

## STEPHEN MICHAEL IMPINK

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English (Native); French (B1/Intermediate)

### EXPERIENCE

- 2023-** HEC Paris, Paris, France  
Assistant Professor (tenure-track), Strategy and Business Policy
- 2011-2018** Microsoft Corporation, Seattle and Singapore  
Senior Manager, Windows/OEM

### OTHER APPOINTMENTS

- 2023-** Hi! Paris AI Research Consortium, Faculty Affiliate  
**2026** Microsoft AI Economy Institute, Senior Fellow  
**2019-** Boston University, Technology and Policy Research Initiative, Affiliate  
**2021-** Harvard University, Harvard Extension School, Instructor  
**2016-2017** Harvard University, GSAS, Weatherhead Center for International Affairs  
**2018-2020** Microsoft Corporation, Visiting Scholar, Human Resources

### EDUCATION

- 2018-2023** New York University, New York, New York  
Ph.D., Management, Stern School of Business  
M.Phil., Management, Stern School of Business
- 2016** The University of Chicago, Chicago, US and London, UK  
MBA, Booth School of Business
- 2010** Duke University, Durham, North Carolina  
MA, Economics
- 2007** University of Georgia, Athens, Georgia  
BBA, Finance, Summa Cum Laude, 3.97/4

### PUBLICATIONS

Bessen J., Impink S., Seamans R. (2025). “The Business of AI-producing Startups: Evidence from a Worldwide Survey”. In Jia, N. and Csaszar, F. (Eds.), Handbook of AI and Strategy, Edward Elgar Publishing. *Forthcoming*.

Impink, S. M., Prat A., and Sadun, R. (2024) “Communication within Firms: Evidence from CEO Turnovers”. *Management Science*, 71(1), pp. 470–487.  
DOI:10.1287/mnsc.2022.02719

Bessen, J., Impink, S., Seamans, R., and Reichensperger, L. (2022). “The Role of Data for AI Startup Growth”. *Research Policy*, 51(5), 104513.  
DOI:10.1016/j.respol.2022.104513

DeFilippis, E., Impink, S., Singell, M., Polzer, J. T., and Sadun, R. (2022). “The Impact of COVID-19 on Digital Communication Patterns”. In *Nature Humanities and Social Sciences Communications*, 9 (1), 180. DOI:10.1057/s41599-022-01190-9

Bessen, J., Impink S., Seamans, R. (2022). “The Cost of Ethical AI Development for Startups”. In *Proceedings of 2022 ACM Conference on Artificial Intelligence, Ethics, and Society (AIES’22)*, August 1–3, 2022, Oxford, UK. ACM.  
DOI:10.1145/3514094.3534195

Impink, S., Prat A., and Sadun, R. (2020). “Measuring Collaboration in Modern Organizations”. In *AEA Papers & Proceedings*, (110), pp. 181–186.  
DOI:10.1257/pandp.20201068.

### **IN PROGRESS**

Impink, S.M., Miric, M., “Tradeoffs of Using Multiple IT Providers for Startup Growth”.  
[https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=4977423](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4977423) (*Revise and resubmit*)

Impink, S.M., Raj, M., “ChatBot Adoption and Startup Employment: Evidence from High-Tech Firms”. [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=4973431](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4973431)  
(*Revise and resubmit*)

Bessen, J., Impink, S., Seamans, R., “The Role of Ethical Practices in AI Startups”.  
[https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=4378280](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4378280) (*Under review*)

Impink, S.M. “The Role of Complementary Technical Asset in Scaling: Evidence from AI Startups” [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=4977309](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4977309) (*Under review*)

Impink, S. M., “General-Purpose Technologies and Differentiation: Evidence from Startup Cloud Adoption”. [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=4200675](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4200675)  
(*Under review*)

Impink, S., Wright, N., “Can startups generate a competitive advantage with open AI tools”. [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=5386212](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=5386212) (*Under review*)

Impink, S.M., Wright, N.L., Seamans, R., “Innovation on a Leash: Tradeoffs of Corporate Accelerators for Entrepreneurial Growth”  
[https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=5291626](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=5291626) (*Under review*)

Aleksandraviciute, M., Impink S., Seamans, R., “Space for Growth: Startups on the Final Frontier” (*Under review*)

Impink, S., Yeaton, M., “Measuring Strategic Ambiguity during CEO Changes”. Early Stage Project

## REPORTS

Aleksandraviciute, M., Impink S., Seamans, R. (2025). “Industrial Policy for the Final Frontier: Governing Growth in the Emerging Space Economy.” Brookings Center on the Economics and Regulation of AI and emerging technologies.

