

# MARY CECELIA LACITY

## Curriculum Vitae

Updated June 2020



### Walton Professor of Information Systems and Director of the Blockchain Center of Excellence

Sam M. Walton College of Business  
202 Business Building-IS Dept  
1 University of Arkansas  
Fayetteville, AR 72701  
[mclacity@uark.edu](mailto:mclacity@uark.edu)  
479-575-4500

## OVERVIEW:

Dr. Mary C. Lacity is Walton Professor of Information Systems and [Director of the Blockchain Center of Excellence](#) in the [Sam M. Walton College of Business](#) at The University of Arkansas. She was previously Curators' Distinguished Professor at the University of Missouri-St. Louis. She has held visiting positions at MIT, the London School of Economics, Washington University, and Oxford University. She is a Certified Outsourcing Professional® and Senior Editor for *MIS Quarterly Executive*. Her recent research focuses on improving business services using Robotic Process Automation (RPA), Cognitive Automation (CA), and Blockchain technologies. She has conducted case studies and surveys of hundreds of organizations on their adoption journeys. She has given keynote speeches and executive seminars worldwide and has served as an expert witness for the US Congress. She was inducted into the IAOP's [Outsourcing Hall of Fame](#) in 2014, one of only three academics to ever be inducted. She has published 30 books, most recently, *Blockchain Foundations for the Internet of Value* (2020) and *Becoming Strategic with Robotic Process Automation* (2019). Her publications have appeared in the *Harvard Business Review*, *Sloan Management Review*, *MIS Quarterly*, *MIS Quarterly Executive*, *IEEE Computer*, *Communications of the ACM*, and many other academic and practitioner outlets. According to [Google Scholar](#), her work has been cited over 18,500 times, with an h-index of 55.

## Education:



### Ph.D. in Business Administration, University of Houston;

Conferred June, 1992

Major: Management Information Systems

Minor: Quantitative Management Science

Dissertation: An Interpretive Investigation of the Information Systems Outsourcing Phenomenon



### B.S. in Business Administration, Pennsylvania State University;

Conferred May, 1985

Major: Quantitative Business Analysis

Minor: Economics

## ACADEMIC POSITIONS:



### University of Arkansas:

- Walton Professor of Information Systems (2018-present)
- Director, Blockchain Center of Excellence (2018-present)



### University of Missouri- Saint Louis:

- Curators' Professor, 2012-2018
- Professor of IS, 2004-2012
- Associate Professor of MIS, 1998-2003
- Assistant Professor of MIS, 1992-1997



### Massachusetts Institute of Technology:

- Visiting Scholar, Center for Information Systems Research, 2017



### London School of Economics:

- Visiting Professor, London School of Economics, 2012-2015
- Research Fellow, The Outsourcing Unit, London School of Economics 2008-2018



### Washington University:

- Doctoral Thesis Faculty Advisor, 2003 – 2006



### Templeton College, Oxford University:

- Research Affiliate, 1995-2008
- Visiting Research Fellow, Templeton College, Oxford University, England, 1994



### Imperial College, London:

- Director, Missouri-London Program, January - April, 1996



### University of Houston:

- Researcher, Information Systems Research Center (ISRC), University of Houston, 1987-1991
- Instructor (as a Ph.D. student) 1988-1991

# RESEARCH PUBLICATION RECORD

## Books Published:



1. Lacity, M. (2020). *Blockchain Fundamentals for the Internet of Value*, Epic Books/University of Arkansas Press, Fayetteville Arkansas.
2. Willcocks, L., Hindle, J., and Lacity, M. (2019). [\*Becoming Strategic with Robotic Process Automation\*](#), SB Publishing, Stratford-upon-Avon, UK.
3. Lacity, M. (2018). [\*A Manager's Guide to Blockchains for Business\*](#). SB Publishing, Stratford-upon-Avon, UK.
4. Lacity, M., Willcocks, L. (2018). [\*Robotic Process and Cognitive Automation\*](#), SB Publishing, Stratford-upon-Avon, UK.
5. Lacity, M. and Willcocks, L. (2017), [\*Robotic Process Automation and Risk Mitigation: The Definitive Guide\*](#), SB Publishing, Stratford-upon-Avon, UK.
6. Willcocks, L., Lacity, M., and Sauer, C. (editors) (2017), [\*Outsourcing and Offshoring Business Services\*](#), Springer, London.
7. Willcocks, L. and Lacity, M. (2016), [\*Service Automation: Robots and the Future of Work\*](#), SB Publishing, Stratford-upon-Avon, UK.
8. Nicholson, B., Babin, R. and Lacity, M. (editors), (2016), [\*Socially Responsible Outsourcing: Global Sourcing with Social Impact\*](#), Palgrave, London.
9. Willcocks, L., Sauer, C. and Lacity, M. (editors) (2016), [\*Enacting Research Methods in Information Systems\*](#), Three Volume set, Palgrave, London.
10. Willcocks, L. Lacity, M., and Craig, A. (2015), [\*South Africa's BPO Service Advantage\*](#), Palgrave, London.

11. Willcocks, L., Sauer, C. and Lacity, M. (editors) (2015), [\*Formulating Research Methods\*](#), Palgrave, London Two Volume Set.
12. Lacity, M., and Willcocks, L., (2015), [\*Nine Keys to World-class Business Process Outsourcing\*](#), Bloomsbury Publishing, London.
13. Lacity, M., Willcocks, P., and Burgess, A. (2014), [\*The Rise of Legal Services Outsourcing\*](#), Bloomsbury Publishing, London.
14. Willcocks, L., and Lacity, M. (editors) (2014), [\*The Economics of Outsourcing\*](#), Edward Elgar Publishing, Camberley, United Kingdom.
15. Lacity, M., Rottman, J., and Carmel, E. (2012), [\*Emerging ITO and BPO Markets: Rural Sourcing and Impact Sourcing\*](#), IEEE Readynotes, IEEE Computer Society.
16. Cullen, S., Lacity, M., and Willcocks, L. (2014), [\*Outsourcing: All You Need to Know\*](#), White Plume Publishing, Melbourne.
17. Lacity, M., and Willcocks, P. (2012), [\*Advanced Outsourcing Practice: Rethinking ITO, BPO, and Cloud Services\*](#), Palgrave, London.
18. Willcocks, L. and Lacity, M. (2012), [\*The New IT Outsourcing Landscape: From Innovation to Cloud Services\*](#), Palgrave, London.
19. Willcocks, L., and Lacity, M. (2009), [\*The Practice of Outsourcing: From Information Systems to BPO and Offshoring\*](#), Palgrave, United Kingdom; Chinese translation (2015) by Xi'An Jiaotong University Press.
20. Lacity, M., Willcocks, L., and Zheng, Y. (editors) (2010), [\*China's Emerging Outsourcing Capabilities\*](#), Palgrave, London.
21. Lacity, M., and Willcocks, L. (2009), [\*Information Systems and Outsourcing: Studies in Theory and Practice\*](#), Palgrave, United Kingdom.
22. Willcocks, L., and Lacity, M. (editors) (2009). [\*Sage Series on Research Studies in Information Technology Outsourcing: Perspectives, Practices and Globalization:\*](#)  
*Volume I: Making IT Outsourcing Decisions*  
*Volume II: Managing Outsourcing Relationships,*  
*Volume III: Global Outsourcing Issues and Trends*
23. Lacity, M. and Rottman, J. (2008), [\*Offshore Outsourcing of IT Work\*](#), Palgrave, United Kingdom.
24. Lacity, M. (editor), (2008), [\*Major Currents in Information Systems: The Management of Information Systems\*](#), Volume 4 in the six volume series (series editors: Willcocks, L., and Lee, A.), Sage, London.
25. Willcocks, L., and Lacity, M. (2006), [\*Global Sourcing of Business and IT Services\*](#), Palgrave, United Kingdom.
26. Kern, T., Lacity, M. and Willcocks, L. (2002), [\*Netsourcing: Renting Business Applications and Services Over a Network\*](#), Prentice Hall, New York (Chinese translation, 2005).
27. Lacity, M. and Willcocks, L. (2001), [\*Global Information Technology Outsourcing: Search for Business Advantage\*](#), Wiley, Chichester (Korean translation, 2004; Arabic Translation, 2005).
28. Willcocks, L., and Lacity, M., (editors), (1997) [\*Strategic Sourcing of Information Systems: Perspectives and Practices\*](#), Wiley, Chichester.

29. Lacity, M., and Hirschheim, R. (1995), *Beyond the Information Systems Outsourcing Bandwagon: The Insourcing Response*, Wiley, Chichester.
30. Lacity, M., and Hirschheim, R. (1993), *Information Systems Outsourcing: Myths, Metaphors and Realities*, Wiley, Chichester.

## Journal Publications:

1. Van Hoek, R., and Lacity, M. (April 27, 2020), [How the Pandemic Is Pushing Blockchain Forward](#), *Harvard Business Review*.
2. Lacity, M. Crypto and Blockchain Fundamentals, *Arkansas Law Review*, (72), 4, forthcoming.
3. Porra, J., Lacity, M., Parks, M. (2019). [Can Computer-Based Human-Likeness Endanger Humanness?](#) - A Philosophical and Ethical Perspective on Digital Assistants Expressing Feelings They Can't Have. *Information Systems Frontiers*, (22), pp. 533-547.
4. Lacity, M., Sabherwal, R., Sorensen, C. (2019). [Delivering Business Value Through Enterprise Blockchain Applications](#), Special Issue Editorial, *MIS Quarterly Executive*, 18(4)4, pp. ix-xix.
5. Lacity, M. (2019). [From Theory Worship to Action Principles](#): Scholarly Commentary on Hirschheim's "Against Theory". *Journal of the Association for Information Systems*, 20(9), Article 12. pp. 1370-73.
6. Lacity, M. (2018). [Addressing Key Challenges to Making Enterprise Blockchain Applications a Reality](#). *MIS Quarterly Executive*, 17(3), pp. 201-222; **Winner best paper award, MISQE; Winner best paper award, Association of Information Systems.**
7. Scheepers, R., Lacity, M., and Willcocks, L. (2018). [Cognitive Automation as Part of Deakin University's Digital Strategy](#). *MIS Quarterly Executive*, 17(2), pp. 89-107.
8. Khan, S., Lacity, M., and Carmel, E. (2018). [Entrepreneurial Impact Sourcing: A Conceptual Framework of Social and Commercial Institutional Logics](#). *Information Systems Journal*, 28(3), pp. 538-562.
9. Lacity, M., and Willcocks, L. (2017). [Conflict Resolution in Business Services Outsourcing Relationships](#), *The Journal of Strategic Information Systems*, 26(2), pp. 80–100.
10. Willcocks, L., Lacity, M., and Craig, A. (2017). [Robotic Process Automation: Strategic Transformation Lever for Global Business Services?](#) *Journal of Information Technology Teaching Cases*, 7, pp. 17-28.
11. Dunlap, R., and Lacity, M. (2017). [Resolving Tussles in Service Automation Deployments](#): Service Automation at Blue Cross Blue Shield North Carolina, *Journal of Information Technology Teaching Cases*, 7(2), 29-34.
12. Lacity, M., and Willcocks, L. (2016). [A New Approach to Automating Services](#), *Sloan Management Review*, 57(1), pp. 41-49.
13. Lacity, M., Khan, S., and Yan, A (2016). [Review of the Empirical Business Services Sourcing Literature: An Update and Future Directions](#), *Journal of Information Technology*, 31(3). pp. 269-328.
14. Lacity, M., and Khan, S. (2016). [Transaction Cost Economics on Trial Again: A Commentary](#), *The Journal of Strategic Information Systems*, 25(1), pp. 49-56.

