

# Robert Wayne Gregory

## Curriculum Vitae

McIntire School of Commerce  
University of Virginia  
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### EDUCATION AND EXPERIENCE

#### Education

- 2016 **IESE BUSINESS SCHOOL** BARCELONA, SPAIN  
Received the Spanish executive education degree ‘Programa de Desarrollo Directivo’ (PDD), a six-month weekend program covering all key areas of general management.
- 2007-2010 **GOETHE UNIVERSITY FRANKFURT** FRANKFURT, GERMANY  
Received Doctoral degree in Management Information Systems, August 2010. Completed dissertation with High Honors on the Evolution and Management of Global Technology Sourcing Relationships.
- 2004-2006 **COMMUNITY OF EUROPEAN MANAGEMENT SCHOOLS** BARCELONA, SPAIN  
Received the CEMS Master’s Degree in International Management (CEMS-MIM) with High Honors. Completed courses across different business domains at the University of Cologne, Cologne, Germany, and ESADE (Escuela Superior de Administración y Dirección de Empresas) Business School, Barcelona, Spain. Specialized in English and Spanish as key foreign languages.
- 2000-2006 **UNIVERSITY OF COLOGNE** COLOGNE, GERMANY  
Received combined Bachelor’s and Master’s degree (Diploma) in Business Information Systems, with High Honors. Completed thesis with High Honors on vendor selection and governance decision processes in information technology outsourcing based on a multiple-case study in Latin America in cooperation with SAP Andina y del Caribe and IESA Business School, Caracas, Venezuela.

#### Work Experience

- 2019-present **UNIVERSITY OF VIRGINIA** CHARLOTTESVILLE, USA  
*Associate Professor with Tenure, IT and Entrepreneurship Area*
- 2013-2019 **IESE BUSINESS SCHOOL** BARCELONA, SPAIN  
*Assistant Professor, Department of Information Systems*
- 2011-2013 **UNIVERSITY OF GÖTTINGEN** GÖTTINGEN, GERMANY  
*Akademischer Rat (a higher public service state official in a scientific university in Germany) with teaching, research, and service responsibilities at the Chair for E-Finance and Electronic Markets of Prof. Dr. Jan Muntermann*
- 2007-2010 **E-FINANCE LAB, HOUSE OF FINANCE (GOETHE UNI)** FRANKFURT, GERMANY  
*Collaborative research (with Deutsche Bank, T-Systems, DZ Bank, IBM, Accenture), teaching assistance (to Prof. Dr. Wolfgang König, including a core course on Information Management), service/management (for E-Finance Lab at the House of Finance, including relationships with the*

*press, organization of industry-academic conferences, and assistance to the management of the House of Finance)*

2006-2007	<b>BDV BEHRENS GMBH</b> <i>Product manager, International Trade Department</i>	HAMBURG, GERMANY
2004-2005	<b>UNIVERSITY OF COLOGNE</b> <i>Teaching Assistant, Computer Science Department (Lehrstuhl Prof. Dr. Michael Jünger)</i>	COLOGNE, GERMANY

### **Visiting Professorships**

2016-2020	<b>REYKJAVÍK UNIVERSITY</b>	REYKJAVÍK, ICELAND
2014-2020	<b>UNIVERSITY OF GÖTTINGEN</b>	GÖTTINGEN, GERMANY
2016-2017	<b>UNIVERSITY OF COLOGNE</b>	COLOGNE, GERMANY
2009, 2013	<b>GEORGIA STATE UNIVERSITY</b>	ATLANTA, USA

