

# LESTER ALLAN LASRADO

Center for Business Data Analytics  
Department of IT Management  
Copenhagen Business School  
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## EDUCATION

**Copenhagen Business School**, Denmark

**PhD**, Business & Management, Information Systems, Submitted and under-review.

Dissertation: “A Set Theoretic Approach to Maturity Models.”

Supervisors: Prof. Ravi Vatrappu, and Prof. Kim Normann Andersen.

**Tampere University of Technology**, Finland

**MSc (Tech)**, with *Distinction*, Industrial Engineering and Management, Nov 2013.

Thesis: “Crowdfunding in Finland – A new alternative disruptive funding instrument for businesses.”

Advisor: Prof. Artur Lugmayr.

**PES Institute of Technology, Visveswaraiah Technological University**, India

**BE (Tech)**, with *Distinction*, Mechanical Engineering, Feb 2009.

Degree Project: “Enhancing the productivity in the manufacturing of GDV assembly.”

Advisor: Assoc. Prof. Rajesh Mathivanan, and Satyanarayana G (Bosch Ltd).

## RESEARCH AND TEACHING INTERESTS

Maturity models, and quantitative methods for measuring maturity.

Qualitative Comparative Analysis, Necessary Condition Analysis, Set Visualizations.

Quantitative Methods in Information Systems.

Business Intelligence, Big data.

Visual Analytics.

Digital Finance and Robotic Process Automation

E-Learning, Blended Learning, and Case Based Teaching.

## JOURNALS

- [1] Menon, K., Mukkamala, R. R., Lasrado, L., Hussain, A., Vatrappu, R., Jussila, J., and Huhtamäki, J. (2017). Analyzing the Role of Crowdfunding in Entrepreneurial Ecosystems: A Social Media Event Study of Two Competing Product Launches. *International Journal of Entrepreneurship and Small Business (IJESB)*. [Accepted/in press/2017] \*.
- [2] Lasrado, L., Vatrappu, R., Winkler, T. and Wulf, J. (2018). Combining Partial Least Squares with Set Theoretic Methods: A Demonstration in the Context of Maturity Studies. *European Journal of Information Systems (EJIS)*. [Under Preparation].
- [3] Lasrado et.al (2017) Set-Theoretic Approach for Uncovering Prior Research Claims on ITIL Maturity. Under Review at *AIS Transactions on Replication Research Journal*\*

## CONFERENCE PUBLICATIONS

- [4] Lasrado, L., Vatrappu, R., and Mukkamala, R. R. (2017). What is the right quantitative approach for measuring maturity? Forthcoming 2017 European Conference on Information Systems (ECIS), Portugal.

- [5] Lasrado, L., Vatrapu, R., and Andersen, K.N. (2016). A Set Theoretical Approach to Maturity Models: Guidelines and Demonstration. International Conference on Information Systems (ICIS), Dublin, Ireland\*.
- [6] Lasrado, L. and Vatrapu, R. (2016). Maturity Models: A Set Theoretical Approach. Linker & P Rodgers (eds), Proceedings of the International Workshop on Set Visualization and Reasoning, SetVR 2016. CEUR, Aachen, pp. 44-58. CEUR Workshop Proceedings, vol. 1655.
- [7] Lasrado, L., Vatrapu, R., and Andersen, K.N. (2016). A Methodological Demonstration of Set-Theoretical Approach to Social Media Maturity Models Using Necessary Condition Analysis. Proceedings of the 20th Pacific Asia Conference on Information Systems, Taiwan.
- [8] Menon, K., Kärkkäinen, H., and Lasrado, L (2016). Towards a Maturity Modelling Approach for the Implementation of Industrial Internet. Proceedings of the Pacific Asia Conference on Information Systems, Taiwan.
- [9] Lasrado, L., Vatrapu, R., and Andersen, K.N. (2015). Maturity Models Development in IS Research: A Literature Review. IRIS Selected Papers of the Information Systems Research Seminar in Scandinavia 2015. Paper 6, Oulu, Finland\*.
- [10] Lasrado, L., and Lugmayr, A. (2014). Equity crowdfunding-A Finnish case study. Multimedia and Expo Workshops (ICMEW), IEEE, China.
- [11] Jussila, J., Menon, K., Mukkamala, R. R., Lasrado, L., Hussain, A., Vatrapu, R., and Huhtamäki, J. (2016). Crowdfunding in the Development of Social Media Fanbase--Case Study of Two Competing Ecosystems. 49th Hawaii International Conference on System Sciences, IEEE, Hawaii, USA.
- [12] Huhtamäki, J., Lasrado, L., Menon, K., Kärkkäinen, H., and J. Jussila (2015). Approach for investigating crowdfunding campaigns with platform data: case Indiegogo. Proceedings of the 19th International Academic Mindtrek Conference, ACM, Tampere, Finland\*.
- [13] Lasrado, L., and Lugmayr, A. (2013). Crowdfunding in Finland: A New Alternative Disruptive Funding Instrument for Businesses. Proceedings of International Conference on Making Sense of Converging Media, ACM, Tampere, Finland