15. Lacity, M., Khan, S., and Carmel, E. (2016). [Employing U.S. Military Families to Provide Business Process Outsourcing Services](#): A case study of Impact Sourcing and Reshoring, *Communications of the AIS*, 36. Article 9, pp. 150-175. **Winner of the [Paul Gray Award for the Most Thought Provoking Paper in 2016](#).**
16. Lacity, M., and Willcocks, L. (2016). [Robotic Process Automation at Telefónica O2](#), *MIS Quarterly Executive*, 15(1) , pp. 21-35.
17. Steelman, Z., Lacity, M., and Sabherwal, R. (2016). [Bring Your Own Device](#): Charting Your Organization's Voyage, *MIS Quarterly Executive*, 15(2), pp. 85-104.
18. Lacity, M., and Willcocks, L. (2016). [Rethinking Legal Services in the Face of Globalization and Technology Innovation: The Case of Radiant Law](#), *Journal of Information Technology Teaching Cases*, 6(1), pp. 15-22.
19. Lacity, M. and Willcocks, L. (2016). Robotic Process Automation: The Next Transformation Lever for Shared Services, *The Credit and Financial Management Review*, 22(4), pp. 21-58.
20. Lacity, M. and Willcocks, L. (2015), "[What Knowledge Workers Stand to Gain from Automation](#)," *Harvard Business Review*, June 19.
21. Lacity, M., Rottman, J., and Carmel, E. (2014). [Prison Sourcing: "Doing Good" or "Good for Business"?](#) *Journal of Information Technology Teaching Cases*, 4, pp. 99-106.
22. Damsgaard, J., Kettinger, B., and Lacity, M. (2014). [The Business Payoff of Cloud Services](#), Editorial to the Special Issue, *MIS Quarterly Executive*, 13(4), pp. iii-v.
23. Lacity, M., and Willcocks, L. (2014). [Nine Practices for Best-in-Class BPO Performance](#), *MIS Quarterly Executive*, 13(3), pp. 131-146.
24. Khan, S., and Lacity, M. (2014) [Organizational Responsiveness to Anti-offshoring Institutional Pressures](#), *The Journal of Strategic Information Systems*, 23(3), pp. 190-209.
25. Lacity, M., Rottman, J., and Carmel, E. (2014). Impact Sourcing: [Employing Prison Inmates to Perform Digitally-enabled Business Services](#), *Communications of the AIS*, 34, Article 51.
26. Lacity, M., and Reynolds, P. (2014). [Cloud Services Practices for Small and Medium-sized Enterprises](#), *MIS Quarterly Executive*, 13(1), pp. 31-44.
27. Lacity, M., and Willcocks, L. (2014). [Business Process Outsourcing and Dynamic Innovation](#), *Strategic Outsourcing: An International Journal*, 7(1), pp. 66-92. **Winner, *Emerald best paper of the year award*.**
28. Lacity, M., Willcocks, L. and Craig, A. (2014). [South Africa's Business Process Outsourcing Services Sector: Lessons for Western-based Client Firms](#), *The South African Journal of Business Management*, 45(4), pp. 45-58.
29. Lacity, M. and Willcocks, L. (2013). [Outsourcing Business Processes for Innovation](#), *Sloan Management Review*, 54(3), pp. 63-69.
30. Lacity, M., and Willcocks, L. (2013). [Legal Process Outsourcing, In-house Counsels, Law Firms and Providers: Researching Effective Practices](#), *Web Journal of Current Legal Issues*, 19(3).
31. Lacity, M., and Willcocks, L. (2013). [Legal Process Outsourcing: The Provider Landscape](#), *Strategic Outsourcing: An International Journal*, 6(2), pp. 167-183.

32. Willcocks, L., Feeny, D., and Lacity, M. (2013). [Transforming A Human Resource Function Through Shared Services and Joint Venture Outsourcing](#): The BAE Systems-Xchanging Enterprise Partnership 2001-2012, *Journal of Information Technology Teaching Cases*, 3(1), pp. 29-42.
33. Khan, S., and Lacity, M. (2012). Survey Results: [Are Client Organizations Responding to Anti-Offshoring Pressures?](#) *Strategic Outsourcing: An International Journal*, 5(2), pp. 166-179.
34. Lacity, M., and Willcocks, L. (2012). [Outsourcing Business and IT Services](#): Evidence of Success, Robust Practices, and Contractual Challenges, *Legal Information Management*, 12(1), pp. 2-8.
35. Lacity, M., Carmel, E. and Rottman, J. (2011). [Rural Outsourcing: Delivering ITO and BPO Services from Remote Domestic Locations](#), *IEEE Computer*, 44, pp. 55-62.
36. Lacity, M., Solomon, S., Yan, A., and Willcocks, L. (2011). [Business Process Outsourcing Studies: A Critical Review and Research Directions](#), *Journal of Information Technology*, 26(4), pp. 221-258.
37. Lacity, M., Willcocks, L., Khan, S. (2011). [Beyond Transaction Cost Economics: Towards an Endogenous Theory of Information Technology Outsourcing](#), *Journal of Strategic Information Systems*, 20(2), pp. 139-157.
38. Lacity, M., Khan, S., Yan, A., and Willcocks, L. (2010). [A Review of the IT Outsourcing Empirical Literature and Future Research Directions](#), *Journal of Information Technology*, 25(4), pp. 395-433.
39. Lacity, M., Rottman, J., and Khan, S. (2010). [Field of Dreams: Building IT Capabilities in Rural America](#), *Strategic Outsourcing: An International Journal*, 3(3), pp. 169-191. **This research has been featured in BusinessWeek, CNNMoney, ComputerWorld, Atlantic Journal, Fortune Magazine and Entrepreneur Magazine.**
40. Lacity, M., Khan, S., and Willcocks, L. (2009). [A Review of the IT Outsourcing Literature: Insights for Practice](#), *Journal of Strategic Information Systems*, 18(3), pp.130-146. **Ranked as the most downloaded paper in JSIS in 2009, 2010, 2013, and 2014.**
41. Lacity, M., and Rudramuniyaiah, P. (2009). [Funny Business: Public Opinion of Outsourcing and Offshoring as Reflected in U.S. and Indian Political Cartoons](#), *Communications of the Association for Information Systems (CAIS)*, 24, Article 13, pp. 199-224.
42. Lacity, M., and Rottman, J. (2009). [Effects of Offshore Outsourcing of Information Technology Work on Client Project Management](#), *Strategic Outsourcing: An International Journal*, 2(1), pp. 4-26.
43. Lacity, M., and Fox, J. (2008). [Creating Global Shared Services: Lessons from Reuters](#), *MIS Quarterly Executive*, 7(1), pp. 17-32.
44. Lacity, M., and Rottman, J. (2008). [The Impact of Offshore Outsourcing on Client Project Managers](#), *IEEE Computer*, 41(1), pp. 100-102.
45. Lacity, M., Iyer, V., and Rudramuniyaiah, P. (2008). [Turnover Intentions of Indian IS Professionals](#), *Information Systems Frontiers*, Special Issue on Outsourcing of IT Services, 10(2), pp. 225-241.
46. Rottman, J., and Lacity, M. (2008). [A US Client's Learning from Outsourcing IT Work Offshore](#), *Information Systems Frontiers*, Special Issue on Outsourcing of IT Services, 10(2), pp. 259-275.
47. Lacity, M., Willcocks, L., and Rottman, J. (2008). [Global Outsourcing of Back Office Services: Lessons, Trends and Enduring Challenges](#), *Strategic Outsourcing: An International Journal*, 1(1), pp. 13-34. **Outstanding Paper Award Winner at the Literati Network Awards for Excellence 2009.**

48. Rottman, J., and Lacity, M. (2006). [Proven Practices for Effectively Offshoring IT Work](#), *Sloan Management Review*, 47(3), pp. 56-63.
49. Zweg, P., Kaiser, K. M., Beath, C., Bullen, C., Gallagher, K., Goles, T., Howland, J., Simon, J. Abbott, P., Abraham, T., Carmel, E., Evaristo, R., Hawk, S., Lacity, M., Gallivan, M., Kelly, S., Mooney, J., Ranganathan, C., Rottman, J., Ryan, T., Wion, R. (2006), [The Information Technology Workforce Trends and Implications 2005-2008](#), *MIS Quarterly Executive*, 5(2), pp 47-54.
50. Jeyaraj, A., Rottman, J., and Lacity, M. (2006). "[A Review of the Predictors, Linkages, and Biases in IT Innovation Adoption Research](#)", *Journal of Information Technology*, 21(1), pp. 1-23.
51. Feeny, D., Lacity, M., and Willcocks, L. (2005). [Taking the Measure of Outsourcing Providers](#), *Sloan Management Review*, 46(3), pp. 41-48.
52. Rottman, J., and Lacity, M. (2004). [Twenty Practices for Offshore Sourcing](#), *MIS Quarterly Executive*, 3(3), pp. 117-130.
53. Willcocks, L., Hindle, J., Feeny, D., and Lacity, M. (2004). [Information Technology and Business Process Outsourcing: The Knowledge Potential](#), *Journal of Information Systems Management*, 21(3), pp. 7-15.
54. Lacity, M., Feeny, D., and Willcocks, L. (2004). [Commercializing the Back Office at Lloyds of London: Outsourcing and Strategic Partnerships Revisited](#), *European Management Journal*, 22(2), pp. 127-140.
55. Lacity, M., Feeny, D., and Willcocks, L. (2003). [Transforming a back-office function: Lessons from BAE Systems' Experience with an Enterprise Partnership](#), *MIS Quarterly Executive*, 2(2), pp.86-103.
56. Lacity, M., and Willcocks, L. (2003). [Information Technology Sourcing Reflections](#), *Wirtschaftsinformatik*, Special Issue on Outsourcing, 45(2), pp. 115-125.
57. Hindle, J., Willcocks, L., Feeny, D., and Lacity, M. (2003). Value-Added Outsourcing at Lloyd's and BAE Systems, *Knowledge Management Review*, 6(4), pp. 28-31.
58. Lacity, M. (2002). [Lessons in Global Information Technology Sourcing](#), *IEEE Computer*, 35(8), pp. 26-33.
59. Kern, T., Willcocks, L., and Lacity, M. (2002). [Application Service Provision: Risk Assessment and Risk Mitigation](#), *MIS Quarterly Executive*, 1(2), pp.113-126.
60. Willcocks, L., and Lacity, M. (2001). [IT Outsourcing in Insurance Services: Risk, Creative Contracting, and Business Advantage](#), *Information Systems Journal*, 9(3), pp. 1-18.
61. Lacity, M., and Willcocks, L. (2000). [Survey of IT Outsourcing Experiences in US and UK Organizations](#)," *Journal of Global Information Management*, 8(2), pp. 5-23.
62. Hirschheim, R., and Lacity, M. (2000). [Myths and Realities of Information Technology Insourcing](#), *Communications of the ACM*, 43(2), pp. 99-108.
63. Willcocks, L., Lacity, M. and Kern, T. (1999). [Risk in IT Outsourcing Strategy Revisited: Longitudinal Case Research at LISA](#), *Journal of Strategic Information Systems*, 8, pp. 285-314.
64. Willcocks, L., and Lacity, M. (1999). Information Technology Outsourcing: Practices, Lessons, and Prospects, *Australian Stock Exchange Review*, No. 2, pp. 44-49.

