

TING CAO

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ACADEMIC EMPLOYMENT

Assistant Professor of Management, *tenure track* 2022 ~ *Now*
Holzschuh College of Business Administration, Niagara University, Toronto, Canada
Instructor 2018 ~ 2022
Schulich School of Business, York University, Toronto, Canada

EDUCATION

Ph.D. in Operations Management and Information Systems 2022
Schulich School of Business, York University
M.A. in Business Economics 2012
Wilfrid Laurier University
B.A. in Economics 2011
Western University
Diploma in Operational Research 2019
Canadian Operational Research Society
Quantitative Methods Diploma 2023 *expected*
York University

PROFESSIONAL DEVELOPMENT & CERTIFICATION

Certified Supply Chain Professional (CSCP), Association for Supply Chain Management APICS
Project Management Professional (PMP), Project Management Institute
ERPsim Certified Instructor (Level 1), ERPsim Lab, HEC Montréal
Data Science Associate, Dell EMC
Certified Statistical Business Analyst Certification, SAS
Certified Base Programmer, SAS

PUBLICATIONS

Appeared

1. **Cao, T.**, Cook, W.D., & Kristal, M.M. (2022). Has the technological investment been worth it? Assessing the aggregate efficiency of nonhomogeneous bank holding companies in the digital age. *Technological Forecasting & Social Change*, 178 121576, ISSN 0040-1625, <https://doi.org/10.1016/j.techfore.2022.121576>
2. **Cao, T.**, & Yeomans, J.S. (2017). An Evolutionary Firefly Algorithm, Goal Programming Optimization Approach for Setting the Osmotic Dehydration Parameters of Papaya. *Journal of Software Engineering and Applications*, 10, 128-142.

3. **Cao, T.,** & Yeomans, J.S. (2016). The Calculation of Optimal Osmotic Dehydration Process Parameters for Mushrooms by Employing: A Firefly Algorithm. *International Journal of Environmental & Agriculture Research*, 2(12).
4. **Cao, T.,** & Yeomans, J.S. (2016). Creating Alternatives for Stochastic Water Resources Management Decision-Making Using a Firefly Algorithm-Driven Simulation-Optimization Approach. *The Global Environmental Engineers*, 3, 2, 49-62.

Working paper

1. **Cao, T.,** Kristal., M.M., Rungtusanatham, M., & Field, J. M. Digitizing Retail Banking Services: Customer Focus, Process Alignment, and Performance Improvement (*Being revised for submission to Journal of Business Research*)
2. From Old to New Niches: Reinventing Small to Mid-Sized Financial-Service Brands in the Face of Digital Transformation, with Kristal., M.M., Rungtusanatham, M., Strebinger, A., Divinus, O.T., & Huang, X.W. (*working-in-progress*)
3. Unleashing Operational Agility: Exploring the Nexus of Service Digitization Capabilities and High- vs. Low-Systemic Service Performance in Bank-FinTech Collaboration during the Digital Age (*Manuscript in preparation*)
4. Does Digital Transformation Leadership in Banking Really Matter? (*Manuscript in preparation*)
5. Mobile Banking Apps: What do Customers Really Care About? (*working-in-progress*)
6. Retail Banking Digitization Journey: A Literature Review (*working-in-progress*)

TEACHING EXPERIENCE

Holzschuh College of Business Administration, Niagara University in Ontario

1. MGT 674 – Strategic Supply Chain Management (MBA Course)
 - 2023. In-person. Class size: **25**. Evaluation: **na/4**
 - 2022. In-person. Class size: **8**. Evaluation: **3.5/4**
2. MGT 651 – Strategic MIS (MBA Course)
 - 2023. In-person (Sat). Class size: **21**. Evaluation: **na/4**
 - 2023. In-person (Sat). Class size: **23**. Evaluation: **3.8/4**
 - 2023. On-line Asynchronous. Class size: **21**. Evaluation: **3.7/4**
 - 2022. On-line Asynchronous. Class size: **29**. Evaluation: **3.7/4**
 - 2022. In-person. Class size: **7**. Evaluation: **3.9/4**
3. MGT 611 – Decision Modeling & Analytics (MBA Course)
 - 2023. In-person. Class size: **18**. Evaluation: **na/4**
4. MGT 351 – Advanced Excel Business Modeling (Undergraduate Course)
 - 2023. On-line Synchronous. Class size: **21**. Evaluation: **3.8/4**

Schulich School of Business, York University

1. OMIS 2010 Operations Management (BBA Core Course)
 - 2022. In-person. Class size: **50**. Evaluation: **6/7**
 - 2021. HyFlex. Class size: **60**. Evaluation: **6/7**
 - 2020. On-line. Class size: **54**. Evaluation: **6.3/7**