## **RESEARCH**

### **Research Fellowships, Awards, Grants, and Recognition**

- 2020 • Verizon professorship (Emerging Scholars) awarded by McIntire School of Commerce
- Teaching Case “Driving Digital Transformation at the DBS Bank” (SI-0195-E), coauthored by Evgeny Kaganer, Robert Gregory and Catalin Codrean, awarded as one of the top fifteen bestselling cases in 2019 in the subject category “Knowledge, Information and Communication Systems” at the Case Centre
- 2018 • Received the Best ISR (*Information Systems Research*) reviewer Award for the year 2017
- 2018 • Awarded a 4-year competitive grant of 20,000 Euros from the Spanish Ministry of Economy, Industry and Competitiveness for a project on “Caso práctico de la transformación digital en Europa” (project ECO2017-88576-R)
- 2016 • Received the Early Career Award from the global Association for Information Systems (<https://aisnet.org/news/news.asp?id=324749>)
- 2013 • MISQ Paper "Control Balancing in Information Systems Development Offshoring Projects" nominated for the 2013 VHB (German Academic Association for Business Research) Best Paper Award as the most promising IS paper in the year 2013 in the German-speaking IS community and was one of the finalists for the Best European Research Paper of the Year 2014, awarded by the CIONET community of 4000 European CIOs
- 2011 • Received the Alcatel-Lucent-Dissertation Award (<http://www.stiftungaktuell.de/>)
- Finalist for the TARGION 2011 scientific doctoral dissertation award for strategic information management (<http://www.intargia.com/deutsch/veranstaltungen/targion/>)

### **Publications: Scholarly Journal Articles**

1. Gregory, R.W.; Prifling, M.; Beck, R. “The Role of Cultural Intelligence for the Emergence of Negotiated Culture in IT Offshore Outsourcing Projects,” *Information Technology and People*, Vol. 22, No. 3, 2009, pp. 223-241
2. Beck, R; Marschollek, O; Gregory, R.W. “Establishing Preconditions for Spanning the Boundaries in Public Private IT Megaprojects,” *International Journal of Information Technology Project Management*, Vol. 1, No. 4, 2011, pp. 20-37

3. Beck, R.; Schott, K.; Gregory, R.W. "Mindful Management Practices in Global Multi-Vendor ISD Outsourcing Projects," *Scandinavian Journal of Information Systems*, Vol. 23, No. 2, 2011, pp. 5-28
4. Beck, R.; Weber, S.; Gregory, R.W. "Theory-Generating Design Science Research," *Information Systems Frontiers*, Vol. 15, No. 4, 2013, pp. 637-651
5. Gregory, R.W.; Beck, R.; Keil, M. "Control Balancing in Information Systems Development Offshoring Projects," *Management Information Systems Quarterly*, Vol. 37, No. 4, 2013, pp. 1211-1232
6. Gregory, R.W.; Muntermann, J. "Heuristic Theorizing: Proactively Generating Design Theories," *Information Systems Research*, Vol. 25, No. 3, 2014, pp. 639-653
7. Gregory, R.W.; Keil, M. "Blending Bureaucratic and Collaborative Management Styles to Achieve Control Ambidexterity in IS Projects," *European Journal of Information Systems*, Vol. 23, No. 3, 2014, pp. 343-356
8. Beck, R.; Gregory, R.W.; Marschollek, O. "The Interplay of Institutional Logics in IT Public-Private Partnerships," *The DATA BASE for Advances in Information Systems*, Vol. 46, No. 1, 2015, pp. 24-38.
9. Gregory, R.W.; Keil, M.; Muntermann, J.; Mähring, M. "Paradoxes and the Nature of Ambidexterity in IT Transformation Programs," *Information Systems Research*, Vol. 26, No. 1, 2015, pp. 57-80
10. Gregory, R.W.; Káganer, E.; Henfridsson, O.; Ruch, T.J. "IT Consumerization and the Transformation of IT Governance," *Management Information Systems Quarterly*, Vol. 44, No. 4, 2018, pp. 1225-1253.
11. Widjaja, T.; Gregory, R.W. "Monitoring the Complexity of IT Architectures: Design Principles and an IT Artifact," *Journal of the AIS*, Vol. 21, No. 3, Article 4.
12. Gregory, R.W.; Henfridsson, O.; Kaganer, E.; Kyriakou, H. "The Role of Artificial Intelligence and Data Network Effects for Creating User Value," *Academy of Management Review*, forthcoming
13. Drechsler, K.; Gregory, R.W.; Wagner, H.T.; Tumbas, S. "At the Crossroads between Digital Innovation and Digital Transformation," *Communications of the AIS*, forthcoming

