

NELSON F. GRANADOS

Associate Professor of Information Systems
Graziadio School of Business and Management
Pepperdine University

Office: Pepperdine University – Irvine Campus
18111 Von Karman Ave.
Irvine, CA 92612
Phone: (949) 223-2541 Cell: (949) 923-9871
E-mail: nelson.granados@pepperdine.edu
Website: www.tinyurl.com/granados

EDUCATION

UNIVERSITY OF MINNESOTA, Carlson School of Management **Minneapolis, MN**
09/01-08/06 **Ph.D.** in Information and Decision Sciences
 M.S. and **Ph.D. Minor** in Applied Economics

05/93-06/94 **MBA** (M.S. in Business Administration)
 Concentrations: Marketing and International Business

UNIVERSIDAD DE LOS ANDES **Bogota, Colombia**
01/86-05/91 **B.S.** in Industrial Engineering, 1991
09/89-06/90 International Exchange Program for Academic Achievement, University of Minnesota
 Research Assistant – Information and Decision Sciences

AWARDS AND HONORS

- [Best Paper Award](#) (Third Place), 2011, Columbia Business Initiative.
- Best Reviewer of the Year Award, 2009, *Journal of Strategic Information Systems*.
- Julian Virtue Professorship, 2007-2009.
- e-Business Best Paper Award, INFORMS Annual Meeting, San Diego, CA, Nov. 2009.
- [Best Paper Award](#), Hawaii International Conference on System Sciences, Kona, HI, Jan. 2008.
- Best Publication of the Year in the Information Systems discipline, awarded by senior scholars of the *International Conference on Information Systems*, Montreal, Dec. 2007.
- Best Paper of the Year Award, *Journal of the Association for Information Systems*, 2006.
- University of Minnesota Graduate School Fellowship, 2005-2006.
- Carlson School of Management Goldsborough Research Award, May 2005.
- Carlson School of Management Fellowship, 2005-2006. Dissertation proposal ranked 1st.
- Outstanding Teaching Award, Carlson School of Management, 2004-2005.

INVITED PRESENTATIONS

- Invited Speaker, MIS Research Center Seminar Series, Carlson School of Management, University of Minnesota, Minneapolis, November 2009.
- Invited Presentation, MIS Research Workshop, Carlson School of Management, University of Minnesota, Minneapolis, November 2009.
- Distinguished Speaker and Visitor, Executive seminar, Carey School of Business, Arizona State University, January 2009.
- Keynote Speaker, *International Conference on E-Commerce*, August 2007.

