

MERCEDES DELGADO

Copenhagen Business School
Department of Strategy and Innovation (SI), Kilen, Office 2.64
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FIELDS OF SPECIALIZATION

Entrepreneurship, Innovation, Strategy, and Economic Geography.

Research interests: The role of industry clusters in the strategy and performance of firms and regions; cluster analysis; firm spatial organization and location strategy; inner city development; gender inclusivity in the innovation economy; and country competitiveness.

POSITIONS

Associate Professor, Department of Strategy and Innovation, Copenhagen Business School, January 2019–present.

Research Scientist, MIT Innovation Initiative, 2016–present.

Research Director, MIT Innovation Initiative Lab for Innovation Science & Policy, 2016–2018.

Senior Lecturer, Technological Innovation, Entrepreneurship, and Strategic Management (TIES) Group, MIT Sloan School of Management, 2016–present.

Visiting Associate Professor, TIES Group, MIT Sloan School of Management, 2015–2016.

Assistant Professor, Department of Strategic Management, Fox School of Business, 2008–2016.

Senior Institute Associate, Institute for Strategy and Competitiveness, Harvard Business School, 2009–present.

Post-Doctoral Fellow, Institute for Strategy and Competitiveness, Harvard Business School, 2007–2008.

Research Fellow, National Bureau of Economic Research (NBER), Innovation Policy Group, 2006–2007.

Visiting Scholar, Department of Management and Strategy, Kellogg School of Management, Northwestern University, 2002–2005.

EDUCATION

Ph.D. in Business Economics, Universidad Complutense de Madrid, Department of Business Administration, Spain, February 2007, *cum laude*.

Dissertation: “The Effect of Industry Clusters on Company Competitive Strategy.”

Committee: Professors Scott Stern (chair), Amadeo Petitbò Juan, and Luis A. Palma Martos.

M.A. in Economics, Northwestern University, 2001.

B.A. in Economics, Universidad de Sevilla (FCEYE), Spain, 1998.

AWARDS AND HONORS

National Science Foundation, Science of Science and Innovation Policy Grant (\$0.5 million), 2018–2020 (Mercedes Delgado and Fiona Murray, Co-Principal Investigators).

Project: Mapping the Inventor Gender Gap: Analyzing Regional & Organization Variation in the Inclusivity of the Innovation Economy.

Best Paper Nomination at the DRUID 2015 Conference in Rome, Italy, for “Clusters and the Great Recession” (with Michael E. Porter).

Best Paper Award at the DRUID 2013 Conference in Barcelona, Spain, for “Spatial Organization of Firms and Location Choices through the Value Chain” (with Juan Alcacer).

AWARDS AND HONORS (continued)

- U.S. Department of Commerce, Economic Development Administration Grant (\$4 million), 2011–2014 (Michael E. Porter, Principal Investigator).
 Project website: [U.S. Cluster Mapping Project: Mapping a Nation of Regional Clusters](#).
- University of Canterbury Grant, College of Business and Law, Christchurch, New Zealand, 2013.
 Project entitled: “Natural Disasters, Recovery, and Innovation: The Case of ICT at Christchurch” (Co-Principal Investigator with Pavel Castka).
- Centers for International Business Education and Research (CIBER) Grant, 2010–2011, Fox School of Business. Project entitled: “Types of Entrepreneurship and the Economic Composition of Regions.”
- Research Fellowship, Kauffman Foundation and NBER’s Innovation Policy Group, 2006.
 Ph.D. Fellowship, Fundación Rafael del Pino, Madrid, Spain, 2003–2005.
 Fellowship, Universidad de Sevilla, Spain, 1999–2001.
 Erasmus Scholarship, European Union, 1998.