#### **Publications: Refereed Conference Proceedings**

14. Ellinger, E.W.; Gregory, R.W.; Almandoz, J. (2020) Building Shared Purpose without Managers: How Can Holacracy Work? At: *The 80th Annual Meeting of the Academy of Management August 7-11, 2020 | Virtual (due to COVIT-19)*
15. Gregory, R.W.; Wagner, H.-T.; Tumbas, S.; Drechsler, K. (2019) At the Crossroads between Digital Innovation and Digital Transformation. In: *International Conference on Information Systems (ICIS)*; Munich, Germany
16. Gregory, R.W.; Kyriakou, H. (2018) Learning Effects: The Role of Digital Technology on Platforms. At: *The 78th Annual Meeting of the Academy of Management August 10-14, 2018 | Chicago, Illinois, USA*
17. Ellinger, E.W.; Gregory, R.W. (2018) Owing Without Ownership: How Self-Managing Organizations Reshape Internal Corporate Governance. At: *The 78th Annual Meeting of the Academy of Management August 10-14, 2018 | Chicago, Illinois, USA*
18. Döppner, D.A.; Gregory, R.W.; Schoder, D.; Siejka, H. (2016) Exploring Design Principles for Human-Machine Symbiosis: Insights from Constructing an Air Transportation Logistics Artifact. In: *International Conference on Information Systems (ICIS)*; Dublin, Ireland
19. Weinrich, T.; Muntermann, J.; Gregory, R.W. (2016) Exploring Principles for Corporate Digital Infrastructure Design in the Financial Services Industry. In: *Pacific Asia Conference on Information Systems (PACIS)*; Chiayi, Taiwan
20. Piccinini, E.; Hanelt, A.; Gregory, R.W.; Kolbe, L. (2015) Transforming Industrial Business: The Impact of Digital Transformation on Automotive Organizations. In: *International Conference on Information Systems (ICIS)*; Fort Worth, USA
21. Piccinini, E.; Gregory, R.W.; Kolbe, L. (2015) Changes in the Producer-Consumer Relationship – Towards Digital Transformation. In: *Wirtschaftsinformatik Proceedings (WI)*, Osnabrück, Germany.
22. Hanelt, A.; Piccinini, E.; Gregory, R.W.; Hildebrandt, B.; Kolbe, L. (2015) Digital Transformation of Primarily Physical Industries – Exploring the Impact of Digital Trends on Business Models of Automobile Manufacturers. In: *Wirtschaftsinformatik Proceedings (WI)*, Osnabrück, Germany.
23. Ruch, T.J.; Gregory, R.W. (2014) Consumerization of IT – Where is the Theory? Presented at: *The 18th Pacific Asia Conference on Information Systems (PACIS)*, Chengdu, China

