and serve: Examining the impact of food-delivery platforms on restaurant demand characteristics [Manuscript under revision]. INSEAD Working Paper No. 2023/64/TOM. <http://ssrn.com/abstract=3667539>

Research in Progress

- [15] Ding, J., Dai, T. & **Freeman, M.** (2026). **AI-Augmented Gatekeeping: Combining Human and Machine Intelligence in Screening Programs.**
- [16] **Freeman, M.**, & Liang, X. (2026). **Does AI crowd out context?**
- [17] **Freeman, M.**, & Kajaria-Montag, H. From full-time to flexi: Investigating the impact of workforce shifts in primary care on service provision and quality.

OTHER OUTPUT

Published Abstracts from Competition Winners

Freeman, M., Savva, N., & Scholtes, S. (2017). Gatekeepers at work: An empirical analysis of a maternity unit. *Manufacturing & Service Operations Management*, 19(2), 328–330. <https://doi.org/10.1287/msom.2017.0630>

Peer-Reviewed Conference Proceedings

“An Unintended Consequence of Platform Dependence: Empirical Evidence from IT-Enabled Food-Delivery Platforms.” *Proceedings of International Conference on Information Systems 2022*, Copenhagen, Denmark. 2022. Presented by V. Karamshetty (Acceptance rate: 20-30%).

“Continuity of Care Increases Clinical Productivity in Primary Care.” Healthcare SIG, *Proceedings of MSOM*, TUM, Germany. 2022. Presented by H. Kajaria-Montag.

“The Operational Determinants of Relational Continuity of Care: An Empirical Study of Primary Care in the UK.” Healthcare SIG, *Proceedings of MSOM*, University of Indiana, IN. 2021. Presented by H. Kajaria-Montag.

“Gatekeeping Under Congestion: An Empirical Study of Referral Decisions in the Emergency Department.” Healthcare SIG, *Proceedings of MSOM*, University of North Carolina, NC. 2017. Presented by **M. Freeman**.

“Economies of Scale and Scope in Hospitals: An Empirical Study of Volume Spillovers.” *Proceedings of Wharton Workshop for Empirical Research in Operations Management*, Wharton, PA. 2016. Presented by **M. Freeman**.

“Gatekeepers at Work: An Empirical Analysis of a Maternity Unit.” Healthcare SIG, *Proceedings of MSOM*, INSEAD, France. 2013. Presented by N. Savva.

Research Briefs

“How seeing a regular doctor improves primary care.” 2024. INSEAD Knowledge. [Link]
– *Related research*: “Continuity of care increases physician productivity in primary care”

“How a second opinion could help curb the opioid crisis.” 2021. INSEAD Knowledge. [Link]
– *Related research*: “Curbing the opioid epidemic at its root: The effect of provider discordance after opioid initiation”

“A route to decomplexifying hospitals.” 2021. Management Science Review. [Link]
– *Related research*: “Economies of scale and scope in hospitals: An empirical study of volume spillovers”

- “A closer look at the weekend effect.” 2020. INSEAD Knowledge. [\[Link\]](#)
 – *Related research*: “Is seniority of emergency physician associated with the weekend mortality effect? An exploratory analysis of electronic health records in the UK”

Teaching Cases

- “Activate Healthcare: Disrupting the American Healthcare System.” 2021. INSEAD Case Ref. 6594. [\[Link\]](#)

INVITED TALKS AND CONFERENCE PRESENTATIONS

- 2024 Cambridge Judge Business School (Cambridge, UK); NUS Business School (Singapore); Imperial School of Business (London, UK).
Singapore Operations and Analytics Day; INFORMS (Seattle, WA).
- 2023 HEC Paris (Paris, France); London Business School (London, UK).
- 2022 Columbia Business School (NYC, NY); Wharton School of the University of Pennsylvania (Philadelphia, PA).
INFORMS (Indianapolis, IN).
- 2021 Dartmouth Tuck School of Business (Hanover, NH: virtual); London Business School (London, UK: virtual); University College London (London, UK: virtual).
IFORS (Seoul, Korea: virtual).
- 2019 MSOM Conference (Singapore); POMS-HK International (Hong Kong).
- 2018 Singapore Management University (Singapore); NTU Nanyang Business School (Singapore); NUS Business School (Singapore).
INFORMS Annual Meeting (Phoenix, AZ); POMS-HK International (Hong Kong).
- 2017 UCLA Anderson School of Management (Los Angeles, CA); UNC Kenan Flagler Business School (Chapel Hill, NC); JHU Carey Business School (Baltimore, MD); INSEAD (Fontainebleau, France); IU Kelley School of Business (Bloomington, IN); Kellogg School of Management, Northwestern University (Evanston, IL); UBC Sauder School of Business (Vancouver, Canada); Emory University’s Goizueta Business School (Atlanta, GA).
INFORMS Healthcare (Rotterdam, Netherlands); MSOM Healthcare SIG (Chapel Hill, NC).
- 2016 MIT Sloan School of Management (Cambridge, MA); UVA Darden School of Business (Charlottesville, VA).
INFORMS Annual Meeting (Nashville, TN); Wharton Workshop for Empirical Research in Operations Management (Philadelphia, PA); London Business School Doctoral Conference (London, UK).
- 2015 INFORMS Annual Meeting (Philadelphia, PA).
- 2014 INFORMS Annual Meeting (San Francisco, CA).
- 2013 Cambridge Judge Business School Doctoral Conference (Cambridge, UK).
- 2012 INFORMS Annual Meeting (Phoenix, AZ); Cambridge Judge Business School Doctoral Conference (Cambridge, UK).