65. Lacity, M., and Willcocks, L. (1998). An empirical investigation of information technology sourcing practices: Lessons from experience, *MIS Quarterly*, 22(3), pp. 363-408.
66. Lacity, M., Willcocks, L., and Subramanian, A. (1997). [A strategic client/server implementation](#), *Journal of Strategic Information Systems*, 6, pp. 95-128.
67. Lacity, M., and Willcocks, L. (1997). [Information Systems Sourcing: Examining the Privatization Option in US Public Administration](#), *Information Systems Journal*, 7, pp. 1-24.
68. Subramanian, A., and Lacity, M. (1997). [Managing Client Server Implementations: Today's Technology, Yesterday's Lessons](#), *Journal of Information Technology*, 12(3), pp. 169-186.
69. Subramanian, A. and Lacity, M. (1997). Function Point Variance: An Empirical Examination, *The Journal of End User Computing*, 9(4), pp. 19-28.
70. Willcocks, L., Fitzgerald, G., and Lacity, M. (1996). To Outsource IT: Recent Research on Economics and Evaluation Practices, *European Journal of Information Systems*, 5, pp. 143-160.
71. Lacity, M., and Willcocks, L. (1996). [Interpreting Information Technology Sourcing Decisions from a Transaction Cost Perspective: Findings and Critique](#), *Accounting, Management, and Information Technologies*, 5, No. 3/4, pp.203-244.
72. Lacity, M., Willcocks, L., and Feeny, D. (1996). The Value of Selective IT Sourcing, *Sloan Management Review*, 37(3), pp. 13-25.
73. Lacity, M. and Feeny, D. (1996). [In Search of Europe's Information Technology Leaders: Review of Methods and Empirical Evidence](#), *Information Systems Journal*, 6, pp. 85-108.
74. Lacity, M., Willcocks, L., and Feeny, D. (1995). [Information Technology Outsourcing: Maximizing Flexibility and Control](#), *Harvard Business Review*, May-June, 73(3), pp. 84-93.
75. Lacity, M. and Hirschheim, R. (1995). [Benchmarking as Survival Strategy in "Mis-Aligned" Organizations](#), *Journal of Strategic Information Systems*, 4(2), pp. 165-185.
76. Willcocks, L., Lacity, M., and Fitzgerald, G. (1995). [Information Technology Outsourcing in Europe and the USA: Assessment Issues](#), *International Journal of Information Management*, 15(5), pp. 333-351.
77. Lacity, M., and Janson, M. (1994). [Understanding Qualitative Data: A Framework of Text Analysis Methods](#), *Journal of Management Information Systems*, 11(2), pp. 137-155.
78. Lacity, M., Hirschheim, R., and Willcocks, L. (1994). [Realizing Outsourcing Expectations: Incredible Promise, Credible Outcomes](#), *Journal of Information Systems Management*, 11(4), pp. 7-18.
79. Lacity, M., and Hirschheim, R. (1993). [The Information Systems Outsourcing Bandwagon](#), *Sloan Management Review*, 35(1), pp. 72-86.
80. Lacity, M., and Hirschheim, R. (1993). [Implementing Information Systems Outsourcing: Key Issues and Experiences of an Early Adopter](#), *Journal of General Management*, 19(1), pp. 17-31.
81. Adams, D., Lacity, M., and Mullins, J. (1991). [Telecommunications Research in Information Systems, Data Base](#), 22(3), pp.35-40.
82. Lacity, M. and Weiss, I. (1989). [The Organizational Exchange of Talent: Rotating MIS Professionals into User Areas](#), *Journal of Information Systems*, Vol. 4(1), pp. 23-31.

## Book Chapters:

1. Lacity, M. C., Willcocks, L. (2018). Cloud Computing as Innovation: Cases and Practices. In L. Willcocks, I. Oshri, & J. Kotlarsky (Eds.), [\*Dynamic Innovation in Outsourcing\*](#) (pp. 197-238). London: Palgrave.
2. Lacity, M. C., Willcocks, L. (2018). Innovating in Service: The Role and Management of Automation. In L. Willcocks, I. Oshri, & J. Kotlarsky (Eds.), [\*Dynamic Innovation in Outsourcing\*](#) (pp. 269-325). London: Palgrave.
3. Lacity, M. C., Willcocks, L. (2018). Innovating in Service: The Role and Management of Automation. In L. Willcocks, I. Oshri, & J. Kotlarsky (Eds.), [\*Dynamic Innovation in Outsourcing\*](#) (pp. 269-325). London: Palgrave.
4. Lacity, M., Yan, A., and Khan, S. (2017), "Sourcing Information Technology Services: Past Research and Future Research Directions," (eds. Galliers, R., Stein, MK) *Routledge Companion to Management Information Systems: Managing Organizational IS, Knowledge and Innovation*. Vol 3, Chapter 5,
5. Rottman, J., and Lacity, M. (2017), "The Role of Social Capital," in *Global Sourcing of Business Services*, (eds. S. Palvia and P. Palvia), Now-World Scientific, REPRINT of "Offshore Outsourcing, Strategy and the Role of Social Capital," *The Practice of Outsourcing* (2009), pp. 445-465, with permission from Palgrave Macmillan.
6. Carmel, E., Lacity, M., and Doty, A. (2014), "The Impact of Impact Sourcing: Framing a Research Agenda," in *Information Systems Outsourcing: Towards Sustainable Business Value*, (eds. Hirschheim, R., Heinzl, A., and Dibbern, J.), Springer, Heidelberg, pp. 397-430.
7. Lacity, M. and Willcocks, L. (2014), "Strange Bedfellows No More: Researching Business Process Outsourcing and Dynamic Innovation," in *Information Systems Outsourcing: Towards Sustainable Business Value*, (eds. Hirschheim, R., Heinzl, A., and Dibbern, J.), Springer, Heidelberg, pp. 37-64. REPRINT of *Strategic Outsourcing: An International Journal*, Vol. 7, 1, pp. 66-92.
8. Lacity, M. and Willcocks, L. (2013), "Sourcing of Information Technology Services," *The Computing Handbook Set, Information Systems and Information Technology (Volume II)*(Heikki Topi, ed.) Chapman and Hall CRC Press, Florida, Article 60.
9. Lacity, M., Khan, S., and Willcocks, L. (2011), "A Review of the IT Outsourcing Literature: Insights for Practice," in *The Oxford Handbook of Management Information Systems*, (Galliers, R., and Currie, W. eds), Oxford University Press, Oxford, pp. 496-528. REPRINT of *Journal of Strategic Information Systems*, Vol. 18, pp.130-146
10. Rottman, J., and Lacity, M. (2009), "Offshoring: Twenty practices for Offshore Sourcing," in *Strategic Information Management* (edited by Robert Galliers and Dorothy Leidner), Routledge, Fourth Edition, pp. 520-540. REPRINT of article in *MIS Quarterly Executive*, Vol. 3, 3, pp. 117-130.
11. Lacity, M., Iyer, V., and Rudramuniyaiah, P. (2008), "Turnover Intentions of Indian IS Professionals," in *Information Systems Outsourcing: Enduring Themes, New Perspectives, and Global Challenges*, Hirschheim, R., Heinzl, A. and Dibbern, J. (eds), Third Edition, Springer-Verlag, Berlin-Heidelberg-New York. REPRINT of article in *Information Systems Frontiers*, Vol. 10, 2, pp. 225-241.
12. Rottman, J., and Lacity, M. (2008), "A US Client's Learning from Outsourcing IT Work Offshore," in *Information Systems Outsourcing: Enduring Themes, New Perspectives, and Global Challenges*, Hirschheim, R., Heinzl, A. and Dibbern, J. (eds), Third Edition, REPRINT of article in *Information Systems Frontiers*, Special Issue on Outsourcing of IT Services, Vol. 10, 2, pp. 259-275.

13. Willcocks, L., Lacity, M. and Cullen, S. (2007), "Information Technology Sourcing: Reflections and Lessons 1991-2007," in *Information Management: Setting the Scene*, (Huizing, A., and de Vries, E.J., eds), Vol I., book series *Perspectives on Information Management*, Oxford, Elsevier Scientific Publishers, pp. 191-204.
14. Willcocks, L., Lacity, M., Feeny, D. (2007), "Outsourcing, Knowledge, and Organizational Innovation: A Study of Enterprise Partnership," *Business Process Transformation*, ME Sharpe Publishing, Markus, L., and Grover, V. (eds), pp. 275-299.
15. Willcocks, L., Lacity, M., and Cullen, S. (2007), "Information Technology Sourcing: Fifteen Years of Learning," in *The Oxford Handbook of Information and Communication Technologies*, (eds. Robin Mansell, Chrisanthi Avgerou, Danny Quah, and Roger Silverstone), Oxford University Press, Oxford, pp. 244-272.
16. Feeny, D., Willcocks, L., and Lacity, M. (2006), "Business Process Outsourcing, Knowledge, and Innovation," *Information Systems Outsourcing: Enduring Themes, New Perspectives, and Global Challenges*, Hirschheim, R., Heinzl, A. and Dibbern, J. (eds), Springer-Verlag, Berlin-Heidelberg-New York, pp. 543-582.
17. Poppo, L., and Lacity, M. (2006), "The Normative Value of Transaction Cost Economics: What Managers Have Learned About TCE Principles in the IT Context," in *Information Systems Outsourcing: Enduring Themes, New Perspectives, and Global Challenges*, Hirschheim, R., Heinzl, A. and Dibbern, J. (eds), Springer-Verlag, Berlin-Heidelberg-New York, pp. 259-282. REPRINT OF Poppo, L., and Lacity, M. (2002).
18. Hirschheim, R., and Lacity, M. (2006), "Four Stories of Information Systems Insourcing," in *Information Systems Outsourcing: Enduring Themes, New Perspectives, and Global Challenges*, Hirschheim, R., Heinzl, A. and Dibbern, J. (eds), Springer-Verlag, Berlin-Heidelberg-New York, pp. 303-345.
19. Lacity, M., Willcocks, L. and Feeny, D. (2005), "BPO as Enterprise Partnership: The BAE-Xchanging Transformation Strategy For HR Procurement," *Technology and Offshore Outsourcing Strategies*, in Brudenall, P. (ed.) Palgrave, Great Britain, pp. 133-160.
20. Poppo, L., and Lacity, M. (2002), "The Normative Value of Transaction Cost Economics: What Managers Have Learned About TCE Principles in the IT Context," in *Information Systems Outsourcing in the New Economy*, Hirschheim, R., Heinzl, A. and Dibbern, J. (eds), Springer-Verlag, Berlin-Heidelberg-New York, pp. 235-276.
21. Lacity, M., and Willcocks, L. (2002), "Regional Perspectives: Survey of IT Outsourcing Experiences in US and UK Organizations," in *Advanced Topics In Global Information Management*, Idea Group Publishing, Hershey, pp. 160-189.
22. Hirschheim, R., and Lacity, M. (2002), "Four Stories of Information Systems Insourcing," in *Information Systems Outsourcing in the New Economy*, Hirschheim, R., Heinzl, A. and Dibbern, J. (eds), Springer-Verlag, Berlin-Heidelberg-New York, pp. 348-391.
23. Lacity, M., and Willcocks, L. (2000), "Relationships in IT Outsourcing: A Stakeholder Perspective," in *Framing the Domain of IT Management*, Robert Zmud, (ed.), Pinnaflex, pp. 355-384.
24. Willcocks, L. and Lacity, M. (2000), "Strategic Dimensions of IT Outsourcing," in Marchand, D. and Davenport, T. (eds). *Mastering Information Management FT/Pitman*, London, pp. 267-273.
25. Willcocks, L. and Lacity, M. (1999), "Experience Of Information Technology Outsourcing," in Angel, J. (ed.). *The Outsourcing Practice Manual*, Sweet and Maxwell, London.

26. Lacity, M. (1997), "IT Outsourcing in the US: Experiences, Trends, and Lessons," in *New Strategies in IT Outsourcing: Major Trends and Global Best Practices*, Currie, W. and Willcocks, L. (eds), Business Intelligence London, 1997, pp. 39-58.
27. Lacity, M., Willcocks, L., and Feeny, D. (1997), "The Value of Selective IT Sourcing," in *Managing IT as a Strategic Resource*, Willcocks, Feeny & Islei, (eds), McGraw Hill, pp. 277--303.
28. Willcocks, L., Lacity, M., and Fitzgerald, G. (1997), "IT Outsourcing In Europe and the USA" in *Managing IT as a Strategic Resource*, Willcocks, Feeny & Islei, (eds), McGraw Hill, pp. 306-337.
29. Lacity, M., and Hirschheim, R. (1997), "Information Systems Outsourcing: What Problems are We Really Trying to Solve?" *Re-thinking Management Information Systems*, Galliers and Curry (eds.), Oxford University Press, pp. 326-360.
30. Lacity, M., Willcocks, F., and Feeny, D. (1996), "Sourcing IT Capability: A Framework For Decision Making," *Information Management: The Organizational Dimension*, Earl, M. (ed), Oxford University Press, pp. 399-425.
31. Lacity, M., and Hirschheim, R. (1996), "Information Systems Benchmarking Practices" *Investing in Information Systems*, Willcocks, L. (ed), Chapman and Hall, Chapman & Hall, pp. 313-331.
32. Willcocks, L., Lacity, M., and Fitzgerald, G. (1994), "Information Technology Outsourcing: Economics Contracting, and Measurement," in *Hard Money, Soft Outcomes: Evaluating and Managing the IT Investment*, Farbey, B., Land, F., and Targett, D. (eds), Unicom, London, pp.149-172.