PUBLICATIONS

- Granados, N.F., Gupta, A., and Kauffman, R.J. (2012) “Online and Offline Demand and Price Elasticities: Evidence from the Air Travel Industry,” *Information Systems Research*, 23(1), pp. 164-181. [[pdf](#)].
e-Business Best Paper Award, INFORMS Annual Meeting, San Diego, CA, 2009.
Presented at the Symposium on Digital Systems and Competition, Rensselaer Polytechnic Institute, Feb. 2009, Albany, NY.
- Granados, N.F., Kauffman, R. J., Lai, H., and Lin, H. (2012), “A la Carte Pricing and Price Elasticity in Air Travel,” *Decision Support Systems*, 53(2), pp. 381-394.
- Granados, N. F., Kauffman, R. J., Lai, H., and Lin, H. (2011) “Decommoditization, Resonance Marketing, and IT: An Empirical Study of Air Travel Services Amidst Channel Conflict,” *Journal of Management Information Systems*, 28(2), pp. 39-74.
- Lieb, A., Nicholson, T., and Granados, N.F. (2010) “The Changing Role of the Residential Real Estate Broker,” *Graziadio Business Review*, 13(4). [[Link](#)]
- Granados, N.F., Gupta, A., Kauffman, R.J. (2010) “Information Transparency in Business-to-Consumer Markets: Concepts, Framework, and Research Agenda,” *Information Systems Research*, 21(2), pp. 207-226. [[pdf](#)]
- Chun, M.W.S., Sohn, K., Arling, P., Granados, N.F. (2009) “Applying Systems Thinking to Knowledge Management Systems,” *Journal of IT Case and Applications Research*, 11(3), pp. 43-67.
- Granados, N.F., Kauffman, R. J., and King, B. (2008) “How has Electronic Travel Distribution been Transformed? A Test of the Theory of Newly-Vulnerable Markets,” *Journal of Management Information Systems*, 25(2), pp. 73-95. [[pdf](#)]
- Granados, N.F., Gupta, A., and Kauffman, R.J. (2008) “Designing Online Selling Mechanisms: Transparency Levels and Prices,” *Decision Support Systems*, 45(4), pp. 729-745. [[pdf](#)].
Top 25 Decision Support Systems papers in Science Direct, Oct.-Dec. 2008.
- Granados, N. F. (2008) “IT-Enabled Information Transparency: A Strategic Approach,” *Graziadio Business Report*, 11(3). [[Link](#)]. Chinese version in [Chief Executive China](#) magazine.
- Granados, N.F., Gupta, A., and Kauffman, R.J. (2007) “IT-Enabled Transparent Electronic Markets: The Case of the Air Travel Industry,” *Information Systems and e-Business Management*, 5(1), pp. 65-91. [[pdf](#)]
- Chun, M., Williams, M, and Granados, N. F. (2007) “Managing Organizational Knowledge,” *Graziadio Business Report*, 10(2). [[Link](#)]
- Granados, N.F., Gupta, A., and Kauffman, R.J. (2006) “The Impact of IT on Market Information and Transparency: A Unified Theoretical Framework,” *Journal of the Association for Information Systems*, 7(3), pp. 148-178. [[pdf](#)]
Best Paper of the Year Award by the Journal of the Association for Information Systems.
Best Publication of the Year by senior scholars of the International Conference on Information Systems.
- Granados, N.F., Gupta, A., and Kauffman, R.J. (2005) “Transparency Strategy in Internet-Based Selling,” in K. Tomak (Ed.), *Advances in the Economics of Information Systems*, Idea Group Publishing, Harrisburg, PA, pp. 80-112.
- Granados, N. F. (2002) “A Review of *Information Technology and Tourism: A Challenging Relationship*,” (H. Werthner & S. Klein, SpringWien, NY, NY, 1999), *Electronic Markets*, 12(4), pp. 301-303.

REFEREED CONFERENCE PROCEEDINGS

- “Are Consumers Strategic? Empirical Evidence from the Air Travel Industry,” (with Li, J. and Netessine, S.).
2011 *Workshop on IS and Economics*, Shanghai, China.

2011 *INFORMS Management Science and Operations Management Annual Conference*, Ann Arbor, MI.

2011 *Annual INFORMS Revenue Management and Pricing Section Conference*, New York City, NY.