24. Gregory, R.W.; Ruch, T.J.; Kaganer, E.; Henfridsson, O. (2014) Toward Everyone's IT: A Study of Consumerization at GlobalBankCorp. Presented at: *The 74th Annual Meeting of the Academy of Management* – August 1-5, 2014 – Philadelphia, PA
25. Piccinini, E.; Gregory, R.W.; Muntermann, J. (2014) Complexity in IS Programs: A Delphi Study. In: *European Conference on Information Systems (ECIS)*, Tel Aviv, Israel
26. Schuetz, A.; Widjaja, T.; Gregory, R.W. (2013) Escape from Winchester Mansion – Toward a Set of Design Principles to Master Complexity in IT Architectures In: *International Conference on Information Systems (ICIS)*; Milano, Italy
27. Piccinini, E.; Gregory, R.W. (2013) The Nature of Complexity in IS Projects and Programmes. In: *European Conference on Information Systems (ECIS)*, Utrecht, The Netherlands
28. Widjaja, T.; Gregory, R.W. (2012) Design Principles for Heterogeneity Decisions in Enterprise Architecture Management. In: *International Conference on Information Systems (ICIS)*; Orlando, USA
29. Gregory, R.W.; Keil, M.; Muntermann, J. (2012) Ambidextrous IS Strategy: The Dynamic Balancing Act of Developing a 'Transform & Merge' Strategy in the Banking Industry. In: *International Conference on Information Systems (ICIS)*; Orlando, USA
30. Alic, I.; Muntermann, J.; Gregory, R.W. (2012) State of the Art of Financial Decision Support Systems based on Problem, Requirement, Component, and Evaluation Categories. In: *Bled eConference*, Bled, Slovenia
31. Weber, S.; Beck, R.; Gregory, R.W. (2012) Combining Design Science and Design Research Perspectives – Findings of Three Prototyping Projects. In: *Proceedings of the Hawaii International Conference on System Sciences (HICSS-45)*; Grand Wailea, Maui, Hawaii, USA
32. Wiener, M.; Remus, U.; Mähring, M.; Gregory, R.W. (2011) Control Perception Differences in IS Offshoring Projects: Conceptualization and an Empirical Test of Performance Impact. In: *Pre-ICIS Workshop, AIS Special Interest Group for Information Technology Project Management (SIGITProjMgmt)*
33. Gregory, R.W., and Muntermann, J. (2011) Theorizing in Design Science Research: Inductive versus Deductive Approaches. In: *International Conference on Information Systems (ICIS)*; Shanghai, People's Republic of China
34. Weber, S.; Beck, R.; Gregory, R.W. (2010) Design Science in Research Cooperation with the Industry: Findings from three Prototyping Projects. In: *5<sup>th</sup> International Conference on Design Science Research in Information Systems and Technology (DESRIST)*; St. Gallen, Switzerland
35. Schott, K., Beck, R., and Gregory, R.W. (2010) Management of Globally Distributed Software Development Projects in Multiple-Vendor Constellations. In: *Global Sourcing of Information Technology and Business Processes*, I. Oshri and J. Kotlarsky (eds.). *Lecture Notes in Business Information Processing*, Springer Berlin Heidelberg, pp. 69-81.
36. Gregory, R.W. (2010) Design Science Research and the Grounded Theory Method: Characteristics, Differences, and Complementary Uses. In: *European Conference on Information Systems (ECIS)*, Pretoria, South Africa
37. Gregory, R.W. (2010) Review of the IS Offshoring Literature: The Role of Cross-Cultural Differences and Management Practices. In: *European Conference on Information Systems (ECIS)*, Pretoria, South Africa
38. Vogt, K.; Beck, R.; Gregory, R.W. (2010) Conflict as Manifestation of Culture in Global IS Outsourcing Relationships. In: *European Conference on Information Systems (ECIS)*, Pretoria, South Africa
39. Marschollek, O.; Beck, R.; Gregory, R.W. (2010) Psychological Contract Violation in IT Megaprojects in the Context of Public Private Partnerships – The German TollCollect Case. In: *European Conference on Information Systems (ECIS)*, Pretoria, South Africa
40. Beck, R.; Marschollek, O.; Gregory, R.W. (2010) The Role of Boundary Spanning in Public-Private IT Megaprojects. Winner of the BEST PAPER AWARD. In: *Pre-ICIS Workshop, AIS Special Interest Group for Information Technology Project Management (SIGITProjMgmt)*
41. Vogt, K.; Gregory, R.W.; Beck, R. (2009) Measuring Client-Vendor Distance in Global Outsourcing Relationships: A Conceptual Model. In: *9th International Conference Wirtschaftsinformatik*, Wien, Austria.
42. Prifling, M.; Gregory, R.W.; Beck, R. (2009) Project Control in IT Offshore Outsourcing Projects: From Behavior Control to Output Control to Good Client-Vendor Relationship. In: *9th International Conference Wirtschaftsinformatik*, Wien, Austria.