AWARDS, HONORS, AND SCHOLARSHIPS

Paper Competitions

- 2023 Finalist, 2023 William Pierskalla Award, INFORMS Health Application Society.

- 2022 Finalist, 2022 Best Paper Award, College of Healthcare Operations Management of POMS.
 2016 First Prize, 2016 MSOM Student Paper Competition.
 2014 Finalist, 2014 William Pierskalla Award, INFORMS Health Application Society.

Co-Author for Student Paper Competitions

- 2024 Third Prize, 2024 DEI Best Student Paper Award (J. Ding).
 2023 Second Place, 2023 INFORMS IBM Best Student Paper Award (with Jiatao Ding).
 2023 Finalist, 2023 Best Student Paper Award, College of Service Operations Management of POMS (with Jiatao Ding).
 2023 Finalist, 2023 Best Student Paper Award, College of Service Operations Management of POMS (with Harshita Kajaria-Montag).

Teaching Recognition

- 2026 **Executive Education Award for Outstanding Teaching (for AY 24/25).**
 2025 Executive Education Award for Outstanding Teaching (for AY 23/24).
 2020 Winner of Best Core Course Teaching Award, MBA Class of 20J.
 2020 Dean's Commendation for Excellence in MBA Teaching.

Cambridge Judge Business School

- 2016 Director's Research Award, Cambridge Judge Business School.
 2016 Lyondell Basell Research Scholarship, Cambridge Centre for Health Leadership.
 2015 Economic and Social Research Council Student Internship Award.
 2014 Teaching and Learning Innovation Grant, Cambridge Centre for Teaching and Learning.
 2011–16 Economic and Social Research Council Doctoral Scholarship, University of Cambridge.

TEACHING

INSEAD

Degree Programmes (Ongoing):

- 2021– Process and Operations Management – Global EMBA core.
 – Taught Global EMBA Class of 22A, 23A, 24A, 25A, 26A (Singapore).
 2020– Empirical Methods in Technology and Operations Management – Ph.D.
 – Course runs every two years (taught in 2020, 2022, 2024).
 – Course co-taught with Prof. Manuel Sosa.
 2017– Process and Operations Management – MBA core.
 – Taught MBA Class of 18D, 19D, 20J, 20D, 24D, 25J (Singapore).
 – Winner of Best MBA Core Course Teacher Award (MBA Class of 20J).

Degree Programmes (Completed/One-Offs):

- 2020–23 Identifying New Business Models – MBA elective.
 – Taught MBA Class of 20J, 20D, 21J, 21D, 22D, 23J (Singapore).
 2021 Research Topics in Technology and Operations Management (1 session) – Ph.D.
 2018 Research Topics in Technology and Operations Management (1 session) – Ph.D.

Executive Education – Teaching of Open Enrolment Programmes:

- 2023– Advanced Management Programme (Cohort 129, 130, 131, 132 & 133).
 2023– Leading Digital Transformation and Innovation, Singapore (2 cohorts).
 2022– Management Acceleration Programme, Singapore (4 cohorts).

Executive Education – Teaching of Company Specific Programmes:

(Note: Repeat clients reported in the first year only; superscript indicates number of cohorts taught.)

2025	Media Prima Berhad; KPMG; Fairprice Group; Sony Group; Sumitomo Mitsui Banking Corporation.
2024	Banglalink; Kyowa Kirin ⁽³⁾ ; Royal Golden Eagle ⁽²⁾ ; ISB Alumni; Colgate ⁽²⁾ ; Standard Chartered Bank ⁽²⁾ ; NTT DATA ⁽²⁾ ; OCBC; Sonepar.
2023	Lenovo; Sakata Seed Corporation ⁽²⁾ ; Jardine Matheson ⁽²⁾ ; Accenture; Janssen Pharmaceutical K.K.; Infineon Technologies ⁽⁴⁾ .
2022	GC Chemicals; Jubilant Pharmanova.
2021	Procter & Gamble; Tata Consultancy Services ⁽⁵⁾ ; Medtronic ⁽³⁾ .
2019	Sumitomo Chemical.

Executive Education – Direction of Customised Programmes:

(Note: Repeat clients reported in the first year only; superscript indicates number of cohorts directed.)