- 2019. In-person. Class size: **55**. Evaluation: **6.2/7**
2. MGMT 1000 Introduction to Business (BBA Core Course-Lab Sections)
 - 2018. In-person. Section B Class Size: **25**. Evaluation: **6.1/7**
 - 2018. In-person. Section A Class Size: **30**. Evaluation: **5.6/7**

CONFERENCE AND PRESENTATIONS TALKS

1. **Cao, T.**, Kristal, M.M., Rungtusanatham, J.M., & Field, J. M. Digitizing Retail Banking Services: An Empirical Examination of Drivers and Outcomes of Digitization Capability. *2023 33rd POMS Annual Conference*, Orlando, FL. USA. May 21 – 25, 2023.
2. **Cao, T.**, Kristal, M.M., Rungtusanatham, J.M., & Field, J. M. Digitizing Retail Banking Services: An Empirical Examination of Drivers and Outcomes of Digitization Capability. *2023 ASAC Annual Conference*, Toronto CANADA. June 3 – 5, 2023.
3. **Cao, T.**, Kristal, M.M., Rungtusanatham, J.M., & Field, J. M. Digitizing Retail Banking Services: An Empirical Examination of Drivers and Outcomes of Digitization Capability. *Supply Chain Forum, Schulich School of Business*, Toronto CANADA. June 9 -10, 2023.
4. **Cao, T.**, Cook, W.D., & Kristal, M.M. Has Technological Progress Made Banks More Efficient? Assessing the Aggregate Efficiency of Nonhomogeneous Bank Holding Companies in the Digital Age. *2020 Canadian Operational Research Society (CORS) 62nd Annual Conference*, Toronto, ON, CA. June 8-10, 2020. (*conference cancelled*).
5. **Cao, T.**, Kristal, M.M., & Rungtusanatham, J.M. Mobile Banking Apps: What Customers Really Care About? *2020 31st POMS Annual Conference*, Minneapolis, MN, USA. April 23-27, 2020. (*invited; conference cancelled*).
6. **Cao, T.**, Cook, W.D., & Kristal, M.M. Measuring the Efficiencies of Bank Holding Companies in the Digital Age: A Two-Stage DEA Problem with Non-Homogeneous Decision-making Units. *2019 INFORMS Annual Meeting*, Seattle, WA, USA. Oct 20-23, 2019.
7. **Cao, T.**, Kristal, M.M., Menor, L.J. Digital Transformation in Retail Banking: Digitizing Retail Banking Services. *2019 INFORMS Annual Meeting*, Seattle, WA, USA. Oct 20-23, 2019.
8. **Cao, T.**, Cook, W.D., & Kristal, M.M. Measuring the Efficiencies of Bank Holding Companies in the Digital Age: A Two-Stage DEA Problem with Non-Homogeneous Decision-making Units. *2019 POMS 30th Annual Conference*, Washington D.C., USA. May 2-6, 2019.
9. **Cao, T.**, & **Kristal, M.M.** Digital Transformation in Retail Banking. *5th Annual Big Data & Analytics Summit Canada*, Toronto, ON, CA. March 5-6, 2019.
10. **Cao, T.**, Kristal, M.M., Menor, L.J. Digital Transformation in Retail Banking: Digitizing Retail Banking Services. *2019 POMS-HK International Conference*, Hong Kong, China. Jan 5-6, 2019.
11. **Cao, T.**, Kristal, M.M., Menor, L.J. Digital Transformation in Retail Banking: The Role of Digital Service Development. *2018 POMS 29th Annual Conference*, Houston, TX, USA. May 4-7, 2018.

INDUSTRY EXPERIENCE AND COLLABORATIONS

Collaboration Researcher, Deloitte Canada & Canadian Credit Unions Association 2018 ~ 2021

Supervisor & Financial Analysis Assistant, U.I.D Development Inc. 2012 ~ 2016

SERVICES, PROFESSIONAL ACTIVITIES AND AFFILIATIONS

Services

- College's Mission, Research Activities, and Development (MRD) Committee 2022 ~ 2023
- College's Inclusive Excellence (IE) Committee 2023 ~ *Now*

Member

- Institute for Operations Research and the Management Sciences (INFORMS), Association for Supply Chain Management (ASCM), Project Management Institute (PMI) 2019 ~ *Now*

Reviewer

- Operations Management Research 2017 ~ *Now*
- Technological Forecasting & Social Change 2022 ~ *Now*
- 2023 Academy of Management (AOM) Annual Meeting Conference

SCHOLARSHIPS AND AWARDS

Ontario Graduate Scholarship (OGS), 2017 & 2019

Summer Research Award, Niagara University, 2023

ADDITIONAL INFORMATION

Programming Skills: R, SAS, SPSS, AMOS, Stata, Tableau, Power BI, NVivo, Solver

Languages: English (Fluent), Mandarin (Native)