### **Conference Papers:**

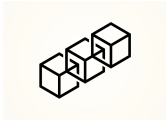
1. Lacity, M., and Khan, S. (2019). Exploring Preliminary Challenges and Emerging Best Practices in the Use of Enterprise Blockchain Applications (pp. 4665-4674). *Proceedings of the 52nd Hawaii International Conference on System Sciences*.
2. Shew, A., Nayga, R., Snel, H., Lacity, M. (2019). *Blockchain Traceability and Labeling Effects on Steak Preferences in the USA*. Seattle: Food Distribution Research Society (FDRS).
3. Willcocks, L., Lacity, M., Gozman, D. (2019). Automation Sourcing: Technologies, Cases and Business Value. Obergurgl: *14th Global Sourcing Workshop*.
4. Willcocks, L., Gunkel, G. and Lacity, M. (2018). Smart Sourcing: Cognitive Automation at Zurich Insurance. *The 12th Global Sourcing Workshop* La Thuile, Italy.
5. Lacity, M., and Willcocks, L. (2017), "El Gran Automata: Case Research in Service Automation," The 11th Global Sourcing Workshop, La Thuile, Italy
6. Lacity, M., Yan, A., and Khan, A. (2017), "Review of 23 Years of Empirical Research on Information Technology Outsourcing Decisions and Outcomes," Hawaii International Conference on System Sciences, Hawaii.
7. Yan, A., Lacity, M., and Sabherwal, R. (2016), "Provider's Innovativeness and Outsourcing Performance: The Moderating Effects of Contractual and Relational Governance," 20th Pacific Asia Conference on Information Systems (PACIS), Chiayi, Taiwan.
8. Lacity, M., and Willcocks, L. (2016), "Action Principles for Service Automation," The Second Annual IAOP North American Outsourcing Research Workshop, Orlando.

9. Lacity, M. and Carmel, E. (2016), "Employing U.S. Military Families to Provide Business Process Outsourcing Services," The Second Annual IAOP North American Outsourcing Research Workshop, Orlando.
10. Yan, A., Lacity, M., and Sabherwal, R. (2015), "How Capabilities and Governance Mechanisms Influence Outsourcing Performance: Findings from the IAOP Value Health Check Survey," The First Annual IAOP North American Outsourcing Research Workshop, Desert Ridge Arizona. **Best paper award.**
11. Rottman, J., Lacity, M., and Carmel, E. (2015), "The Impact of Impact Sourcing: Two Case Examples," The First Annual IAOP North American Outsourcing Research Workshop, Desert Ridge Arizona.
12. Willcocks, L. and Lacity, M. (2014), "Regaining and Sustaining High Performance in BPO: F&A Partnering at BP and Microsoft," 8th Global Sourcing Workshop, Val d'Isere, France.
13. Yan, A., Solomon, S., Mirchandani, M., Lacity, M., and Porra, J. (2013), "The Role of Service Agent, Service Quality, and User Satisfaction in Self-Service Technology Usage," International Conference of Information Systems, Milano, Italy.
14. Lacity, M., Reynolds, R., Khan, S., and Willcocks, L. (2013), "Outsourcing Cloud Services: The Great Equalizer for SMEs?" 4th International Conference on the Outsourcing of Information Services, Mannheim, Germany.
15. Lacity, M. and Willcocks, L. (2013), "Strange Bedfellows No More: Researching Business Process Outsourcing and Dynamic Innovation," 4th International Conference on the Outsourcing of Information Services, Mannheim, Germany.
16. Carmel, E., Lacity, M. and Doty, A. (2013), "The Impact of Impact Sourcing: Framing a Research Agenda," 4th International Conference on the Outsourcing of Information Services, Mannheim, Germany.
17. Lacity, M., and Rottman, J. (2008), "Effects of Offshore Outsourcing of IT Work on Client Project Management," Second Information Systems Workshop on Global Sourcing, France.
18. Willcocks, L., Lacity, M., Cullen, S. (2007), "Information Technology Sourcing: Reflections and Lessons 1991-2007," First Conference on Information Management, Amsterdam, November.
19. Willcocks, L., Lacity, M., and Cullen, S. (2007), "Information Technology Sourcing: Fifteen Years of Learning," Americas Conference on Information Systems, Colorado.
20. Rottman, J., and Lacity, M. (2007), "Project Attributes and Contextual Explanations of Offshore Outsourcing Outcomes: Evidence from a Client's Perspective," Third International Conference on Outsourcing of Information Systems, Heidelberg.
21. Lacity, M., Iyer, V., and Rudramuniyaiah, P. (2007), "Modeling Turnover Intentions of Indian IS Professionals," Third International Conference on Outsourcing of Information Systems, Heidelberg.
22. Willcocks, L., Cullen, S. and Lacity, M. (2006), "The Outsourcing Enterprise: Selecting and Leveraging Supplier Capabilities," Proceedings of The Mediterranean Conference on Information Systems, Venice 5-9th October.
23. Jeyaraj, A., Rottman, J., and Lacity, M. (2004), "Understanding the Relationship Between Organizational and Individual Adoption of IT Innovations: Literature Review and Analysis," Proceedings of the Diffusion Interest Group in Information Technology, Washington DC, December 12.

24. Willcocks, L., Lacity, M., and Kern, T. (1999), "IT Outsourcing and Risk Mitigation: Recent Case Research," Proceedings of the Fifth Decision Sciences Conference, July 5-7th. Athens.
25. Willcocks, L. and Lacity, M. (1999), "IT Sourcing At Polaris: Risk, Creative Contracting and Business Advantage," Proceedings of the Seventh European Conference in Information Systems, June 23-25th. Copenhagen.
26. Hirschheim, R., and Lacity, M. (1998), "Reducing Information Systems Costs Through Insourcing: Experiences from the Field", Proceedings of the thirty-first Annual Hawaii International Conference on System Sciences, H. Watson (ed.), pp.644-653, Kona, Hawaii, IEEE Computer Society Press, January 6-9.
27. Willcocks, L., Lacity, M., and Fitzgerald, G. (1995), "IT Outsourcing in Europe and the USA: Assessment Issues," Proceedings of the Third European Conference on Information Systems, Athens Greece, June 1-3.
28. Lacity, M. and Hirschheim, R. (1994), "Information Systems Outsourcing Evaluations: Lessons From The Field", Proceedings of the IFIP TC8 Open Conference on Business Process Re-engineering, B. Glasson, I. Hawryszkiewicz, Bunderwood (eds), North-Holland Press, Amsterdam, pp. 343- 355.
29. Lacity, M. and Hirschheim, R. (1994), "The Role of Benchmarking Services in Demonstrating I.S. Effectiveness," Proceedings of the Second European Conference on Information Systems, pp. 779-794.
30. Lacity, M. and Hirschheim, R. (1993), "The Information Systems Outsourcing Bandwagon," Proceedings of the Management of Change: Market Testing and Outsourcing of IT Services, Effective Leadership in Information Technology, London, pp. 8-14

## RESEARCH FOR PRACTICE

*Our recent research investigates how organizations transform business services using Robotic Process Automation, Cognitive Automation, and Blockchain technologies.*



### Blockchain Research for Practice:

**Website:** <https://blockchain.uark.edu/>

#### Sample Blockchain Publications for Practice:

1. Lacity, M. (2020). *Reinventing Talent Acquisition: The SmartResume® Solution*, Blockchain Center of Excellence, University of Arkansas Research Paper Series.
2. Lacity, M. (2019). *An Overview of the Internet of Value, Powered by Blockchains*, Blockchain Center of Excellence, University of Arkansas Research Paper Series.
3. Lacity, M., Zach, S., Paul, C. (2019). *Blockchain Governance Models: Insights for Enterprises*, Blockchain Center of Excellence, University of Arkansas Research Paper Series.
4. Lacity, M., Zach, S., Paul, C. (2019). *Towards Blockchain 3.0 Interoperability: Business and Technical Considerations* (Blockchain Center of Excellence, University of Arkansas Research Paper Series.
5. Lacity, M., Steelman, Z. R., Yates, J., Wei, J. (2019). *US and China Battle for Blockchain Dominance*. <https://cointellegraph.com/news/us-and-china-battle-for-blockchain-dominance>.
6. Lacity, M., Allee, K., Zhu, Y. (2019). *Blockchain in Business: What do Companies' 10-K Reports Say About DTL?*. <https://cointellegraph.com/news/blockchain-in-business-what-do-companies-10-k-reports-say-about-dlt>
7. Lacity, M. C. (2018). Enterprise Blockchains: Eight sources of business value and the obstacles in their way, *Intelligent Sourcing* (Summer ed., pp. 24-31)
8. Lacity, M. C., Moloney, K., Ross, J. (2018). *Blockchain at BNP Paribas: The Power of Co-Creation*. MIT Sloan School of Management, Center for Information Systems Research.
9. Lacity, M. C., Moloney, K., Ross, J. (2018). *Blockchains: How to position your company for the inevitable*. MIT Sloan School of Management, Center for Information Systems Research.
10. Lacity, M. and Moloney, K. (2017), “[The Biggest Tech To Hit Wall Street Since The Internet Is Not Yet Ready For Prime Time](#)”, GE Reports, June 7.

#### Sample Blockchain Videos:

**Center for Supply Chain Studies.** [Beyond the Headlines: Current State of Enterprise Blockchains](#).

**OneTAKE Live (2020):** [Sourcing, Automation and Blockchain](#)

## **Blockchain Center of Excellence Executive Advisory Board Workshops:**

**“Realizing Business Value”**, June 16<sup>th</sup>, 2020. *Workshop objective:* Share practices on getting business value from blockchain-enabled ecosystem solutions

**“Decentralized Identity and Credentials”**, April 15, 2020. *Workshop objective:* Share practices and emerging standards for decentralized identity

**“Messaging the C-Suite”**, December 3<sup>rd</sup>, 2020. *Workshop objective:* Share practices on “Messaging the C-suite/BoD”; Learn from live examples

**“Public Blockchains”**, Oct 4<sup>th</sup>, 2019. *Workshop objective:* Share information on emerging innovations for public blockchains.

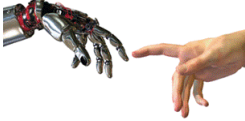
**“Shared Governance”**, June 6<sup>th</sup> 2019. *Workshop objective:* Share information on blockchain application/platform governance models, including practices, challenges, and lessons learned.

**“Cold chain and blockchains”**, March 28<sup>th</sup>, 2019. *Workshop Objective:* Share information on cold chain traceability solutions

**“Interoperability,” January 17<sup>th</sup>, 2019.** *Workshop Objective:* Share information on interoperability, standards, and strategies.

## **Blockchain Grants:**

Lacity, M., "Poultry Excellence in China: Improving Food Safety of Poultry Supply Chain - Phase II", sponsoring organization Walmart Foundation, awarding organization is Foundation, \$3500000, Funded. (awarded: 2019, start: 2019, end: 2021) The BCOE is budgeted for \$75K per year for 2 years - \$150k total



## Automation Research for Practice:

**Website:** <http://www.roboticandcognitiveautomation.co.uk/index.html>

### Sample Automation Publications for Practice:

Hindle, J., Lacity, M., Willcocks, L. and Khan, S. (2018) "[RPA: Benchmarking the Client Experience](#)"

Hindle, J., Willcocks, L., Lacity, M. (2018). Keys to RPA Success: Four Part Series

- Part 1: [Becoming Strategic With RPA](#) (July 2018)
- Part 2: [Resolving Key Selection Challenges](#): Sourcing, Platform and Total Value (August 2018)
- Part 3: [Gaining Early Stakeholder Buy-in and Governance](#) (Nov 2018)
- Part 4: [Change Management & Capability Development](#): People, Process, & Technology (Dec 2018)
- Part 5: [The path to maturity](#) (February 2019).

Lacity, M., Scheepers, R., Willcocks, L., and Craig, A. (2017), "[Reimagining the University at Deakin: An IBM Watson Automation Journey](#)", The LSE Outsourcing Unit Working Research Paper Series.

Lacity, M., Babin, R., and Willcocks, L. (2017), "[Research Center: Service Automation Trends Survey](#)," *Pulse Magazine*, Issue 28, pp. 40-44.

Lacity, M., Willcocks, L. and Craig, A. (2017), "[Service Automation: Cognitive Virtual Agents at SEB Bank](#)," The LSE Outsourcing Unit Working Research Paper Series.

Lacity, M., and Willcocks, L. (2017), "[Smart Service Automation: 20 Action Principles](#)," Cutter Consortium

Lacity, M., and Willcocks, L. (2017), "[Robotic Process Automation: Benefits, Cases, and Lessons](#)," Cutter Consortium.

Lacity, M. and Willcocks, L. (2016), "[Robotizing Global Financial Shared Services](#)" The LSE Outsourcing Unit Working Research Paper Series.