#### **ADDITIONAL PUBLICATIONS**

- [14] Kjær, J.F., Jacobsen, C.K., Herdel, S.B., Houlind, R. and Lasrado, L (2017). Omni channel Marketing. Facts & Figures. Denmark 2017.
- [15] Andersen, K.N., Henriksen, H., Lasrado, L and Lee, J. (2017). The WOC Model: Maturity Models for Managers in the Era of Technical Diversity? 14th Scandinavian Workshop on E-Government, Sundsvall, Sweden.

#### **MANUSCRIPTS**

- [16] Lasrado, L (2017). A Set Theoretic Approach to Maturity Models. PhD Thesis. Copenhagen Business School [Submitted for Assessment].
- [17] Lasrado, L (2013). Crowdfunding in Finland: A New Alternative Disruptive Funding Instrument for Businesses. Master Thesis. Tampere University of Technology, Finland. [\[Link\]](#)

#### **DOCTORAL CONSORTIUM**

Hawaii International Conference on System Sciences (HICSS) Doctoral Fellow 2017.

#### **TEACHING AND ADVISING EXPERIENCE**

**Lecturer**, Copenhagen Business School, Denmark

Social Media Management, Fall 2015. Very good evaluations: [2015](#)

Social Media Management, Fall 2016. Very good evaluations: [2016](#)

Social Media Management, Fall 2017.

**Master Thesis Advisor**, Copenhagen Business School, Denmark  
Department of IT management, 2014-Present.  
Topics: Social CRM, Maturity Models, Big data, and Value Creation.  
Supervised 5 Master Thesis Students.

**Invited Lecturer**, Copenhagen Business School, Denmark  
Visual Analytics: Big Data / Social Data Analytics (Prof. Ravi Vatrapu), Fall 2016, 2017.

**Invited Lecturer**, Westerdals Oslo School of Arts, Comm. & Technology, Norway  
Visual Analytics for Big Social Data Analytics (Prof. Ravi Vatrapu), Fall 2016.

**External Examiner**, Westerdals Oslo School of Arts, Comm. & Technology, Norway  
Visual Analytics for Big Social Data Analytics (Prof. Ravi Vatrapu), Fall 2016.  
Social Media Management (Kjeld Hansen), Fall 2016.