2025	Sony Group; Sumitomo Mitsui Banking Corporation.
2024	Media Prima Berhad; Fairprice Group.
2024	Kyowa Kirin ⁽³⁾ ; Standard Chartered Bank ⁽²⁾ .
2023	Sakata Seed Corporation ⁽²⁾ ; Janssen Pharmaceutical K.K.

PROFESSIONAL ACTIVITIES AND AFFILIATIONS**Editorial Positions**

2026–	Senior Editor at <i>Production and Operations Management</i>.
2024–	Associate Editor at <i>Management Science</i> .
2023–24	Senior Editor at <i>Production and Operations Management</i> .
2023–	Associate Editor at <i>Service Science</i> .

Chairing of Tracks/Clusters in International Conferences

SIG Co-Chair (Healthcare Operations Track, MSOM Conference, 2025).
 Cluster Co-Chair (MSOM Healthcare Track, INFORMS Annual Meeting, 2023).
 SIG Co-Chair (Empirical Operations Management Track, MSOM Conference, 2019).

Refereeing Service for Conferences

MSOM Healthcare SIG (2016, 2019–2023); MSOM Service Management SIG (2020, 2021, 2023).

Judging Service for Competitions

MSOM Student Best Paper Competition (2018, 2020, 2021, 2023); INFORMS Health Application Society Student Paper Competition (2023); POMS Best Healthcare Paper Competition (2023); Seth Bonder Scholarship for Applied Operations Research in Health Services (2019, 2020).

Refereeing Service for Journals

Management Science (2018, 2020, 2021 Distinguished Service Award; 2022 Meritorious Service Award); Manufacturing & Service Operations Management (2018 Meritorious Service Award); Production and Operations Management (2019 Outstanding Reviewer Award); Health Care Management Science.

Professional Memberships

Manufacturing and Service Operations Management Society (M&SOM); Institute for Operations Research and Management Sciences (INFORMS); Health Applications Society (HAS).

INSTITUTIONAL SERVICE

INSEAD Administration

- 2024–25 Hoffman Institute Academic Advisory Committee.
- 2021 Panelist, Research and Career Series: Promotion Process.
- 2020–22 Technology and Operations Management Area Seminar Series Organiser (with S.Y. Chun).
- 2020 Research Workstream Organiser, 2020 Faculty Retreat (with L. Huang and H. Greve).
- 2019 Travel Policy Focus Group.

Ph.D. Programme

(Superscripts denote role as follows: *Advised; †Collaborated with; ‡Committee member.)

Past Doctoral Students:

- 2025 Srishti Arora^{†‡}, INSEAD. (1st position: University of Melbourne, Australia).
- 2023 Jiatao Ding^{*†‡}, INSEAD. (1st position: Nanyang Business School, Singapore).
- 2023 Harshita Kajaria-Montag^{*†}, Cambridge Judge Business School. (1st position: Kelley School of Business, Indiana University).
- 2023 Sundara Panchanatham^{†‡}, INSEAD. (1st position: Hong Kong University).
- 2022 Dmitrii Sumkin[‡], INSEAD. (1st position: University of Illinois at Urbana-Champaign).
- 2020 Katherine Bobroske[†], Cambridge Judge Business School. (1st position: Haven Healthcare).
- 2020 Varun Karamshetty^{†‡}, INSEAD (1st position: NUS School of Computing, Singapore).
- 2020 Vivek Choudhary[‡], INSEAD (1st position: Nanyang Business School, Singapore).
- 2018 Saša Zorc[‡], INSEAD (1st position: Darden School of Business, University of Virginia).

Current Doctoral Students:

- Wenjing He^{*}, INSEAD.
- Yingying Zheng^{*}, INSEAD.

Ph.D. Qualifier Committee:

- Sundara Panchanatham; Jiatao Ding; Srishti Arora; Wenjing He; Yingying Zheng.

MBA & GEMBA Programmes

- 2021– Supervising of Global EMBA final projects.
- 2017– Supervising of MBA independent study projects (ISPs).

Others (Pre-INSEAD)

- 2014 President, Robinson College Graduate Society, University of Cambridge.
- 2013 Technical advisor, MBA Global Consulting Projects, Cambridge Judge Business School.
- 2013 Co-organiser, Cambridge Judge Business School Doctoral Conference.
- 2013 Vice-president, Robinson College Graduate Society.
- 2011–13 Econometrics advisor, Cambridge Empirical Lab, Cambridge Judge Business School.

OTHER EXPERIENCE

- 2023– **KK Women's and Children's Hospital**, Singapore.
Research collaboration.
- 2012–17 **Cambridge University Hospitals NHS Foundation Trust**, Cambridge, UK.
Honorary appointment, with six months spent on-site from April to September 2016.

- 2012–17 **Various Health Sector Collaborations, UK.**
Collaborated with health care organisations such as Papworth Hospital, Dr Foster Intelligence, the UnitingCare Partnership, the Cambridgeshire and Peterborough CCG, and the Healthcare Financial Management Association.
- 2015 **Office for National Statistics, Newport, UK.**
Six-month placement in the health productivity branch of the UK government’s national statistics agency.