PUBLISHED PAPERS

- “Pushing Regional Studies beyond its Borders,” 2019, *Regional Studies, Urban and Regional Horizons* (forthcoming) with John Harrison, Ben Derudder, Isabelle Anguelovski, Sergio Montero, David Bailey and Lisa De Propriis.
- “[The Principle of Relatedness](#),” with César A. Hidalgo, Pierre-Alexandre Balland, Ron Boschma, Maryann Feldman, Koen Frenken, Edward Glaeser, Canfei He, Dieter F. Kogler, Andrea Morrison, Frank Neffke, David Rigby, Scott Stern, Siqi Zheng, and Shengjun Zhu, 2018, in AJ. Morales, C. Gershenson, D. Braha, AA. Minai, Y. Bar-Yam (eds.), *Proceedings of the Ninth International Conference on Complex Systems*.
- “[Defining Clusters of Related Industries](#),” with Michael E. Porter and Scott Stern, 2016, *Journal of Economic Geography* 16 (1), 1–38.
- “[Spatial Organization of Firms and Location Choices through the Value Chain](#),” with Juan Alcacer, 2016, *Management Science* 62(11), 3213–3234.
- “[Clusters and Regional Performance: Implications for Inner Cities](#),” with Kim Zeuli, 2016, *Economic Development Quarterly* 30 (2), 117–136.
- “[Clusters, Convergence, and Economic Performance](#),” with Michael E. Porter and Scott Stern, 2014, *Research Policy* 43 (10), 1785–99 (also available as [NBER WP 18250](#)).
- “[Intellectual Property Protection and the Geography of Trade](#),” with Margaret Kyle and Anita M. McGahan, 2013, *Journal of Industrial Economics* 61 (3), 733–762.
- “[Clusters and Entrepreneurship](#),” with Michael E. Porter and Scott Stern, 2010, *Journal of Economic Geography* 10 (4), 495–518.

PUBLISHED BOOK CHAPTERS

- “[Firms in Context: Internal and External Drivers of Success](#),” 2018, in G.L. Clark, M.P. Feldman, M.S. Gertler, and D. Wójcik (eds.), *The New Oxford Handbook of Economic Geography*, Chapter 17, 324–344.
- “Categorization of Traded and Local Industries in the U.S. Economy,” 2014, with Richard Bryden and Sam Zyontz. Mimeo.
- “Assessing Country Competitiveness: Case of Spain,” with Christian Ketels, 2011, in P. Cooke, JL Curbelo, and MD Parrilli (eds.), *Innovation, Global Change, and Territorial Resilience*, Edward Elgar, Cheltenham.

PUBLISHED BOOK CHAPTERS (continued)

- “Moving to a New Global Competitiveness Index,” with Michael Porter, Christian Ketels, and Scott Stern, in World Economic Forum (ed.), 2008, *The Global Competitiveness Report 2008–2009*.
- “[Executive Opinion Survey: Capturing the Voice of the Business Community](#),” with Ciara Browne, Richard Bryden, and Thierry Geiger, in World Economic Forum (ed.), 2008, *The Global Competitiveness Report 2008–2009*.
- “[The Microeconomic Foundations of Prosperity: Findings from the Business Competitiveness Index](#),” with Michael E. Porter and Christian Ketels, in World Economic Forum (ed.), 2007, *The Global Competitiveness Report 2007–2008*, Hampshire: Palgrave Macmillan.
- The Microeconomic Foundations of Prosperity: Findings from the Business Competitiveness Index,” with Michael E. Porter and Christian Ketels, in World Economic Forum (ed.), 2006, *The Global Competitiveness Report 2006–2007*, Hampshire: Palgrave Macmillan.

WORKING PAPERS

- Catalysts for Gender Inclusion in Innovation: The Role of Universities and their Top Inventors” with Fiona Murray, 2018.
- “The Role of Location on the Inventor Gender Gap,” with Myriam Mariani and Fiona Murray, 2018, DRUID Working Paper.
- “Trade in Intellectual Property-Intensive Goods,” with Margaret Kyle, 2018.
- “[A New Categorization of the U.S. Economy: The Role of Supply Chain Industries in Innovation and Economic Performance](#),” with Karen Mills, 2018, HBS Working Paper No. 18-068 (Second round R&R at *Research Policy*).
- See Policy Briefing from the MIT Lab for Innovation Science and Policy on “[The Supply Chain Economy: A New Framework for Understanding Innovation and Services](#),” with Karen Mills, 2017; and Opinion Piece on [The Supply Chain Economy and The Future of Good Jobs in America](#), at HBR.org, with Karen Mills, 2018.
- “The Co-location of Innovation and Production in Clusters,” 2016 (Conditional acceptance at *Industry and Innovation*).
- “[Clusters and the Great Recession](#),” with Michael E. Porter, 2015.
- “The Determinants of National Competitiveness,” with Christian Ketels, Michael E. Porter, and Scott Stern, 2012 (available as [NBER WP 18249](#)). Commentary Piece “[Deep Roots or Current Policies – What Drives Sustained Prosperity Differences across Locations?](#)” at vox.org.
- “Location, Natural Disasters, and Firm Resilience: The Case of ICT at Christchurch,” with Pavel Castka and Fiona Murray, 2014.
- “Do Clusters Really Matter for Companies’ Competitive Strategies? Evidence at the Country Level,” 2010.