Lacity, M. and Willcocks, L. (2016), [Robotic Process Automation: The Next Transformation Lever for Shared Services](#), The LSE Outsourcing Unit Working Research Paper Series.

*CIO Magazine* Interview, "[Should CIOs be chief robot wranglers?](#)" July 26, 2016.

Lacity, M. (2016), "[Technology Trends: Now, Soon, Later](#)," *Pulse Magazine*, Issue 26, pp. 32-33.

Lacity, M. and Willcocks, L. (2016), "[Speed of Automation Adoption Faster for Providers than Customers](#)," *Pulse Magazine*, May/June, pp. 10-17.

Lacity, M. and Willcocks, L. (2016), "[Will your next relationship be with a robot? A look at how service automation may impact outsourcing](#)," *Pulse Magazine*, March/April, pp. 24-27.

Willcocks, L. and Lacity, M. (2015), "[Businesses will increasingly use robots to deal with the explosion of data](#)," *LSE Business Review Online*, September 15.

Willcocks, L. and Lacity, M. (2015), "[Will robots replace humans?](#)" *LSE Business Review Online*, October 6.

Willcocks, L. and Lacity, M. (2015), "[Poppy appeal: RPA at BPO service providers,](#)" *Professional Outsourcing Magazine*, Winter Issue, pp. 12-18.

Willcocks, L. and Lacity, M. (2015), "[IT, Phone Home: Leslie Willcocks and Mary Lacity on Telefonica O2's RPA](#)" *Professional Outsourcing Magazine*, Autumn Issue, pp. 26-34.

Lacity, M., Willcocks, L., and Yan, A. (2015), "[Are the robots really coming? Service Automation Survey Findings,](#)" *Pulse Magazine*, Issue 17, pp. 14-21.

Lacity, M., Willcocks, L., and Craig, A. (2015), "[Robotic Process Automation at Telefónica O2,](#)" The LSE Outsourcing Unit Working Research Paper Series

Willcocks, L., Lacity, M. and Craig, A. (2015), "[Robotic Process Automation at Xchanging,](#)" The LSE Outsourcing Unit Working Research Paper Series.

### **Sample Videos:**

[Planning for the Human-Digital Workforce](#), MIT Sloan Management Review, 2018

[The Fusion of RPA and Cognitive](#) - A Conversation with Professor Mary Lacity, UiPath, 2018

## PRESENTATIONS/SPEAKING ENGAGEMENTS:



*Mary Lacity regularly delivers keynotes to hundreds of people, pictured here onstage at the Outsourcing World Summit talking about RPA with Leslie Willcocks*

1. Panelist, Self-Sovereign Identity for B2B transactions, **SSI Toronto**, June 24, 2020.
2. "RPA, Cognitive Automation, and Blockchains," **Sykes OneTake Live**, May 6, 2020.
3. "Pandemic Solutions in Supply Chains", **University of Arkansas Honors Seminar**, May 21, 2020, with Matt Waller, Rod Thomas, John Kent, David Dobrzykowski, Remko Van Hoek, Brian Fugate, and Brent Williams
4. Panelist, "Going Public", **EY Global Blockchain Summit**, April 21, 2020,
5. "De-Mystifying Blockchain," **Singularity University: NWA Chapter**, April 17, 2020.
6. "Corona and Blockchain" **The British Blockchain Association Summit**, April 22, 2020.
7. "Blockchains for Business" **Springdale Rotary Club**, April 27, 2020.
8. Panelist: "The New Abnormal: Will COVID19 change forever how we do business?" **HfS Research**, 27 March 2020; <https://youtu.be/OCvMsV4TPLM>
9. "Blockchain Research Opportunities," Interdisciplinary Ph.D. Seminar, **University of Arkansas Little Rock**, February 7, 2020.
10. "What CPAs need to know about blockchains", CPA Corporate Reporting Update, sponsored by **EY**, Bentonville, AR, December 12, 2019.
11. Panelist, "The Early Winds You Need to Know in Blockchain", **Elev8 Blockchain Conference**, Las Vegas, NV, December 10, 2019.
12. "Seven Lessons from Enterprise Blockchain Research", **Blockchain in Transport Alliance**, Chicago, IL. November 14, 2019.
13. "Introduction to Blockchain & CryptoAssets", **Arkansas Law Review Symposium**, Fayetteville, AR, October 25, 2019.
14. Panel Moderator: "Leveling up Blockchains for Enterprises", **Northwest Arkansas Technology Summit**, Bentonville, AR., October 22, 2019.

15. "Ten things to know about enterprise (ecosystem) blockchains", C.T. Bauer College of Business Faculty , **University of Houston**, Texas, October 18, 2019.
16. "Ten things to know about ecosystem blockchains", **Houston Blockchain Alliance**, Houston, TX. October 17, 2019.
17. "Blockchain Center of Excellence: Blockchain Overview", **Infragard Arkansas Members Alliance**, Fayetteville, AR, July 26, 2019.
18. "10 Compelling Observations on Enterprise Blockchains," presented to **IT Leadership of ArcBest Technologies**, Fort Smith, May 23, 2019, with Dr. Zach Steelman and Dr. Paul Cronan.
19. "The Current State of Enterprise Blockchain", **Women in IT Conference**, Walton College of Business, April 10, 2019.
20. "Truth or Lies about Blockchains", **Sam. M. Walton College of Business Executive Education**, Little Rock, AR, March 13, 2019.
21. Panel Moderator, "Enterprise Blockchain Adoption Journeys," **2019 Blockchain for Business Conference**, Fayetteville AR, March 29, 2019,.
22. "Research Agenda for Blockchains", **ICIS Special Interest Groups on Blockchains**, Association of Information Systems, San Francisco, CA, December 13, 2018.
23. "The Truth about Enterprise Blockchains" to **Walmart International Supplier Collaboration Board**, November 29, 2018.
24. "Blockchains: Coming to a Government Near You?" **Arkansas Digital Government Summit**, Little Rock, AR, November 1, 2018.
25. "Truth and Lies about Enterprise Blockchains" **NWA Technology Summit**, October 23, 2018.
26. "Truth and Lies about Enterprise Blockchains" **NWA Women in IT Conference** October 22, 2018.
27. Guest Speaker, **City of Fayetteville Innovation Council Meeting**. (October 2018). City of Fayetteville is trying to understand the potential impacts of blockchains on local government; Organized by Startup Junkie
28. "Planning for the Human-Digital Workforce", **MIT Sloan Management Review Webinar Series**, MIT Sloan Management Review, October 11, 2018.
29. **Startup Junkie Podcast Series**, "Blockchains" October 9, 2018.
30. "Arkansas: Blockchain Initiatives". **Little Rock Tech Fest**, October 5, 2018.
31. "Making Blockchains Real" Advanced Practices Council, **Society of Information Management**, Chicago, October 2, 2018.
32. "Work/life balance", **America's Conference of Information Systems (AMCIS)**, New Orleans, LA, August 16, 2018.
33. "Making Blockchains Real" **IBM Food Trust**, IBM, Chicago, IL, July 18, 2018).
34. "Blockchains for Arkansas," **BC4AR conference** sponsored by Governor Asa Hutchinson, Little Rock, June 27, 2018.

35. "Gaining the Triple-Win from RPA," **KPMG Digital Labor Symposium**, New York City, June 20, 2017.
36. "Gaining the Triple-Win from RPA," **Massachusetts Institute of Technology (MIT)**, Center for Information Systems Research (CISR), Boston, June 14, 2017.
37. "RPA and the Future of Work," **Blue Prism World**, New York City, June 7, 2017.
38. Panel Moderator, "Ask the Executives," **Blue Prism World**, New York City, June 7, 2017.
39. Keynote: "Service Automation: Now, Soon, Later," **HfS Buyer's Summit**, New York City, March 30, 2017.
40. Panelist, "Making Cognitive Real - The Transformation of Service Agents," **HfS Webinar**, March 23, 2017.
41. "RPA Action Principles," **The Sourcing Board**, March 14, 2017.
42. Keynote, "Advice to Aspiring I.S. Professionals", IS Career Conference, College of Business, **University of Missouri-St. Louis**, Feb 24, 2017.
43. "Review of Empirical Research on Business Services Outsourcing and Future Research Directions," **Outsourcing World Summit**, San Antonio, February 19, 2017.
44. Panel Moderator, "Impact of Third Party Advisors on the Outsourcing Market – A discussion with ISG," **Outsourcing World Summit**, San Antonio, February 19, 2017.
45. "RPA, Cognitive, and Blockchain: Transforming Business Services," **Washington University**, Olin Business School, January 27, 2017.
46. "Review of 23 Years of Empirical Research on Information Technology Outsourcing Decisions and Outcomes," **Hawaii International Conference on System Sciences**, Hawaii, January 6, 2017.
47. Panelist, "The Great Roboboss Debate," **HfS Webinar**, November 10, 2016. Webcast
48. "Robots and Cognitive Automation: Myths and Realities," College of Business Research Seminar, **University of Houston**, October 4, 2016.
49. "RPA, Cognitive Automation and the Future of Work," **Enterprise Global Services Advanced User Forum**, San Francisco, July 28, 2016.
50. Masterclass: "The Roles of IT and Business Operations in RPA," **CIO Forum**, Los Angeles, June 28, 2016.
51. "Nine Keys to World-class Outsourcing," **Massachusetts Institute of Technology (MIT)**, Center for Information Systems Research (CISR), Boston, June 14, 2016.
52. Keynote: "Robotic Process and Cognitive Automation: Today's Reality," **Cognizant Community**, Austin, June 7, 2016.
53. "RPA, Cognitive Automation and the Future of Work," **HfS Buy's Summit**, San Francisco, May 26, 2016.

54. "Robotic Process Automation: Lessons from Early Adopters", **Blue Prism client-only event**, Manchester, UK, May 12, 2016.
55. "Service Automation: Robots and the Future of Work," **Blue Prism Partner World**, London, UK, May 11, 2016.
56. Co-moderator of Customer panel on RPA adoption, **Blue Prism Partner World**, London, UK, May 11, 2016.
57. "Robotic Process Automation: Lessons from Early Adopters", **Blue Prism client-only event** held at London Stock Exchange, London, UK, May 10, 2016.
58. "Service Automation: Robots and the Future of Work," public lecture, **London School of Economics and Political Science**, London, UK, May 9, 2016. Podcast
59. "Gaining Productivity with Robotic Process Automation—The Latest Research", **Blue Prism webinar**, April 20, 2016.
60. "Service Automation in Business Operations," Women in IT Conference, **University of Arkansas**, Fayetteville, April 13, 2016.
61. "Service Automation: Robotics and the Future of Work", presented to **EY leadership team**, New York City, March 15, 2016.
62. "Robotic Process Automation: The Next Transformation Lever for Shared Services," SSON's **Shared Services Outsourcing Week**, Orlando, March 8, 2016.
63. Panelist, "The Virtual Workforce," **HfS Research Webinar**, February 25, 2016.
64. Keynote: "Service Automation: Taking the Robot Out of the Human," The 2016 **Outsourcing World Summit**, Orlando, February 16, 2016.
65. "Action Principles for Service Automation," The Second Annual IAOP North American **Outsourcing Research Workshop**, Orlando, February 14, 2016.
66. "Service Automation: Robotics and the Future of Work," **Blue Prism** senior leadership meeting, South Beach, Florida, November 11, 2015.
67. "Nine Keys to World-Class BPO: An Illustration of practice-based research," **University of Missouri-St. Louis** College of Business Doctoral Seminar Series, October 2, 2015.
68. Judge, Global Sourcing Council Awards, **United Nations**, Sept 16, 2015.
69. Panelist, "Where is the Action Today in Intelligent Automation?" **HfS Research** Webinar, August 27, 2015.
70. "Strategy Behind Using Domestic Sourcing for Global Delivery," **SIM Houston IT Symposium**, Houston, August 6, 2015.
71. Keynote: "Robotic Process Automation: Lessons from Three Case Studies," **IAOP Outsourcing Tools & Technology Innovation**, Dallas, July 9, 2015.
72. Panelist, "The Challenges & Opportunities with Automation & RPA," **IAOP Outsourcing Tools & Technology Innovation**, Dallas, July 9, 2015.

