

JEFFREY HANS PEO

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RESEARCH AREA

I am interested in how professional work is organized in the era of AI and how technology mediates changes in firm strategy, operations, and structure.

My thesis *How AI Reshapes the Professional Service Firm: Evidence from Management Consulting* looks at how the incorporation of data scientists and AI-based client solutions into a private partnership leads to changes in its structure, performance, and identity. I take three approaches: First, a longitudinal network analysis of a firm's partnership structure using social network analysis methods; second, a structural analysis of multidisciplinary team performance using configural team concepts and regression modeling; and third, a language-based analysis of the evolution of firm identity and image using natural language processing. Individually, the papers address mechanisms through which competing professions utilize the workplace and public spheres to capture domain; collectively, I theorize how a second profession claims jurisdiction within an established professional service firm through the control over new technology.

FORMAL EDUCATION

University of Oxford – Saïd Business School **Oxford, UK**
Doctor of Philosophy in Management, expected 2025; Supervised by Mari Sako and Matthias Holweg

University of Virginia – Darden Graduate School of Business Administration **Charlottesville, VA**
Master of Business Administration, May 2010

University of Pennsylvania – School of Engineering & Applied Science **Philadelphia, PA**
Master of Science in Electrical Engineering, August 2005

Trinity College **Hartford, CT**
Bachelor of Science in Physics & Engineering, May 2003

CONTINUED EDUCATION & DEVELOPMENT

Methods and Statistics in the Social Sciences
University of Amsterdam, Coursera Specialization, completed May-October 2020
5-course program covering: Quantitative Methods; Qualitative Methods; and Basic & Inferential Statistics

Applied Data Science with Python & Statistics with Python
University of Michigan, Coursera Specializations, completed April-September 2020
5-course and 3-course programs covering: Introduction to Data Science in Python; Applied Plotting, Charting, and Data Representation; Applied Machine Learning; Applied Text Mining; Applied Social Network Analysis; Understanding and Visualizing Data; Inferential Statistical Analysis; and Fitting Statistical Models to Data

Data Science Specialization (using R)
Johns Hopkins University, Coursera Specialization, completed March-September 2020
10-course program covering: The Data Scientists Toolbox; R programming; Getting and Cleaning Data; Exploratory Data Analysis; Reproducible Research; Statistical Inference; Regression Models; Practical Machine Learning; and Developing Data Products

Additional relevant online coursework completed
Statistics for Researchers: Understanding Mediation, Moderation and Beyond (University of Virginia); Measuring Causal Effects in the Social Sciences (University of Copenhagen); Econometrics: Methods and Applications (Erasmus Rotterdam), Microeconomics: The Power of Markets & Microeconomics: When Markets Fail (University of Pennsylvania), Global Trends for Business and Society (University of Pennsylvania), Business Strategies for Social Impact (University of Pennsylvania), Network Dynamics of Social Behavior (University of Pennsylvania), Organizational Analysis (Stanford), Shaping Work of the Future (MITx), Internet Giants, the Law and Economics of Internet Platforms (University of Chicago), Mathematics for Machine Learning: Linear Algebra & Multivariate Calculus, (Imperial College, London), Strategic Management of Innovation (HEC Paris), Organizational Design & Management (HEC Paris), Design Thinking (HEC Paris), Economic Policymaking (IE Business School), Trade, Immigration, & Exchange Rates (IE Business School), and Business Opportunities & Risks in a Globalized Economy (IE Business School)

RESEARCH & PUBLICATIONS

Project Work

In addition to my thesis and own research, I support two Oxford initiatives dedicated to the AI ecosystem and Tech Transformations:

- **The Oxford Venture Analytics Initiative**, in collaboration with OpenOcean.vc, seeks to develop a taxonomy and AI-powered classification system for the UK AI ecosystem to support founders, funders, and policymakers. The project is led by Mari Sako and Matthias Qian and is funded by the Impact Acceleration Fund from the Economic and Social Research Council.
- **Tech Transformation Roundtables**: Bringing together lawyers, technologists, and policymakers to facilitate the 'missing conversations' for the future of law in the era of artificial intelligence. The project was commissioned by the City of London Corporation and led by Professor Michael Smets of Oxford.

Publications

- Smets, M., Rodgers, I., **Peo, J.** 2023 Professional Service Firms in Gallouj, F., Gallouj, C., Monnoyer, M.C. and Rubalcaba, L. eds., *Elgar Encyclopedia of Services*. Edward Elgar Publishing.
- Smets, M., Rodgers, I., **Peo, J.** 2023 Innovation in Professional Service Firms in Gallouj, F., Gallouj, C., Monnoyer, M.C. and Rubalcaba, L. eds., *Elgar Encyclopedia of Services*. Edward Elgar Publishing.