- “The Value to Consumers of IT-Supported A la Carte Pricing: A Test of the Strategic Decommoditization Hypothesis,” (2011) (with Kauffman, R.J., Lai, H., Lin H.) *Proceedings of the 44st Hawaii International Conference on System Sciences (HICSS)*, Kauai, HI. [[pdf](#)]
- “Demand and Revenue Impacts of the Opaque Channel: Empirical Evidence from the Airline Industry,” with Han, K., Zhang, D. *Workshop on IS and Economics (WISE)*, St. Louis, MO, December 2010. [[pdf](#)]
- “The Impact of the Opaque Channel on Online and Offline Sales: Empirical Evidence from the Airline Industry,” (2010) (with Han, K. and Zhang, D.) *Proceedings of the 10th Annual Revenue Management and Pricing Conference*, Cornell University, Ithaca, NY.
- “The Emerging Role of Vertical Search Engines in Travel Distribution: A Newly-Vulnerable Electronic Markets Perspective,” (2008) (with Kauffman, R. J., and King, B.), *Proceedings of the 41st Hawaii International Conference on System Sciences (HICSS)*, Kona, HI. [[pdf](#)]. ***Best Paper Award***.
- “Systems Theory and Knowledge Management Systems: The Case of Pratt-Whitney Rocketdyne,” (2008) (with Chun, M., Sohn, K., and Arling, P.), *Proceedings of the 41st Hawaii International Conference on System Sciences (HICSS)*, Kona, HI. [[pdf](#)]
- “Designing Internet-based Selling Mechanisms: Multichannel Transparency Strategy,” (2005) (with Gupta, A. and Kauffman, R. J.), *Proceedings of the 15th Workshop on IT and Systems (WITS)*. [[pdf](#)]
Presented at the INFORMS Annual Meeting, San Francisco, CA, November 2005.
- “Empirical Analysis of Internet-Enabled Market Transparency: Impact on Demand, Price Elasticity, and Firm Strategy,” (2005) (with Gupta, A. and Kauffman, R. J.). *Workshop on IS and Economics (WISE)*, Irvine, CA. [[pdf](#)]
- “Identifying Facilitators and Inhibitors of Market Structure Change: A Hybrid Theory of Unbiased Electronic Markets,” (2005) (with Gupta, A. and Kauffman, R. J.), *Proceedings of the 38th Hawaii International Conference on System Sciences (HICSS)*, Kona, HI. [[pdf](#)]
- “Can You See What I See? Market Transparency, Consumer Demand, and Strategic Pricing in B2C Electronic Commerce,” (2003) (with Gupta, A. and Kauffman, R. J.), *Proceedings of the 8th INFORMS Conference on IS and Technology (CIST)*, Atlanta, GA.

PROFESSIONAL EXPERIENCE

NORTHWEST AIRLINES–KLM Alliance 11/98-08/01 **Amsterdam, Netherlands**

Manager, Revenue Management

- Forecasted travel demand from U.S. to Europe, Africa, Middle East, and India, taking into account macroeconomic and competitive factors.
- Defined the Northwest/KLM Alliance ~\$2 billion annual inventory strategy based on travel demand forecasts. This strategy specifies the countries and market segments that the Alliance should target in order to maximize revenue.
- Managed a team of 15 Northwest/KLM analysts and two yield management systems to maximize revenue for flights between North America and Europe/India.
- Successfully led and implemented a reengineering project of the Northwest-KLM Alliance revenue management function. Responsibilities included: Definition of user requirements and implementation of state-of-the-art revenue management software, business process reengineering, and reorganization of the department.

NORTHWEST AIRLINES INC.

Specialist, Pacific Revenue Management 06/97-10/98 **Minneapolis, Minnesota**

- Forecasted sales on flights to Asia and led market actions to improve weak routes.
- Developed a statistical model for air travel demand forecasting.

Pricing Specialist 07/95-06/97 **Tokyo, Japan**

- Developed Japan point-of-sale pricing and sales plans.
- Recommended negotiation strategies with major agencies and wholesalers.
- Identified weak market demand and led sales tactics such as price promotions.
- Represented Northwest Airlines at the 1996 International Airline Travel Association (IATA) Pricing Conference in Geneva, Switzerland.

Senior Analyst - Pacific Pricing 07/94-06/95 **Minneapolis, Minnesota**

- Priced Asian routes based on market, distribution, and competitive forces.
- Developed revenue analysis models to support pricing strategy and tactics.

IBM CORP. 04/92-07/93 **Bogota, Colombia**

Product Manager - Computer Integrated Manufacturing (CIM)

- Developed and executed the country-level sales strategy for CIM solutions.
- Made demonstrations of ERP software and CIM solutions to potential clients.
- Latin America Product Development Award 1993, Nashville, TN.

Sales Representative – Manufacturing Sector

- Managed sales accounts of multinational corporations such as Coca-Cola.
- Led RFP submissions, requirements analysis, and implementation of enterprise applications at clients.
- 100% Club: 1992 Sales Award for exceeding revenue goals by 28%.