73. "Transforming Outsourcing with Robotic Process Automation," **World BPO/ITO Forum**, New York City, June 16, 2015.
74. Panelist, "What is RPA and Why It's Great for Onshore Delivery," **RevAmerica Conference** on US Domestic Sourcing, New Orleans, May 6, 2015.
75. Moderator: "Impact Sourcing Case Studies: How Liberty Source and Onshore Outsourcing are Making a Difference," **RevAmerica Conference** on US Domestic Sourcing, New Orleans, May 6, 2015.
76. "The American advantage: Keeping IT and business services onshore," **Gateway to Innovation**, Saint Louis Missouri, April 29, 2015.
77. "Nine Keys to World-Class BPO," Business and Information Technology Department Speaker Series, **University of Missouri Science & Technology**, Rolla Missouri, April 17, 2015.
78. "Service Transformation Through Automation," **The Robotic Automation Advisory Council**, Chicago Illinois, April 14, 2015.
79. "Principles of Collaborative Problem-solving in Outsourcing Relationships," The 2015 **Outsourcing World Summit**, Desert Ridge Arizona, February 16, 2015.
80. Keynote: "Nine Keys to World-Class BPO," The First Annual **IAOP North American Outsourcing Research Workshop**, Desert Ridge Arizona, February 15, 2015.
81. "New Age Outsourcing with Robotic Process Automation," **Washington University**, Professional MBA, February 6, 2015.
82. Moderator, "The Impact of Robotic Process Automation on BPO," **Automation Innovation Conference**, New York City, December 10, 2014.
83. Panelist, "Domestic Sourcing", **Midwest Chapter of the IAOP**, Bloch Executive Hall, UMKC, November 12, 2014.
84. "The Rise of Legal Services Outsourcing," **Corporate Legal Operations Consortium (CLOC)**, San Jose, California, July 18, 2014.
85. "The Risks and Opportunities of Outsourcing: Legal Services under Threat?" **London School of Economics**, London, June 17, 2014.
86. "Six lessons of Global Business Process Outsourcing," **Washington University**, Professional MBA, March 28, 2014.
87. "The Rise of Legal Services Outsourcing," The 2014 **Outsourcing World Summit**, Orlando, Florida, February 17, 2014.
88. Moderator, "CEO Panel: Recruitment, Training and Retention Strategies for Domestic Sourcing," **Momentum.2013 Conference** on US ITO and BPO Domestic Sourcing, Atlanta, Georgia, September 10, 2013.
89. "Completing the Ph.D. Dissertation: Advice from Senior Faculty," Graduate Student Conference, **UM-St. Louis**, August 12, 2013, with Wes Harris, Beth Huebner, and Ann Steffen.
90. "Outsourcing Cloud Services: The Great Equalizer for SMEs?" Research Seminar, **London School of Economics** and Political Science, London, June 13, 2013.

91. "The Impact of Impact Sourcing: Framing a Research Agenda," **4th International Conference on the Outsourcing of Information Services**, Mannheim, Germany, June 11, 2013, with Erran Carmel.
92. "Outsourcing Cloud Services: The Great Equalizer for SMEs?" **4th International Conference on the Outsourcing of Information Services**, Mannheim, Germany, June 11, 2013, with Leslie Willcocks.
93. "Strange Bedfellows No More: Researching Business Process Outsourcing and Dynamic Innovation," **4th International Conference on the Outsourcing of Information Services**, Mannheim, Germany, June 10, 2013 with Leslie Willcocks.
94. Moderator, "Sourcing Relationships at Edward Jones" Midwest Chapter of the IAOP, **Washington University**, St. Louis, April 30, 2013.
95. "Designing and Delivering Hybrid Graduate Courses," presented to the College of Business' Teaching and Innovation Series, **University of Missouri-St. Louis**, April 12, 2013.
96. "Global Sourcing of Business Services: Bringing state-of-the art research into the classroom" presented to the Presidents and visiting delegates from **Aschaffenburg University of Applied Sciences** and **Seinajoki University of Applied Sciences**, University of Missouri-St. Louis, March 4, 2013.
97. Keynote: "Strange Bedfellows No More: Dynamic Innovation in BPO Relationships," The 2013 **Outsourcing World Summit**, Phoenix, Arizona, February 19, 2013.
98. "Global Business Process Outsourcing," **Washington University**, Professional MBA, January 18, 2013.
99. "Advanced Outsourcing Practice," **CIO Symposium**, 33rd International Conference of Information Systems, Orlando, Florida, December 18, 2012.
100. Panelist, "Made in America - Rural Outsourcing in Missouri," **Midwest Chapter of the IAOP**, IT Enterprises, St. Louis, October 17, 2012.
101. "Outsourcing Research: Theory, Practice and the Emerging Landscape," **London School of Economics** and Political Science, London, June 26, 2012.
102. "Dynamic Innovation," **United Kingdom & Ireland Chapter of the IAOP**, London, June 26, 2012.
103. "What Service Providers Say About Clients," **Gateway to Innovation Conference**, St. Louis, April 26, 2012.
104. Co-chair, "Healthcare Services Outsourcing," **Midwest Chapter of the IAOP**, UMSL Campus, St. Louis, Missouri, April 24, 2012.
105. "The BPO Landscape: The Next Generation," The 2012 **Outsourcing World Summit**, Lake Buena Vista, Florida, February 21 (with Leslie Willcocks).
106. Panel Moderator, "Rural Sourcing: Moving from Xenophobic Buyer to Competitive Supplier," The 2012 **Outsourcing World Summit**, Lake Buena Vista, Florida, February 21.
107. "Global Business Process Outsourcing," **Washington University**, Executive MBA, January 20, 2012.
108. "What Service Providers Say About Clients," International Association of Outsourcing Professional, **Voice of the Customer Chapter Webinar**, September 21, 2011.

109. "Global ITO and BPO: Best Practices for Achieving Business Results," Senior Leadership Team, **The Outsource Group**, St. Louis, Missouri, September 16, 2011.
110. "What Service Providers Say About Clients," **Everest Research Institute**, Market Vista Webinar, August 10, 2011.
111. "Delivering ITO and BPO Services from Remote Domestic Locations," Senior Leadership Team, **Cayuse Technologies**, Pendleton, Oregon, July 27, 2011 (with Joe Rottman).
112. "Twenty Things Suppliers Say about Clients," Center for the Management of Information Technology, **University of Virginia**, Reston Virginia, July 8, 2011.
113. "Field of Dreams: Outsourcing IT Work to Rural Suppliers," Senior Leadership Team, **Daugherty Business Solutions**, St. Louis, Missouri, April 14, 2011 (with Joe Rottman).
114. "What Suppliers Say About Clients," **Kraft BPO Internal Advisory Group**, Northfield, Illinois, April 12, 2011.
115. "Field of Dreams: Outsourcing IT Work to Rural Suppliers," **Gateway to Innovation Conference**, St. Louis, Missouri, April 5, 2011 (with Joe Rottman).
116. "What Suppliers Would Tell You If They Could," **Outsourcing World Summit**, Indian Wells, California, Feb 23, 2011.
117. Panel Moderator, "Building a Better Outsourcing Community for Customers, Advisors, and Suppliers," **Outsourcing World Summit**, Indian Wells, California, Feb 23, 2011.
118. "Rural Outsourcing," Dean's Business and Breakfast, **University of Missouri**, College of Business, UMSL, December 2, 2010 (with Joe Rottman).
119. Co-chair, "Human Capital Development in the Midwest/St. Louis Region to Compete Globally: Collaborations among Industry, Government, and Academics," **Midwest Chapter of the IAOP**, UMSL Campus, St. Louis, Missouri, June 24, 2010. Available at [http://winmedia.umsl.edu/lacitym/IAOP\\_1.wmv](http://winmedia.umsl.edu/lacitym/IAOP_1.wmv)
120. Panel Participant, "**IAOP/Globalization Today Roundtable: Outsourcing Dilemma – What Do We Mean By Value?**" May 10, 2010. Also featured as the covered story in Globalization Today, May/June 2010, pp. 20-25.
121. Table Topics Leader, "How Can Suppliers and Advisors Cooperate to Make the Outsourcing Procurement Process More Effective?" The 2010 **Outsourcing World Summit**, Orlando, Florida, February 14, 2010. Also featured in Globalization Today, May/June 2010, pp. 47-49.
122. Panel Participant, "Managing a Review Process From an Author's Perspective," **Journal of Information Technology: Author's Workshop**, Phoenix, Arizona, December 14, 2009.
123. Panel Participant, "Outsourcing: Its Future in the New Economy," **International Association of Outsourcing Professionals**, Mid-West Chapter, Clayton, Missouri, December 2, 2009.
124. "Planning an Online or Blended Course," **Center for Teaching and Learning (CTL)** workshop, St. Louis, Missouri, September 30, 2009.
125. "Public Opinion of Outsourcing and Offshoring as Reflected in U.S. and Indian Political Cartoons," **Third Information Systems Workshop on Global Sourcing**, Keystone, Colorado, March 23, 2009.

126. "Global Sourcing of IT Work," The **Gateway to Innovation Conference** sponsored by the IT Coalition, Society for Information Management, and St. Louis RCGA, St. Louis, MO, April 30, 2008.
127. "Enduring Challenges in IT Outsourcing," **9th Annual International Business Research Forum and 2nd Annual Offshoring Research Network Conference** sponsored by Temple CIBER and Duke CIBER, Philadelphia, Pennsylvania, April 4, 2008.
128. "Offshore Outsourcing of IT Work to India and China," **Society of Information Management-St. Louis Chapter**, St. Louis, November 20, 2007.
129. "What Western Clients want from Offshore Suppliers," presented to distinguished guests and visiting government officials from **Nanjing Province**, China, in Clayton, MO, October 12, 2007.
130. "Modeling Turnover Intentions of Indian IS Professionals," **Third International Conference on Outsourcing of Information Systems**, Heidelberg, Germany, May 30, 2007. (Written with Iyer, V., and Rudramuniyaiah, P.)
131. "Project Attributes and Contextual Explanations of Offshore Outsourcing Outcomes: Evidence from a Client's Perspective," **Third International Conference on Outsourcing of Information Systems**, Heidelberg, Germany, May 30, 2007. (Written with Rottman, J.)
132. "The Surprising Things that Matter Most to Clients," Live Webcast sponsored by **Primavera Systems**, March 15, 2007.
133. "Assessing Supplier Capabilities to Improve Client-Supplier Relationships," **Society of Information Management-St. Louis Chapter**, St. Louis, November 21, 2006.
134. "Outsourcing For Competitive Advantage," presented to visiting masters students from **Seinäjoki Polytechni**, Finland, Aug 9, 2006.
135. "Qualitative Research Methods: Case studies in Business Research," presented to visiting doctoral students from School of Business, **Nanjing University**, July 19, 2006.
136. "Managing Outsourced Projects," Center for the Application of Information Technology Project Management Roundtable, **Washington University**, May 17, 2006.
137. "Supplier-Side Responsibilities," presented to UK Cabinet Office representatives, **Saïd Business School**, Oxford University, United Kingdom, February 28, 2006. Also served as faculty facilitator for 3-day Cabinet Office workshop, "Delivery Through Suppliers," Feb 27-March 2, 2006.
138. "SIM Advocacy Research Results for IT Workforce Development," **Society of Information Management-St. Louis Chapter**, St. Louis, January 10, 2006.
139. "Global Sourcing of IT Work," presented to MS MIT students at McIntire School of Commerce, **University of Virginia**, Aug 5, 2005.
140. "Global Sourcing: HR Implications and Practices," **Society of Information Management/Marquette University IT Forum**, Milwaukee, Wisconsin, May 23, 2005.
141. "The Global IT Market," Dean's Business and Breakfast, College of Business, **University of Missouri-St. Louis**, UMSL, May 18, 2005.
142. "Proven Practices in Offshore Sourcing of IT Work," **St. Louis Regional Offshore Outsourcing Users Group**, St. Louis, January 28, 2005.
143. "Proven Practices in Offshore Sourcing of IT Work," **Society of Information Management-St. Louis Chapter**, St. Louis, January 25, 2005.