WORK IN PROGRESS

- “The Role of Startups and Incumbent Firms on the Evolution of the US Economy from Manufacturing into Supply Chain Traded Services,” with Daniel Kim and Karen Mills, 2019.
- “The Convergent or Divergent Fortunes of ‘Twinned’ Clusters and Cities,” with Maryann Feldman and Fiona Murray, 2017.
- Center for Economic Studies Proposal #1499: “Understanding the Growth Dynamics of Firms and Regions” Principal Investigator, 2017–2022.
- “Cluster Relatedness: A Roadmap for Regional Diversification,” with Michael E. Porter and Scott Stern, 2015.

TEACHING EXPERIENCE**Copenhagen Business School:**

Co-director of the MBA entrepreneurship concentration, Spring 2019-present.

Entrepreneurship, Master in Strategic Design and Entrepreneurship, Spring 2019.

Strategy and Market Development, Master in Innovation, Spring 2019.

MIT Sloan School of Management:

Firm Strategy & Location Choices, Lisbon MBA Program, June 2017–2019.

Competitive Strategy, MBA core course, Spring 2017, Fall 2017.

Competitive Strategy Boot Camp, Executive MBA – Sloan Fellows, Fall 2017.

Enterprise Management Lab (Strategy Consultant), MBA action learning course, Fall 2017, 2018.

Entrepreneurship Lab, MBA action learning course, Fall 2015, Spring 2016, Fall 2018.

Sloan Innovation Period Workshop, Fall 2016. Topic: *Ethics and Entrepreneurial Strategy*.

Lecturer for the China Development Bank Executive Program, Fall 2016, 2017, 2018. Topic: *What Makes a Good City Cluster?*

Guest lecturer for the New Zealand Tour MBA course, Spring 2016. Topic: *Location, Natural Disasters, and Firm Resilience*.

Regional Entrepreneurship Acceleration Program (REAP), Executive Education, Spring 2013.

MIT Launch – High School Program, June 2017. Topic: *Ethics and Entrepreneurial Strategy*.

Fox School of Business, Temple University:

Analytical Foundations of Strategy, MBA course, Fall 2012, 2013. Course coordinator.

Global Business Policies, Undergraduate capstone, Fall 2008–2015. Course coordinator, 2011–2012.

Harvard Business School:

Guest lecturer for the Microeconomics of Competitiveness MBA course, Spring 2015. Topic:

Cluster Research and Tools.

COURSE MATERIALS

“Airbnb and Digital Discrimination,” with S. Stern and D. Cook, 2016, MIT Sloan, Case Study.

“Mural Arts Program: New Revenue Streams,” with T.L. Hill, 2011, Fox School of Business, Enterprise Management Consulting (EMC) Case Study.

KEYNOTE, DISCUSSANT, AND PANELIST PRESENTATIONS

Moderator and Presenter, Panel on “How Supply Chain Startups Engage with the Innovation Ecosystem,” Frontiers of Innovation and Entrepreneurship Workshop, MIT Sloan, Cambridge, June 2019.

Panelist, “Pushing Regions beyond their Borders” Santiago de Compostela, Spain, June 2019.

Keynote speaker, “Rethinking the Role of Supply Chain Industries in Innovation,” Supply Chain Management Association (SCMA), Montreal, Canada, May 2019.

Keynote speaker, “Cluster-Based Strategies for Entrepreneurship,” European Union H2020 Project ACTTiVate Final Conference, Madrid, Spain, May 2019.

Panelist, MIT-RISD Product Design & Development Final Presentations, RI, May 2019.

Discussant, 18th Annual Roundtable for Engineering Entrepreneurship Research (REER) Conference, Georgia Tech, Scheller College of Business, Atlanta, GA, November 2018.

Keynote speaker, “Cluster-Based Strategies for Resilience and Inclusivity,” 21st TCI Global Conference, Institute for Competitiveness and Prosperity, Toronto, Canada, October 2018.