<https://www.brookings.edu/articles/industrial-policy-for-the-final-frontier-governing-growth-in-the-emerging-space-economy/>

Bessen, J., Impink, S., Seamans, R. (2022). “Ethical AI Development: Evidence from AI Startups”. Brookings Center on Regulation and Markets Working Paper,

<https://www.brookings.edu/articles/ethical-ai-development-evidence-from-ai-startups/>

Bessen, J., Impink, S., Seamans, R., (2022). “How do startups self-govern their ethical AI developments?” [https://sites.bu.edu/tpri/files/2022/08/corp-governance-and-ethical-practices\\_report\\_5-4-2022.pdf](https://sites.bu.edu/tpri/files/2022/08/corp-governance-and-ethical-practices_report_5-4-2022.pdf)

Bessen, J., Impink, S., Seamans, R., and Reichensperger, L., (2020). “GDPR and the Importance of Data to AI startups”.

[https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3576714](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3576714)

## AWARDS AND GRANTS

Hi! Paris Visiting Faculty Fellowship (€20K, with M. Miric)

Microsoft AI Economy Institute (\$95K)

HEC Paris Doha Grant: 2025 (€3K, with M. Yeaton)

HEC Paris Foundation Grant: 2024 (€25K)

HEC Paris S&O Institute Grant: 2024 (€5K)

Hi! PARIS Grant: 2023 (€23K); 2025 (€10K, with M. Yeaton)

Microsoft Future of Work Grant, 2022 (\$20K), 2023 (€20K), 2024 (€27K)

Fubon Center for Technology, Business and Innovation Fellowship, 2022 (\$5K)

NYU Stern Management & Organizations Department Dissertation Grant, 2022 (\$3K)

Microsoft Future of Work PhD Fellowship, 2021(\$5K), 2022 (\$5K)

Gloria Appel Fellowship in Entrepreneurial Studies (NYU), 2022

Joseph H. Taggart Fellowship (NYU), 2022

NYU, Center for Global Economy and Business, Dissertation Grant, 2021, 2022 (\$6K)

NYU, Graduate Research Institute Fellowship, Berlin, 2020 (\$10K)

## PAPER PRESENTATIONS

“Can startups generate a competitive advantage with open AI tools”

Open Forum EU (Berlin), Nov 2023; SMS Copenhagen, 2025; IE, May 2026; AOM August 2026

“ChatBot Adoption and Startup Employment: Evidence from High-Tech Firms”

ESSEC, March 2025; MAD (Wharton/Columbia), May 2025; Strategy Science (IESE), June 2025; Ghosal (London Business School), June 2025; AOM, July 2025; SMS, October 2025; AOM, Aug 2026

“Tradeoffs of Using Multiple IT Providers for Startup Growth”

MAD (Wharton/Columbia), May 2024; DRUID (Nice), June 2024; University College London, June 2024; INSEAD, October 2024; AOM, July 2025; VU Amsterdam, April 2026

“General-Purpose Technologies and Differentiation: Evidence from Startup Cloud Adoption” WEFI Entrepreneurship Seminar, Dec 2021; ECDC (NYU/Columbia),

April 2022; MAD (Wharton/Columbia), May 2022; CCC (U Toronto), June 2022; SMS, Sept 2022; National University of Singapore, Nov 2022; Singapore Management University, Nov 2022; HEC Paris, Nov 2022; Purdue, Dec 2022; Toulouse School of Economics Digital Econ, Jan 2023; HEC Lausanne, March 2023; Toulouse School of Economics Platforms Seminar, May 2023; AOM, Aug 2023; London Business School, Nov 2023; INSEAD, Jan 2023; IESEG, April 2024

“The Role of Complementary Technical Asset in Scaling: Evidence from AI Startups”  
EGOS, July 2022; SMS, Sept 2022; University of Southern California AIM, March 2023; Strategy Science, June 2023; AOM, Aug 2023; SMS, October 2025

“The Role of Ethical Practices in AI Startups”  
Harvard (WCFIA) Nov 2021; Boston University TPRI, Nov 2021, April 2022; September 2023; DRUID, June 2022; SMS (Bocconi), June 2022; IDEC (INSEAD), June 2022; ACM AIES (Oxford), July 2022; AOM, Aug 2022; Cambridge, Dec 2022; S&O HEC Paris, June 2023; SMS, Sept 2023; OECD, Nov 2023; Microsoft Research AICE, May 2024; Oxford, June 2024; Sheffield, May 2025

“Communication within Firms: Evidence from CEO Turnovers”  
Microsoft MSR, Sept 2018; ECDC (NYU/Columbia), April 2021; Ghoshal (London Business School), May 2021; Society for Institutional & Organizational Economics, June 2021; DRUID, Oct 2021; Microsoft (Office BG), Feb 2021; People & Organizations Conference (Wharton), Oct 2021