144. "Proven Practices in Offshore Management," **IT Governance Council**, Anheuser-Busch, November 19, 2004.
145. Keynote speech "Managing Outsourcing Projects," **Center for the Application of Information Technology Project Management Roundtable**, Washington University, November 10, 2004.
146. "The Capabilities Your Suppliers Need to Make Outsourcing Work," **Sourcing Interest Group Leadership Conference**, Huntington Beach, California, Oct 13, 2004.
147. "Best Practice in Offshore Project Management," presented to Offshore Project Management Class Participants, Center for the Application of Information Technology, **Washington University**, October 5, 2004.
148. "Global Information Technology Sourcing," **Advanced Practices Council for the Society of Information Management**, Philadelphia, PA, September 22, 2004.
149. Keynote speech "Global sourcing of IT Services," Technology and Commerce Roundtable sponsored by **Southern Illinois University** and Hortica, Edwardsville, September 10, 2004.
150. "Learning From Four Phases of Sourcing" presented to Department of Computer and Information Systems, **Southern Illinois University**, Edwardsville, May 28, 2004.
151. "Back Office Outsourcing: 15 Years of Learning," **Sourcing Interest Group** Conference, Houston, Texas, May 6, 2004.
152. "Back Office Transformation Models and Capabilities," 2004 **World Outsourcing Summit**, Orlando, Florida, February 24, 2004.
153. "Transforming Back Offices Using Enterprise Partnerships," **Society for Information Management**, Seattle, Washington, December 13, 2003.
154. "Sourcing the Information Technology Function," presented to MS MIT students at McIntire School of Commerce, **University of Virginia**, July 25, 2003.
155. "Rigor in Qualitative Research," presented to IS faculty and doctoral students of the School of Engineering and Applied Science, **Washington University**, St. Louis, Missouri, July 11, 2003.
156. "From Netsourcing to Enterprise Partnerships," presented to the members of the Information Systems Research Center, Bauer College of Business, **University of Houston**, Houston, Texas, March 27, 2003.
157. "Information Technology Sourcing and Enterprise Partnerships," presented in the Magid Igbaria distinguished lecture series, **Claremont Graduate University**, Claremont, California, January 24, 2003.
158. "Business Process Outsourcing in Human Resource Management," **University of Missouri-St Louis**, College of Business Research Seminar, December 13, 2002.
159. Keynote Speech, "Netsourcing Business Applications: Early Lessons, Future Directions," 2002 **World Outsourcing Summit**, Orlando, Florida, February 20, 2002.
160. "Information Technology Sourcing: A Decade of Learning," presented to the faculty of the College of Arts and Sciences, **University of Maryland**, Baltimore County, January 7, 2002.
161. "Information Technology Sourcing: A Decade of Learning," presented to the faculty of the Fox Business School, **Temple University**, December 12, 2001.

162. "The Normative Value of Transaction Cost Economics: What Managers Have Learned in the IT Context," **2nd International Conference on Outsourcing of Information Systems**, Bayreuth, Germany, June 23, 2001.
163. "The Future of Application Service Provision," **2nd International Conference on Outsourcing of Information Systems**, Bayreuth, Germany, June 23, 2001.
164. Keynote Speech, "Proven and Emerging Practices from a Decade of Technology Outsourcing," 2001 **World Outsourcing Summit**, Desert Springs, CA, February 21, 2001.
165. Two-day Information Management Seminar for the Postgraduate International Program: Chartered Controllers, Olin Business School, **Washington University**, July 27-28.
166. "Sourcing Information Technology and Sourcing E-business Projects," **ITEC Conference**, America's Center, May 23, 2000.
167. "Supplier Opportunities in the IT Outsourcing Market," presented to the Board of Directors of **OAO Technology**, Annapolis, Maryland, April 18, 2000.
168. "Global IT Outsourcing," presented to the faculty of the School of Business, **Louisiana State University**, October 23, 1998.
169. "Gaining Business Advantage from IT Outsourcing," One day public seminar, conducted with Leslie Willcocks for senior and IT executives, Templeton College, **Oxford University**, March 16, 1998.
170. "Information Systems Outsourcing Practices in the US," presented to the faculty of the School of Commerce, **University of New South Wales**, Sydney, Australia, February 5, 1998.
171. "Current US Practices in IT Outsourcing: Do Lessons Apply to Japan?" presentation to customers of **Digital Equipment Corporation**, Tokyo, Japan, January 20, 1998.
172. "Management of Mega-Contracts," **DuPont's Business Information Center**, Wilmington, Delaware, January 9, 1998.
173. "Rhetoric and Reality of Partnering," **International Conference on Information Systems**, Atlanta, Georgia, December 16, 1997.
174. "Three Models of IT Outsourcing Contracts," presented to the faculty and Ph.D. students of the School of Business, **Southern Illinois University** at Carbondale, October 24, 1997.
175. "Managing Customer-Supplier Relations in IT Outsourcing," Center for the Management of Information Technology, **University of Virginia**, McIntire School of Commerce, Virginia, October 17, 1997.
176. "Best, Worst, and Emerging Practices in Information Technology Sourcing," **International Function Point Users Group**, Cincinnati, Ohio, April 9, 1997.
177. Testimony to the **National Congressional Commission** to Restructure the IRS, Co-chairs Senator John Kerry and Congressman Robert Portman, Washington D.C., January 30, 1997.
178. "Best, Worst, and Emerging Practices in Information Technology Sourcing," **International Conference on Information Systems**, Cleveland, Ohio, December 16, 1996.
179. "Information Technology Sourcing Decisions: Lessons from Experience," presented to the **West Chester County legislators**, White Plains, New York, July 22, 1996.

180. "Information Systems Outsourcing: Maximizing Flexibility and Control," **International Function Point Users Group**, Rome, Italy, February 7, 1996.
181. "Information Technology Outsourcing: Maximize Flexibility and Control," **University of Missouri-St Louis**, School of Business Research Seminar, December 8, 1995.
182. "Critical Success Factors for IT Sourcing," presented to the Finance and Economics faculty at the University of Pittsburgh and to the Center for Research on Contracts, **University of Pittsburgh Pennsylvania**, May 12, 1995.
183. "Europe's Information Technology Leaders: Hello Is There Anybody Out There?" **University of Missouri-St Louis**, School of Business Research Seminar, February 17, 1995.
184. "An Empirical Examination of Williamson's Transaction Cost Theory," **Warwick University Business School**, Warwick, United Kingdom, December 7, 1994.
185. "Beyond the Outsourcing Bandwagon: The Insourcing Route To Improvement," Information Management Research Seminar, **Oxford University**, United Kingdom, November 29, 1994.
186. "Transaction Cost Economics: The Information Technology Context", Judge Institute of Management Studies, **Cambridge University**, Cambridge, United Kingdom, November 1, 1994.
187. Information Technology Outsourcing: Research and Practice, One day public seminar conducted with Leslie Willcocks for IT and Business Unit Managers, Templeton College, **Oxford University**, October 10, 1994 and July 4, 1994.
188. "The Outsourcing Threat: Bridge to Insider Advantage?," Management Challenges in Information Systems Conference, **Cranfield University**, Bedford, United Kingdom, July 13, 1994.
189. "The Role of Benchmarking Services in Demonstrating I.S. Effectiveness," **The Second European Conference of Information Systems**, Nijenrode University, Breukelen, The Netherlands, May 30, 1994.
190. "Rightsourcing the Information Technology Function," Center for the Management of Information Technology, University of Virginia, McIntire School of Commerce, **University of Virginia**, April 15, 1994.
191. "Evaluating and Improving IT Performance", Presented to Peninsular & Oriental Senior Executives attending the Oxford Institute of Information Management's Executive Seminar, Templeton College, **Oxford University**, February 24, 1994.
192. "IT Benchmarks", Presented to IBM Account Managers attending the Oxford Institute of Information Management's Executive Seminar, Templeton College, **Oxford University**, February 9, 1994.
193. Panel Discussant, "Information Systems Outsourcing," **International Conference of Information Systems**, Orlando, Florida, December 1993.
194. "A Field Investigation of Information Systems Insourcing Practices," **University of Missouri-St. Louis**, College of Business Research Seminar, November 19, 1993, St. Louis.
195. "Information Systems Outsourcing and Insourcing Practices," **Washington University's Research Seminar**, November 12, 1993 St. Louis.
196. "The Information Systems Outsourcing Bandwagon," **The International Conference on Outsourcing of Information Services**, May 22, 1993, Enschede, Netherlands.

197. "Information Systems Outsourcing: Lessons from an Early Adopter," **The International Conference on Outsourcing of Information Services**, May 21, 1993, Enschede, Netherlands.
198. "The Information Systems Outsourcing Bandwagon," presented to members of the Effective Leadership, **British Computer Society** May 19, 1993, London.
199. "Information Systems Outsourcing: Theory and Practice", St. Louis chapter of **ORSA/TIMS**, April 16, 1993, St. Louis.
200. "The Demise of the Centralized MIS Function," **University of Missouri-St. Louis**, College of Business Research Seminar, with Ashok Subramanian, October 16, 1992, St. Louis.
201. "Information Systems Outsourcing Evaluations," **University of Houston** Information Systems Research Center, June 23, 1992, Houston.
202. "From Markets to Hierarchies," **University of Missouri-St. Louis**, College of Business Research Seminar, March 27, 1992, St. Louis.
203. "Information Systems Productivity: Support of Existing Applications." **University of Houston** Information Systems Research Center, June 21, 1990, Houston.

## TEACHING RECORD

Teaching is the Lacity family's profession. My father, mother, and sister were teachers. Some lessons they taught me: students learn by doing; make expectations explicit; treat all students with respect; foster empathy; and allow students to incorporate feedback before grading. Ultimately, our goal as teachers is to develop life-long learners. As such, teachers are "learning coaches" that inspire students to meet learning objectives for the next stage in their learning journeys based on their interests and capabilities.

### Teaching Experience:



#### University of Arkansas:

- M.S.:Blockchain Fundamentals
- B.S.: Blockchain Fundamentals
- B.A.: Honors, Blockchains



#### University of Missouri- Saint Louis:

- Ph.D. Seminar: Theoretical Foundations of Information Systems
- Ph.D. Seminar: Economic, Strategic, and Social Theories Used in I.S. Sourcing Research
- Ph.D. Seminar: The Philosophy of Science/ Qualitative Research Methods
- M.S./MBA: Global Sourcing of Business and IT Services
- M.S./MBA: Internet-Enhanced Professional IS Course
- M.S./MBA: Management Information Systems
- M.S./MBA: MIS Theory and Practice



#### Templeton College, Oxford University:

- M.Phil: Information Management



#### Imperial College, London:

- B.S.: Seminar on International Business



#### University of Houston:

- B.S.: Systems Analysis & Design
- B.S.: Introduction to Computers & MIS

## Teaching effectiveness, University of Arkansas:

<b>Student Teaching Evaluations University of Arkansas</b>					
<b>Course</b>	<b>Course Name</b>	<b>Semester</b>	<b>Percentage students responding to online teacher evaluations</b>	<b>Overall instructor rating of enthusiasm (5.00 is highest)</b>	<b>Overall instructor rating (5.00 is highest)</b>
Graduate	Blockchain Fundamentals	2019 Fall	62%	5.00	4.50
Graduate	Blockchain Fundamentals	2019 Summer	62%	5.00	4.80
Undergraduate	Blockchain Fundamentals	2019 Spring	100%	5.00	4.92

## Sample University of Arkansas Student Comments:

"Honestly I will have to say Dr.Lacity has been one of the best teachers I have had in my college career. She is very intelligent and cares about each student in her class. Very intruiging class too."

"Dr. Lacity was extremely organized and had materials prepared that were very easy to digest in a remote class. She was always enthusiastic about the topic and the class and open to discuss and learn herself. I very much enjoyed this class under Dr. Lacity."

"Excellent Professor with excellent communication skills and tremendous knowledge of the Blockchain Technology."

"One of the best if not the best teachers I've ever had. Extremely intelligent and driven also very caring about students. I hope she teaches here for a very long time because I would love to keep in contact. She adds tremendous value to the university for future projects and innovations."

"I was blown away by all that I learned even just within the first few weeks of this course. Would highly recommend to everyone interested in learning about Blockchain. You have to spend a good amount of time outside class to do well, but the work is interesting and I was always excited to keep learning more!"