KEYNOTE, DISCUSSANT, AND PANELIST PRESENTATIONS (Continued)

- Presenter, “Location and the Inclusivity of the Innovation Economy,” Innovation, Economic Complexity, and Economic Geography Workshop, MIT Media Lab and the Institute for New Economic Thinking Young Scholars Initiative, MIT, August 2018.
- Moderator and Presenter, Panel on “How Artificial Intelligence Startups Engage with the Innovation Ecosystem,” Frontiers of Innovation and Entrepreneurship Workshop, MIT Sloan, Cambridge, June 2018.
- Panelist, “Clusters and Entrepreneurship: Implications for Real Estate Development,” MIT World Real Estate Forum 2018, Panel on Location and Entrepreneurship in China, MIT Center for Real Estate and China Future City Lab, May 2018.
- Panelist, “Cluster-based Strategies for Innovation and Growth in Micropolitan Areas,” Policy Forum on Advancing Economic Development and Workforce Readiness in Micropolitan Areas, the National Academies of Sciences Engineering and Medicine (NASEM) and Indiana University Public Policy Institute, April 2018.
- Keynote speaker, “Clusters, Shocks, and Economic Resilience,” 20th Uddevalla Symposium, University West, Sweden, June 2017.
- Moderator and Presenter, Startup Panel on “Location, Gender, and Startup Success,” Frontiers of Innovation and Entrepreneurship Workshop, MIT Sloan, Cambridge, June 2017.
- Discussant, Kenan Institute for Private Enterprise, Innovative Data for Economic Analysis Workshop, Kenan-Flagler Business School, Chapel Hill, NC, May 2017.
- Presenter, “Benchmark Cluster Definitions: Method and Applications,” Inter-Industry Relatedness and Regional Development Workshop, Center for International Development, Harvard Kennedy School, April 2017.
- Presenter, “Cluster Research,” Collective Learning & Economic Geography Workshop, Collective Learning Group, MIT Media Lab, March 2017.
- Keynote speaker, “The Co-Location of Innovation and Production in Clusters,” Microeconomics of Competitiveness Faculty Workshop, Harvard Business School, Boston, December 2016.
- Panelist, “MIT Entrepreneurship Research Influences Upon Policy,” Celebrating a Half Century of MIT Entrepreneurship, MIT Sloan School of Management, Cambridge, November 2016.
- Moderator, Startup Panel on “Startup Context: Internal and External Drivers of Success,” Frontiers of Innovation and Entrepreneurship Workshop, MIT Sloan, Cambridge, July 2016.
- Panelist, “Knowledge and Technology Intensity of Clusters and Supply Chain Industries,” National Science Foundation and National Center for Science and Engineering Statistics Workshop on High-Technology and Knowledge-Intensive Industry Classification, Arlington, VA, June 2016.
- Panelist, “Identifying Established Clusters: The Value of Benchmark Cluster Definitions,” European Union Workshop on Cluster Mapping and Cluster-based Economic Policy, Harvard Business School, Boston, November 2015.
- Presenter, “The U.S. Cluster Mapping Project: A New Tool for Regional Economic Development,” U.S. Cluster Mapping Launch Event, University of Minnesota, Minneapolis, MN, September 2014.
- Discussant, Academy of Management 2014 Conference, Philadelphia, August 2014. Session on “Geographic Mobility and Innovative Activity” (organized by Rosemarie Ziedonis).
- Keynote speaker, “Estrategia de Localización: Competitividad Nacional, Clusters y la Empresa,” presented at Fundación Rafael del Pino, Madrid, Spain, November 2012.

SELECTED CONFERENCE AND WORKSHOP PRESENTATIONS

“A New Categorization of the U.S. Economy: The Role of Supply Chain Industries in Performance” (with K. Mills), presented at:

- Regional Studies Association Annual Conference, Galicia, Spain, June 2019.
- IE Business School Seminar, Madrid, Spain, May 2019.
- Henley Business School Seminar, Reading, UK, May 2019.
- DRUID Conference, Denmark, June 2018.
- The Geography of Innovation Conference (GEOINNO), Barcelona, February 2018.
- NBER Productivity Lunch Seminar, Cambridge, MA, February 2017.
- Industry Studies Association Conference, Minneapolis, May 2016.
- National Science Foundation Workshop, Washington DC, May 2016.

“The Convergent or Divergent Fortunes of Twinned Clusters and Cities” (with M. Feldman and F. Murray), presented at:

- *Twinning People, Industry Clusters, Cities, and Countries* Workshop, MIT Lab for Innovation Science and Policy, May 2017.
- Association of American Geographers, Annual Meeting, Boston, MA, April 2017.

“Catalysts for Gender Inclusion in Innovation: The Role of Universities and their Top Inventors” (with F. Murray), presented at:

- Max Planck Institute for Innovation and Competition, Munich, September 2019.
- Copenhagen Business School Seminar, Copenhagen, April 2019.
- The Geography of Innovation Conference (GEOINNO), Barcelona, February 2018.