“The Role of Data for AI Startup Growth”  
Harvard (WCFIA) Nov 2018; R&D Conference (Ecole Polytechnique), June 2019; NYU, Nov 2020; Max Planck Innovation, Dec 2020; Boston University TPRI Seminar, Dec 2020; Schumpeter Society, July 2021; AOM, Aug 2021; HBS Digital Initiative, Sept 2021

“Space for Growth: Startups on the Final Frontier”  
ETH Zurich, September 2025

“Innovation on a Leash: Tradeoffs of Corporate Accelerators for Entrepreneurial Growth” AOM, Aug 2024; HEC Paris, INSEAD, ESSEC Conf., Dec, 2025

“Collaborating During Coronavirus: The Impact of COVID-19 on the Nature of Work”  
NYU Future of Work & Organization Seminar, Oct 2020

## **TEACHING**

From Algorithms to Ethics: Managing AI Responsibly (HEC Paris)  
MBA: Winter, 2024, 2025, 2026; Spring 2024, 2025, 2026  
Grande Ecole (MSc Strategic management): Winter 2024, 2025, 2026

Management & Organizations (NYU Stern Undergrad.), Jan 2022

AI Ethics in Business: Managing Bias and Ethical Usage (Harvard Extension School Grad.), Aug 2025, 2026

Management of Technology (Harvard Extension School Grad.), Fall 2021, Spring 2023,  
CARS (HEC Paris MBA Simulation), Summer 2024, 2025; Spring 2025, 2026

## PROFESSIONAL SERVICE

HEC Paris: External Seminar Coordinator, 2025-2027; Internal Seminar Coordinator, 2023-27; MA Thesis Supervisor, 2024 (1), 2025 (3), 2026, (3); PhD Monitoring Committee, 2024 (2); 2025 (1); 2026 (1).

Ad Hoc Reviewer: Management Science, Strategic Management Journal, Organization Science, Strategy Science, Academy of Management, Journal of Economics and Management Strategy, Journal of Public Economics, Industrial and Corporate Change, Swiss National Science Foundation, Research Policy

ACM: FaaCT Conference (programming committee, 2022-23), AIES (programming committee, 2025)

Duke University, MA Economics Alumni Advisory Board, 2020-22

NYU: PhD Brown Bag, 2020-21; Future of Work Group student coordinator, 2020-23

## PRESS COVERAGE

Wall Street Journal: “Is the Home Office more Productive?”

<https://www.wsj.com/articles/is-a-home-office-actually-more-productive-some-workers-think-so-11609563632> and featured in the print Weekend Journal on January 2, 2021.

Economist: “How has the pandemic changed working lives?”

<https://www.economist.com/graphic-detail/2020/08/20/how-has-the-pandemic-changed-working-lives> and featured in the print edition on September 12, 2020.

Bloomberg: “Pandemic Workday Is 48 minutes longer.”

[https://www.bloomberg.com/news/articles/2020-08-03/the-pandemic-workday-is-48-minutes-longer-and-has-more-meetings?utm\\_source=url\\_link](https://www.bloomberg.com/news/articles/2020-08-03/the-pandemic-workday-is-48-minutes-longer-and-has-more-meetings?utm_source=url_link)

New York Times: “Can I actually be missing my commute?”

<https://www.nytimes.com/2020/10/23/realestate/can-i-actually-be-missing-the-commute.html>

Washington Post: “Remote work really does mean longer days — and more meetings.”

<https://www.washingtonpost.com/business/2020/08/04/remote-work-longer-days/#click=https://t.co/utBWOHSXB5>

HBS Working Knowledge: “You’re Right! You Are Working Longer and Attending More Meetings.”

<https://hbswk.hbs.edu/item/you-re-right-you-are-working-longer-and-attending-more-meetings>

Washington Post: “Why a fake commute could pave the way to work-from-home balance.”

[https://www.washingtonpost.com/lifestyle/wellness/fake-commute-home-work-transition-/2021/02/22/49f79d56-6cb7-11eb-9f80-3d7646ce1bc0\\_story.html](https://www.washingtonpost.com/lifestyle/wellness/fake-commute-home-work-transition-/2021/02/22/49f79d56-6cb7-11eb-9f80-3d7646ce1bc0_story.html)

LSE Business Review: “How do internal communication flows change when a new CEO is appointed?”

<https://blogs.lse.ac.uk/businessreview/2021/09/27/how-do-internal-communication-flows-change-when-a-new-ceo-is-appointed/>