43. Prifling, M.; Gregory, R.W.; Beck, R. (2009) Changing Psychological Contracts and their Effect on Control Modes in IT Offshore Outsourcing Projects – A Case from the Financial Services Industry. In: Proceedings of the *Hawaii International Conference on System Sciences* (HICSS-42), Waikoloa, Big Island, Hawaii.
44. Gregory, R.W.; Beck, R.; Prifling, M. (2009) Breaching the Knowledge Transfer Blockade in IT Offshore Outsourcing Projects – A Case from the Financial Services Industry. In: Proceedings of the *Hawaii International Conference on System Sciences* (HICSS-42), Winner of the BEST PAPER AWARD, Waikoloa, Big Island, Hawaii.
45. Beck, R.; Gregory, R.W.; Prifling, M. (2008) Cultural Intelligence and Project Management Interplay in IT Offshore Outsourcing Projects. In: Proceedings of the *International Conference on Information Systems* (ICIS), Paris, France.
46. Prifling, M.; Gregory, R.W.; Beck, R. (2008) Project Management Techniques for Managing Cross-Cultural Differences in IT Offshore Outsourcing. In: Proceedings of the Fourteenth *Americas Conference on Information Systems* (AMCIS), Toronto, Canada.
47. Gregory, R.W.; Beck, R.; Prifling, M. (2008) Drivers of Individual Performance in IT Offshore Outsourcing Projects – A Case Study from the German Banking Industry. In: Proceedings of the Fourteenth *Americas Conference on Information Systems* (AMCIS), Toronto, Canada.
48. Gregory, R.W., Prifling, M. (2008) How Information Systems Providers Develop and Manage Expertise and Leverage Their Client Relationships for Competitive Advantage. In: *Information Technology in the Service Economy: Challenges and Possibilities for the 21st Century*. M. Barrett, E. Davidson, C. Middleton, J. DeGross, eds. Springer Boston, 311-319.
49. Gregory, R.W.; Prifling, M.; Beck, R. (2008) Managing Cross-Cultural Dynamics in IT Offshore Outsourcing Relationships: The Role of Cultural Intelligence. In: *Second Global Sourcing Workshop*, Val d'Isere, Frankreich.

#### **Publications: Other**

50. Gregory, R.W., Ullings, B.; Alessandrini, I.; Burger, A.; Stieger, J. “Industrialized and Ready for Digital Transformation? Why Banks Lack the Agility to Compete,” IESE & Synpulse Schweiz, 2015
51. Káganer, E.; Gregory, R.W.; Codrean, C., “Driving Digital Transformation at the DBS Bank”, IESE Teaching Case, SI-195-E, 2016
52. Gregory, R.W.; Káganer, E.; Balaguer, J.P. “How to Overcome Resistance and Get Commitment from Users”, IESE Technical Note, SIN-54-E, 2017
53. Sieber, S.; Gregory, R.W. “Facebook’s Data Debacle in 2018. How to Move on?”, IESE Teaching Case, SI-200-E, 2018
54. Sieber, S.; Gregory, R.W. “How to Manage Data Responsibly?”, IESE Insight, Third Quarter 2018, Issue 38, p. 64-65.
55. Gregory, R.W. “Yes, you can bypass IT”, IESE Insight, April 2019, Issue No. 152, p. 30-31.
56. Gregory, R.W.; Savic, B., “Blockchain for Managers”, IESE Technical Note, SIN-61-E, 05/2019
57. Röthke, C.; Gregory, R.W., “Communicating Requirements with User Stories”, IESE Technical Note, SIN-60-E, 04/2019
58. Röthke, C., Gregory, R.W. “Agile Methodologies and Organizational Agility”, IESE Technical Note, SIN-58-E, 02/2019
59. Röthke, C.; Gregory, R.W.; Káganer, E., “Hypothesis-Driven Experimentation”, IESE Technical Note, SIN-57-E, 02/2019
60. Röthke, C.; Gregory, R.W., “Qualitative Customer Research”, IESE Technical Note, SIN-56-E, 01/2019
61. Balaguer, J.P.; Gregory, R.W.; Zamora, J., “Jobs to be Done: Application in Environments of High Digital Density”, IESE Technical Note, SIN-62-E, 06/2019

#### **Media Interviews and Publicity**

1. Interviewed and quoted in *Actualidad Económica*. ¿Podría hundirse Facebook? May 21, 2018, p. 20-22.
2. Interviewed and quoted in *Manager Magazin*. “Die Rattenfänger von Digitalien” January 19, 2018, p. 68.

3. Interviewed and quoted in *Berliner Zeitung*. “Kompetenzen steigern mit neuer Technik” July 8/9, 2017, p. B5.

### **Invited Presentations**

1. Seminar, Digital Transformation, University of Passau, June 2018
2. Seminar, Digital Transformation, HEC Montreal, Canada, April 2018
3. Keynote, AIS Special Interest Group on Grounded Theory Workshop, ECIS conference, 2017
4. Keynote, AIS Special Interest Group on Grounded Theory Workshop, ICIS conference, 2015
5. Speaker, AIS Special Interest Group on Grounded Theory Workshop, ICIS conference, 2013