“The Role of Location on the Inventor Gender Gap” (with M. Mariani and F. Murray) presented at:

- DRUID Conference, Denmark, June 2019.
- Innovation, Economic Complexity, and Economic Geography Workshop, MIT Media Lab and the Institute for New Economic Thinking YSI, MIT, August 2018.
- Industry Studies Association Conference, Seattle, WA, May, 2018.
- The Geography of Innovation Conference (GEOINNO), Barcelona, February 2018.

“Clusters and Regional Performance: Implications for Inner Cities” (with K. Zeuli), presented at:

- Workshop in Economic Geography, Bocconi University, Milan, Italy, September 2016.
- NBER Productivity Lunch Seminar, Cambridge, MA, September 2015.
- Workshop on Revisiting the Promise and Problems of Inner City Economic Development, Detroit, MI, September 2015.

“The Co-location of Innovation and Production in Clusters,” presented at:

- Industry Studies Association Conference, Washington DC, May 2017.
- DRUID 2016 Conference, Copenhagen, June 2016.
- 4th Global Conference on Economic Geography, School of Geography and the Environment and Smith School of Enterprise and the Environment, Oxford, August 2015.

“Clusters and the Great Recession” (with M. Porter), presented at:

- London School of Economics Seminar, Economic Geography Department, June 2017.
- Cornell Dyson School Seminar, March 2017.
- Olin Business School Seminar, December 2016.
- BI Norwegian Business School Seminar, Oslo, Norway, August 2016.
- Universitat Politècnica de València Seminar, Valencia, Spain, June 2016.

- Imperial College Business School Seminar, London, December 2015.
 - MIT Sloan TIES Seminar, Cambridge, November 2015.
 - IESE Business School Strategy Seminar, Barcelona, November 2015.
 - Academy of Management 2015 Conference, Vancouver, August 2015. Session on Regional Competitiveness (organized by Alberto Galasso and Alex Oettl).
 - DRUID 2015 Conference, Rome, Italy, June 2015.
 - NBER Productivity Lunch Seminar, Cambridge, MA, November 2014.
 - Regional Studies Association Conference, UCLA, December 2013.
- “Spatial Organization of Firms and Location Choices through the Value Chain” (with J. Alcacer), presented at:
- Northeastern University, Boston, MA, February 2015.
 - Universitat de Barcelona, AQR (Regional Quantitative Analysis Group), June 2013.
 - DRUID 2013 Conference, Barcelona, Spain June 2013.
 - MIT Sloan, TIES Department Seminar, Cambridge, MA, April 2013.
 - NBER Productivity Lunch Seminar, Cambridge, MA, February 2013.
 - Academy of Management 2010 Conference, Montreal, August 2010. Session on “The Where and When of Pharmaceutical Strategy” (organized by David Ridley).
- “The Determinants of National Competitiveness” (with C. Ketels, M. Porter, S. Stern), presented at:
- Rutgers Business School, Newark, NJ, November, 2013.
 - INSEAD, European Competitiveness Initiative, Fontainebleau, June 2013.
 - Universidad Complutense de Madrid Seminar, Spain, November 2012.
 - Lehigh University Seminar, Bethlehem, PA, April 2012.
 - Drexel University Seminar, Philadelphia, April 2012.
 - Microeconomics of Competitiveness Faculty Workshop, HBS, Boston, December 2011.
 - BI Norwegian Business School Seminar, Oslo, September 2011.
 - Meeting on Innovative and Competitive Territories, Orkestra-Instituto Vasco de Competitividad, País Vasco, Spain, September 2010.
- “Defining Clusters of Related Industries” (with M. Porter and S. Stern), presented at:
- Industry Studies Association Conference, Kansas City, MO, May 2013.
 - Microeconomics of Competitiveness Faculty Workshop, HBS, Boston, December 2012.
 - NBER Productivity Lunch Seminar, Cambridge, MA, November 2012.
 - Symposium on the Use of Innovative Datasets for Regional Economic Research, George Washington University, Washington, D.C., May 2012.
- “Clusters and Entrepreneurship” (with M. Porter and S. Stern), presented at:
- NBER’s Entrepreneurship Working Group Meeting, Boston, December 2009.
 - EIBA 2009 Conference, Spain, December 2009.
 - Census Research Data Center Conference, Cornell University, Ithaca, NY, October 2009.
- “Clusters, Convergence, and Economic Performance” (with M. Porter and S. Stern), presented at:
- Department of Management, Wharton School, Philadelphia, February 2008.
 - Strategic Management Department, Fox School, Philadelphia, February 2008.
 - Department of Economics, Rensselaer Polytechnic Institute, Troy, NY, January 2008.
 - Regional Science Association International Conference, Savannah, November 2007.
 - NBER Summer Institute, Innovation Policy and the Economy Group, July 2007.