"I absolutely loved this class. I am very excited to take the blockchain concentration this year. I think you did a great job, Dr. Lacity. Everything was explained so well, and the book was helpful. The part of the course that enabled me to learn best was probably the voice threads and the self paced concept checks. I felt like I had plenty of time to learn and turn things in, but still had deadlines to keep me on track. Thank you so much for a wonderful class. "

## Teaching effectiveness, University of Missouri-St. Louis:

Student Teaching Evaluations University of Missouri St. Louis					
Course	Course Name	Semester	Percentage Students responding to online teacher evaluations	Overall instructor rating of enthusiasm (7.00 is highest)	Overall instructor rating (7.00 is highest)
Graduate IS 5800	Management of IS	2017 Spring	49%	6.32	6.58
Graduate IS 6891 (online hybrid)	Global Sourcing Business Services	2017 Spring	38%	6.80	6.80
Graduate IS 5800	Management of IS	2016 Fall	60%	6.88	6.71
Graduate IS 5800 (online)	Management of IS	2016 Fall	63%	6.75	6.63
Graduate IS 5800	Management of IS	2016 Spring	33%	6.77	6.23
Graduate IS 6846	Global Sourcing Business Services	2016 Spring	9%	7.00	7.00
Graduate IS 6891 (online hybrid)	Global Sourcing Business Services	2016 Spring	29%	6.75	6.75
Graduate IS 6891 (online hybrid)	Global Sourcing Business Services	2016 Winter	14%	7.00	NC
Graduate IS 5800	Management of IS	2015 Fall	79%	6.53	6.34
Ph.D. LOM 7393	Phil of Science/Qual Methods	2015 Fall	50%	7.00	7.00
Graduate IS 6891 (online hybrid)	Global Sourcing Business Services	2015 Spring	17%	7.00	6.75
Graduate IS 5800	Management of IS	2015 Spring	56%	6.95	6.59
Graduate IS 6846	Global Sourcing Business Services	2015 Spring	25%	7.00	7.00
Graduate IS 5800	Management of IS	2014 Spring	37%	6.87	6.40
Graduate IS 6891 (online hybrid)	Global Sourcing Business Services	2014 Spring	81%	NC	6.78
Graduate IS 5800	Management of IS	2014 Fall	74%	6.55	6.38
Graduate IS 5800 (online hybrid)	Management of IS	2014 Fall	51%	7.00	6.41
Graduate IS Independent Study	Research Project	2014 Fall	100%	7.00	7.00
Graduate IS 5800	Management of IS	2013 Fall	54%	6.15	6.15
Graduate IS 5800 (online hybrid)	Management of IS	2013 Fall	22%	7.00	6.43
Graduate IS 5800	Management of IS	2012 Spring	46%	6.67	NC*
Graduate IS 5800	Management of IS	2012 Spring	87%	6.82	6.67
Graduate IS 5800	Management of IS	2012 Fall	79%	6.83	NC
Graduate IS 6846	Global Sourcing Business Services	2012 Fall	40%	7.00	NC

NC= Not calculated on report; These numbers were extracted from the UMSL online course evaluations; full reports, including all student comments, are available from 2012-2017 upon request.

## SERVICE RECORD

### Editorial Activities:

#### Current Editorial Positions:

- Senior Editor, *MIS Quarterly Executive*; Since 2014
- Co-Editor, Springer (initially Palgrave) *Series on Technology, Work, and Globalization* since 2006
- Ad hoc Senior Editor: *Journal of Information Technology* and *Journal of Information Technology Teaching Cases*

#### Editorial Board, Member:

- Journal of the British Blockchain Association since 2018
- Management and Business Review since 2013
- MIS Quarterly Executive Since 2002
- Journal of Strategic Information Systems since 2007
- Journal of Global Operations and Strategic Sourcing (previously Strategic Outsourcing: An International Journal), since 2007
- Journal of Information Technology, since 2012
- IEEE Transactions on Engineering Management 2013 -2018
- Journal of the Association for Information Systems (JAIS) 2008-2011

#### Previous Editorial Positions:

- Co-editor, MIS Quarterly Executive, Special Issue on Blockchains 2019
- Associate Editor, *European Conference of Information Systems*, Teaching Case Track, 2015.
- Co-editor, MIS Quarterly Executive, Special Issue on Business Payoff of Cloud Services 2014
- Program Co-Chair, International Conference of Information Systems, 2010
- US Editor, Journal of Information Technology 1996-2012
- Track Chair, International Conference of Information Systems, 2012
- Senior Editor, MIS Quarterly Executive, 2003 to 2006.
- Guest Senior Editor, Strategic Outsourcing: An International Journal, Vol. 1, 1, 2008
- Associate Editor ICIS 2009: <http://www.icis09.org/>
- Guest AE, Special Issues of MIS Quarterly (Action Research 2003 and Offshore Outsourcing 2007)
- AE, Academy of Management Conference, Organizational, Communication & Information Systems Track , International, 2006 - 2007.
- Editor, Special Issue of Journal of Information Technology, Information Technology Outsourcing: Theory and Practice, December 1995.

### Dissertation Committees:

#### Member, Soheil Goodarzi

University of Arkansas 2020. "Where We Are and How Far Have We Come: Three Essays on the Evolution of Information Systems Research"

#### Member, Zachary Steelman

University of Arkansas 2014 The Differentiation and Integration of Information Technologies: Three Empirical Studies on "Bring Your Own Devices"

#### Chair, Aihua Yan (Assistant Professor at City University, Hong Kong)

UMSL 2014 "The Effects of Capabilities and Governance on Information Technology and Business Process Outsourcing Performance: Client and Provider Perspectives"

**Chair, Shaji Khan (Assistant Professor at UMSL)**

UMSL 2012 “Organizational Responsiveness to Anti-Offshoring Pressures”

**Co-Chair, Vidya Iyer (Post Doc, University of Illinois, Urbana Champaign)**

UMSL 2011 “Understanding Turnover Intentions and Behavior of Indian IS Professionals: A Qualitative Study of Organizational Justice, Job Satisfaction and Social Norms”

**Member, Charles Chowa**

UMSL 2010 “Information Systems Strategic Alignment: A Longitudinal Investigation”

**Member, Srikanth Mudigonda**

UMSL 2010 “Effects of Information Technology on Transactive Memory and Team Performance”

**Member, Kyootai Lee**

UMSL 2009 “Strategic Alliances of SME Software firms: An Empirical Investigation of Three Theoretical Perspectives”

**Member, Anand Jeyaraj**

UMSL 2007 “The Effect of Influence Tactics and Contingency Factors on Adoption and Diffusion of IT Innovations in Social Networks”

**Member, Chris Kang**

UMSL 2007 “Wireless LAN 802.11x in U.S. Educational Institutions: Technology Adoption and Digital Divide Perspective”

**Member, Helen Qing Chen**

UMSL 2004 “Conflict Frame: Linking Individual Differences and Situational Factors with Preference for Conflict Resolution Strategy”

**Member, Danney Hayden**

Washington University 2006 “The Relationship Between interest in Evaluating an Application of IT and Organizational Culture”

**Member, Joseph Rottman**

Washington University 2002 “Social Closeness as a Contributing Factor to the Rate of Diffusion of a Technology Innovation”

**External Examiner, Patricia Thomson**

Curtin University of Technology, Australia 2004 “Information Systems Outsourcing: Managing Transitions of IT Staff”

**External Examiner, Graham Mahony**

Curtin University of Technology 2006 “Value for Money in Outsourcing: The Government of Western Australia Experience”

**External Examiner, Sara Cullen**

University of Melbourne 2005 “Toward Reframing Outsourcing: A Study of Choices Regarding Processes, Structures, and Success”

**External Examiner, Marianne Kinnula**

University of Oulu 2005 “The Formation and Management of Software Outsourcing Partnership”

### **University of Arkansas Service:**

- Director, Blockchain Center of Excellence. (July 2018 - Present).
- Member, Dean's Business Integrity Leadership Council. (2019 - Present).
- Member, Dean's Marketing Advisory Council. (2018 – Present).
- Member, Dean's Research Best Practices Committee. (2019 - Present)
- Faculty Advisor, Blockchain RSO, University of Arkansas. (January 2019 - August 2019).
- Chair, Search Committee, Clinical Professor and Associate Director BCOE. (2019).
- Chair, Search Committee, Senior Managing Director BCOE. (2019).
- Chair, Promotion and Tenure Committee.
- Chair, ISYS Peer Review Committee. (2019 - 2020).
- Member, ISYS Research Committee. (2019)
- Member, Administrative Supervisor Search Committee. (2019).
- Member, Administrative Support Search Committee. (2019).
- Member, Enterprise Assistant Director Search Committee. (2019).
- Member, Managing Director Enterprise Systems Search Committee. (2019).
- Member, ISYS Ph.D. Committee. (2018 - 2019).

### **UMSL Service (last 3 years only):**

- Chair, Senate Research Spring Panel, Campus
- Chair, Graduate Studies Committee, College of Business
- Chair, IS Department Ph.D. Committee, IS Department
- Member, International Business Committee
- Member, Dean's Advisory Committee
- Chair, Mirchandani Ad Personam Committee, Department
- Chair, Joseph Rottman, Personam Committee, Department
- Chair IS Faculty Search Committee, (2 positions hired)
- Developed and launched UM IS Research Colloquium

### **Professional Participation and Service:**

- Mentor, Startup Junkie Supply Chain Cohort. (2018 - 2020).
- Mentor, Junior Faculty Consortium, AMCIS, New Orleans, 2018
- Judge, International Association of Outsourcing Professionals. (2012 - 2020).
- AIS Senior Scholar Best Paper Award Judge. (2018 - 2019).
- Co-Chair, Midwest Chapter of the IAOP 2009 to 2018
- Advisory Board, Everest Group 2004-2018; Symphony Ventures 2017-2018
- Member, Trust over IP Foundation, Linux Foundation
- Member, Blockchain Research Institute
- Member, BITA (Blockchain in Transportation Alliance) (2018- present)
- Member, Future of Operation in the Robotic Age (2018- present)
- Member, Infragard Arkansas Members Alliance (2019- present)
- Founding Fellow, National Association of Outsourcing, 2014
- Research Affiliate, Knowledge Capital Partners. (2018 - Present).
- Industry Advisor and Business Plan Judge for Outsourcingangels (5 years)
- Organized and Delivered Blockchain Academic Workshop, Pre-ICIS MISQE-SIM Academic Workshop (December 12, 2018)
- Completed continuing education program, "DFIN-511 Introduction to Digital Currencies," University of Nicosia, Cyprus. (September 2018 - December 2018).
- IT Infrastructure Library Foundations Certified in 2006.

## AWARDS AND RECOGNITIONS

### **2019 AIS Best Information Systems Publications Award, Association for Information Systems (AIS), Scholarship/Research, International.**

This award was established to recognize the breadth of high quality work that is being published in the information systems discipline, and was designed to bring outstanding papers across a range of journals to the attention of the IS community, and to give due credit to the journals in which they are published. Lacity, M. (2018). [Addressing Key Challenges to Making Enterprise Blockchain Applications a Reality](#). *MIS Quarterly Executive*, 17(3), pp. 201-222;

### **2019 AIS Outreach Practice Publication Award, Association of Information Systems, Scholarship/Research, International.**

The AIS Outreach Practice Publication Award was created to recognize members who successfully transfer research to practitioner audiences in practice-based publications. Mary Lacity and Leslie Willcocks won the 2019 AIS Outreach Practice Publication Award for their Service Automated Book Series.

**Paul Gray Award** for the Most Thought Provoking Paper in 2016.

**International Association of Outsourcing Professionals' [Hall of Fame](#)**, inducted February 18, 2014.

**Douglas E. Durand Award for Research Excellence**, College of Business, UMSL, 2005 and 2013

***Outstanding Paper Award Winner at the Literati Network Awards for Excellence 2009.***

### **2008 Editorial Excellence Award Emerald Group Publishing**

**Gateway to Innovation Award** for Achievement in Information Technology in the St. Louis Region sponsored by the IT Coalition, Society for Information Management, and St. Louis RCGA, 2008.

**Magid Igbaria Distinguished Scholar**, sponsored by Claremont Graduate University, Claremont, CA, 2003.

**Global Outsourcing World Achievement Award**, sponsored by PricewaterhouseCoopers and Michael Corbett & Associates, 2000.

**Best Case Study Paper** at the Seventh European Conference on Information Systems for Willcocks, L. and Lacity, M., "IT Outsourcing at Polaris: Risk, Creative Contracting, and Business Advantage," Copenhagen, Denmark, June 23-25, 1999.

**Best Research Paper** at the Third European Conference on Information Systems for Willcocks, L., Lacity, M., and Fitzgerald, G., "IT Outsourcing in Europe and the USA: Assessment Issues," Athens Greece, June 1-3, 1995.

Second place in the **1992 ICIS Doctoral Dissertation competition**