AWARDS & RECOGNITION

- **Saïd Foundation Scholarship** – awarded to cover full tuition and living expenses for the duration of the program
- **Green Templeton College Scholarship** – competitive scholarship awarded for academic excellence and contributions to the college community
- **Presidential fellow, Trinity College** – awarded to the top scholar in each department; fellows serve a one-year term on an advisory committee to the college president
- **First year writing award, Trinity College** – recognized has having written one of the best papers across the entire incoming class

TEACHING

University of Oxford – Saïd Business School

Oxford, UK

Teacher's Assistant - Predictive Analytics MBA Elective (2022)

- *Taught 36 MBA students to program in R during the lab session of the course*

University of Oxford

Oxford, UK

Undergraduate Tutor – Strategic Management Course (2022)

- *Weekly hour-long tutorial sessions for groups of four Economics & Management students*
- *Marked essays and collections (exams)*

Boston University

Boston, MA

Invited Speaker (2019)

- *Developed materials for and led a 90-minute MBA class on data strategy and analytics*

SERVICE

- Co-creator of the STAR (sharing termly achievements in research) seminar series
- Club Secretary of the Oxford University Squash Racquets Club and member of the men's varsity squash team
- Co-president of the Society of Physics Students (Trinity College, CT)

TECHNICAL SKILLS

- Expertise in Excel and PowerPoint
- Proficiency in Python and R
- Additional programming experience in C, JAVA, MATLAB, FORTRAN, HTML, CSS, JavaScript

PROFESSIONAL EXPERIENCE

Walkli | Co-founder & CEO

2016- Present | Boston, MA

Walkli is a web-based platform that connects travelers with local experts using custom routed sightseeing maps

Key Accomplishments

- Completed opportunity assessment, including: researching existing market landscape, identifying and defining product gaps, and building financial models to quantify potential
- Crafted business plans and pitch decks used to build relationships with Boston-area investors and funds, raised \$200,000+ in seed funding
- Led all aspects of product design and testing; managed a team of outsourced developers
- Recruited a team of experienced industry advisors to support the growth of the company
- Launched a revenue-generating product; reached over 200,000 users

ZS Associates | Manager (2013-2016) & Consultant (2010-2013)

2010-2016 | Boston, MA

ZS Associates is a management consulting firm focused on end-to-end sales and marketing strategies and solutions; my focus was in the pharmaceutical and biotech industries

Primary Responsibilities (as manager)

- Identify opportunities, draft proposals, and sell project work to new and existing clients
- Create project plans, outline approaches and required analysis, and manage project timelines and budgets
- Lead local (Boston office), remote (other US offices), and offshore (India, China) project teams
- Engage with clients as primary point of contact and presenter of project results
- Mentor junior staff members in Boston office

Primary Responsibilities (as consultant)

- Execute analysis as outlined by project managers; draft PowerPoint slides to be used in client presentations
- Manage team of junior staff members in Boston and India offices

Select Projects

- Facilitation of wargaming workshop to prepare client for product launch in a highly-competitive market
- Launch strategy for first-to-market therapeutic for ultra-rare orphan disease
- Global market assessment to inform senior management on business unit spin-off decision
- Design and management of incentive compensation plan for 200+ national sales team
- Scenario analysis and financial modeling to support organization restructuring, impacting 1,000+ employees
- Opportunity assessment and forecasting to inform M&A negotiations for national oncology company

AIR Worldwide | Research Analyst

2006-2008 | Boston, MA

AIR Worldwide is a consulting and software services firm providing risk assessment for natural and man-made disasters; I was a member of the ~40-person research department responsible for developing the models used in the firm's products

Select Projects

- Advancement of a model to assess structural and financial risk to offshore oil platforms due to Atlantic basin hurricanes
- Incorporation of Portuguese, Greek, Italian, and Turkish statistical data into European earthquake damage model to meet client demands for more accurate and up-to-date damage projections
- Analysis of data from multiple terrorist bombings to develop prediction metrics for estimating blast radii in urban centers; laid groundwork for terrorist attack risk model

Research & Writing Responsibilities

- Publication of a series of twelve internal papers on major historical disasters; internally reviewed by department scientists and used for model validation
- Daily production of disaster activity briefs covering earthquake, severe storm, and wildfire activity; used for company-wide distribution