## TEACHING

### **University of Virginia** (Aug. 2019 – Present)

Average instructor rating (recently): 4.5 / 5

Undergraduate (UG) – Product and Project Management (Ave. Instructor Rating 4.6)

M.S. in Commerce – Product and Project Management (Ave. Instructor Rating 4.4)

### **IESE Business School** (Sep. 2013 – Jul. 2019)

Average instructor rating (Sep. 2018 – Jul. 2019): 4.4 / 5

ESE Senior MBA – Digital Transformation (Ave. Course Rating 4.6)

PMD Munich 2019-4 – Digital Transformation (Ave. Course Rating 4.5)

GEMBA 2019 Elective – Agile Organizing (Ave. Course Rating 4.0)

PMD BCN 2019 Spring – Digital Transformation (Ave. Course Rating 4.9)

Industry 4.0 – Digital Transformation (Ave. Course Rating 4.1)

MBA 2019-4 – Digital Transformation (Ave. Course Rating 4.2)

Custom Program-Ricoh – Value Co-Creation (Ave. Course Rating 4.6)

ESE Seminario Int. Ex. MBA – Digital Transformation (Ave. Course Rating 4.2)

EMBA MAD-2019-5-A – Digital Transformation (Ave. Course Rating 4.4)

EMBA MAD-2019-5-B – Digital Transformation (Ave. Course Rating 4.2)

## SERVICE

### **Editorial Service**

- Associate Editor, *Information Systems Research* (01/2020 – present)
- Associate Editor, *Journal of the Association for Information Systems* (01/2020 – present)
- Guest Associate Editor, *MIS Quarterly – Special Issue on Managing AI* (2019 – 2020)
- Editorial Review Board Member, *Journal of the Association for Information Systems* (2018 – 2019)
- Associate Editor, *European Conference on Information Systems* (2012 – 2019)
- Associate Editor, *International Conference on Information Systems* (2012 – 2020)

### **Service to the Discipline (AIS: Association for Information Systems)**

- President-Elect, *SIG DITE* (Digital Innovation, Transformation and Entrepreneurship) (01/2020 – present)
- Assistant *VP of Indexing and Publications*, Association for Information Systems (09/2019 – present)
- Mentor, *paper hackathon*, International Conference on Information Systems (2019)
- Organizer, *professional development workshop*, International Conference on Information Systems (2019)

### **Student Mentoring**

#### *Doctoral Students*

- Thierry Jan Ruch. Topic: IT Consumerization. Successfully defended in 2016. Informal external advisor.

- Timo Weinrich. Topic: Corporate IT Transformations. Successfully defended in 2018. Informal external advisor.
- Melina Moleskis. Topic: Crowdfunding Decisions, Motivations and Sustainability. Successfully defended in September 2018. Dissertation Committee Member.
- Sumelika Bhattacharyya. Topic: Institutional Hybridity. Successfully defended in October 2019. Dissertation Committee Member.
- Eleu Ellinger. Topic: Holacracy and Agile Organizations. To be defended in 2020. Dissertation Committee Member.

### **Internal Service**

#### *University of Virginia*

- Coordinator, Mod 3 ‘Digital Transformation’, M.S. in MIT
- Member, Admissions Committee, M.S. in MIT

#### *IESE Business School*

- Member, Faculty Search Committee (2016, 2017, 2018)
- Department Liaison, Ph.D. Program (2014 - 2018)
- Organizer, Distinguished Research Seminar (2018)
- Mentor, MBA first-year students (2015, 2016, 2017, 2018)

### **Peer Review**

#### *Journals*

- MIS Quarterly (MISQ), Information Systems Research (ISR), Journal of the Association for Information Systems (JAIS), Journal of Management Information Systems (JMIS), Information Systems Journal (ISJ), European Journal of Information Systems (EJIS), Strategic Journal of Information Systems (SJIS), Business and Information Systems Engineering (BISE), Information Technology and People (IT&P), IEEE Transactions on Professional Communication

#### *Conferences and Workshops*

- International Conference on Information Systems, European Conference on Information Systems, Americas Conference on Information Systems, Hawaii International Conference on Systems Sciences, International Conference Wirtschaftsinformatik

#### *Programs/Grants*

- ‘Technological Progress and the Future of the Corporation’ Program by the British Academy