### **ACADEMIC SERVICE**

Reviewer, Americas Conference on Information Systems, AMCIS 2017.  
Reviewer, European Conference of Information Systems, ECIS 2016.  
Reviewer, Pacific Asia Conference of Information Systems, PACIS 2016.  
Reviewer, The Hawaii International Conference on System Sciences, HICSS 2016  
Reviewer, Information Systems Research Conference in Scandinavia, IRIS 2015.  
Reviewer, International conference on electronic Government, EGOV2015.  
Organizer, Workshop on Big Social Data Analytics, CBS, Oct 2015

### **PEDAGOGICAL TRAINING (CBS Academic Development)**

Supervision of Master's Thesis, Fall 2015  
Technology enhanced teaching and learning, March 2015  
Learning to teach, CBS Academic Development, January 2015  
Oral Examination and Assessment, May 2015

### **OTHER RESEARCH EXPERIENCE**

**Prof. Artur Lugmayr**, Media Lab, Tampere University of Technology, Finland  
**Research Assistant**, Mar 2013 to Oct 2013  
Event manager of Academic Mindtrek 2013 with responsibilities of making the conference proceedings, reviewer management and guest management.  
**Project Researcher**, Media Lab, Mar 2014 to Jun 2014  
Study of Crowdfunding in Finland & Organizing Panels around Crowdfunding.  
Event manager of Academic Mindtrek 2014.

### **INDUSTRY COLLABORATIONS**

**Networked Business Initiative (NBI)**, Denmark, 2014-Present

**Krifa**, Denmark, 2017- Present

- Designed the maturity scoring logic and the data collection model for NBI. I consult them on their data collection mechanism, implementation of new features and analyze their data.
- Analyzing Happiness of Danish workers in collaboration with NBI.

### **IT SKILLS**

Microsoft Office (Word, Visio Excel, PowerPoint, Outlook, Publisher).  
Statistical Software's (SPSS, STATA, Smart PLS, R), Altyrex and Tableau.  
MaxQDA for Qualitative Research  
Camtasia and Panopto for E-Learning.

## LANGUAGES SKILLS

<b>Konkani</b>	Native	<b>English</b>	Fluent, Native
<b>Hindi</b>	Fluent	<b>Kannada</b>	Fluent
<b>Finnish</b>	Basic	<b>Danish</b>	Basic

## PROFESSIONAL EXPERIENCE

**Novo Nordisk A/S**, Denmark

**Data Analyst**, Sept 2017 to Present

*About the Company:* Novo Nordisk A/S is a Danish multinational pharmaceutical company headquartered in Bagsværd, Denmark, with production facilities in eight countries, and affiliates or offices in 75 countries.

*Responsibility:* Developing dashboards for Financial Planning and Analytics. Develop business insights from data, investigate improvements in product supply and ad-hoc projects. Examples include predicting maintenance in a plant and forecasting financial burn rate for the next year.

**Genpact**, Bangalore, India

**Business Analyst**, Apr 2010 to Aug 2011

*About the Company:* Genpact is a global IT corporation, employs over 70000 people with annual revenue of approximately US\$ 2.4 billion.

*Responsibility:* Consultant for General Electric with primary responsibility of statistical modelling and forecasting failure of parts. Experimenting with new techniques, business intelligence reporting styles, and communicating of results to field Engineers. Developing cost forecasts, pipeline scorecard, budgeting and quota setting along with managing the sign-off process with financial auditors.

**Kennametal**, Bangalore, India

**Manufacturing Engineer**, Jul 2008 to Apr 2010

*About the Company:* Kennametal is a global leader in advanced materials and cutting tools, employs over 14000 people and has annual revenue of US\$ 5 billion.

*Responsibility:* Manufacturing of sintered carbides, man-management of 6 technicians, generating meaningful insights from shop floor data and reporting key metrics to the higher management. Lead lean and six sigma activities, supported sales in handling customer complaints.

## LIFE IN DENMARK

I have been living in Denmark for three years now. Being able to get into the Danish culture and to experience an international, multicultural society has surely provided me an important asset for my professional and personal life. Privately, I am engaged to a Danish woman and we will be married end of this year. I like to spend time cooking, travelling and reading. We have a canoe in Farum and enjoy spending time in the summer at the lake camping. During winters, to escape the cold, grey and windy weather in Copenhagen I prefer to attend conferences in warmer locations, visit my hometown in India for Christmas and write academic articles.

## REFERENCES

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Tampere University of Technology  
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