“IP Protection and the Geography of Trade” (with M. Kyle and A. McGahan), presented at:

- Conference on Patents, Entrepreneurship, and Innovation (organized by M. Schankerman), Alexandria, VA, May 2012.
- Department of Business Administration, Universidad Carlos III, Madrid, Spain, September, 2010.
- NBER, Location of Biopharmaceutical Activity Conference, Savannah, March 2008.

“Do Clusters Really Matter for Companies’ Competitive Strategies? Evidence at the Country Level,” presented at:

- Department of Management, Wharton School, Philadelphia, February 2008.
- NBER Productivity Lunch Seminar, Cambridge, MA, October 2005.
- Academy of International Business 2005 Annual Meeting, Quebec City, July 2005. Paper nominated for the “AIB Haynes Prize for the Most Promising Scholar.”
- CCC Doctoral Consortium, Haas School of Business, Berkeley, CA, April 2005.
- Department of Business Administration, Universidad Carlos III, Madrid, March 2005.
- Department of Strategy, Kellogg School of Management, Evanston, October 2004.

ACADEMIC SERVICE

Co-director (with Emilio Castilla) of the annual [Frontiers of Innovation and Entrepreneurship \(FIE\) Workshop](#), Fundación Rafael del Pino and MIT Sloan, Summer 2016-present.

Co-organizer (with H.C. Kongsted) of DRUID Professional Develop Workshop on [The Dynamics of Female Scientists’ Careers in Innovation](#), Copenhagen Business School, June 2019.

Member of the Editorial Advisory Board of the *Competitiveness Review*.

Reviewer (*ad hoc*) for the Center for Economic Studies (U.S. Census Bureau), Israel Science Foundation, National Science Foundation, and Social Sciences and Humanities Research Council of Canada.

Reviewer (*ad hoc*) for journals: *American Economic Journal: Economic Policy*, *Competitiveness Review*, *Cuadernos de Economía y Dirección de la Empresa*, *Economic Development Quarterly*, *Economic Geography*, *Global Strategy Journal*, *Journal of Business Venturing*, *Journal of Economic Geography*, *Journal of Economics & Management Strategy*, *Journal of International Business Studies*, *Journal of International Management*, *Journal of Regional Science*, *Management Science*, *Organization Science*, *Regional Studies*, *Research Policy*, *Small Business Economics*, *Strategic Entrepreneurship Journal*, and *Strategic Management Journal*.

Member of the Scientific Committee of the Spanish Association of Regional Studies: AECR *Asociación Española de Ciencia Regional*, 2012–2015.

Supervised Theses:

Master’s Thesis Advisor for Konstantin von Bueren, MIT Sloan MBA Student. Thesis title: “Accelerators, Crises, and Startup Performance,” 2016.

Master’s Thesis Reader for Francisca Merchán Higuera, MIT Sloan MBA Student. Thesis title: “A Best-Practice Accelerator for the Granada Health Technology Park,” 2014.

Undergraduate Thesis Faculty Mentor for Gregory McCormick, Fox School’s honor student. Thesis title: “The Microfinance Sector of Mexico: A Path to National Prosperity,” 2013.

CONSULTING ACTIVITIES

Initiative for a Competitive Inner City (ICIC), 2015–present.

The Granada Health Technology Park (*Parque Tecnológico de Ciencias de la Salud*, PTS), Granada, 2013–present.

Member of the Stakeholder Advisory Board of [ACTTiVATe](#) consortium, 2016–2019. Initiative funded by the European Union (INNOSUP), 1.5 million euros, 2016–2019. Project: Pan-European Clusters for Technology Transfer and New Value Chains.

Ministry of Economy, Innovation, and Science of Andalusia (*CEIC, Junta de Andalucía*), Andalusia, Spain, June 2010–January 2011. Assessment of the Entrepreneurial Capacity of Andalusia (with Bill Aulet, Fiona Murray, Scott Stern, and Christopher Walti, at MIT Sloan).

World Economic Forum, 2007–2008.