

Anna Sáez de Tejada Cuenca

Operations, Information and Technology
IESE Business School

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Academic appointments

Assistant Professor, IESE Business School, 2020–present.

Postdoctoral Research Fellow, McDonough School of Business, Georgetown University, 2019–2020.

Education

PhD in Operations Management, UCLA Anderson School of Management, 2019.

Doctoral committee members: Felipe Caro (chair), Christopher S. Tang, Charles Corbett, M. Keith Chen.

MSc in Mathematical Engineering, Universitat Politècnica de Catalunya, Barcelona, 2012.

BSc in Mathematics, Universitat Politècnica de Catalunya, Barcelona, 2011.

Research interests

Topics: sustainability, social responsibility, the circular economy, the fashion industry, behavioral OM.

Methodologies: econometrics (secondary data), laboratory and online experiments, field experiments.

Additional research experience

Research scientist intern, Amazon, Seattle, summer 2016.

Research assistant, IESE Business School, Barcelona, 2012–2014.

Junior R&D engineer, Sabirmedical, Barcelona, 2010–2012.

Publications

Peer-reviewed

Felipe Caro, Leonard Lane, Anna Sáez de Tejada Cuenca (2021). Can Brands Claim Ignorance? Unauthorized Subcontracting in Apparel Supply Chains. *Management Science*, 67(4):2010–2028.

Felipe Caro, Anna Sáez de Tejada Cuenca (2023). Believing in Analytics: Managers' Adherence to Price Recommendations from a DSS. *Manufacturing & Service Operations Management*, 25(2):524–542.

Gemma Berenguer, Natalia Costas Lorenzo, Anna Sáez de Tejada Cuenca (2024). The State of Supplier Diversity Initiatives by Large Corporations: The New Sustainable Supply Chain? *Production and Operations Management*, 34(3):541–551.

Erin McKie, Anna Sáez de Tejada Cuenca, Vishal Agrawal (2025). The Role of Information, Rewards, and Convenience in Take-Back Programs for Clothing. *Manufacturing & Service Operations Management*, online first.

Under review

Vibhuti Dhingra, Anna Sáez de Tejada Cuenca. Do Penalties Promote Responsible Operations? Evidence from the U.S. Mining industry. Major revision at *Management Science*.

Christoph Ungemach, Vivek Astvansh, Suneal Bedi, Dinesh Puranam, Anna Sáez de Tejada Cuenca, Tamara Sheldon, Christian Blanco, Sara Constantino, Tamar Makov, Shelie Miller, Cem Ozturk, David Reibstein, David Hardisty. The Role of Marketing Research in Achieving Environmentally Sustainable Consumption and Production: Current and Future Directions. Revise and resubmit at *Journal of Retailing*.

Work in progress

Vishal Agrawal, Ekaterina Astashkina, Anna Sáez de Tejada Cuenca. The Impact of Variety on the Environmental and Economic Performance of a Clothes Rental Business Model. In preparation for submission.

For practitioners

Felipe Caro, Leonard Lane, Anna Sáez de Tejada Cuenca (2021). Four Myths about Unauthorized Subcontracting. *MIT Sloan Management Review*, 63(1):41-45.

Anna Sáez de Tejada Cuenca, Felipe Caro, Leonard Lane (2022). Mend your Supply Chain to Prevent a Brand Disaster. (Spanish: Remienda tu Cadena de Suministro y Evita que se Desgaste tu Marca.) *IESE Insight*, 160.

Anna Sáez de Tejada Cuenca, Felipe Caro (2023). How to Get Managers to Heed Algorithm-Based Recommendations. (Spanish: Escucha las Recomendaciones Basadas en Algoritmos.) *IESE Insight*, online.

Gemma Berenguer, Anna Sáez de Tejada Cuenca (2024). La Diversidad se Abre Camino en las Cadenas de Suministro. *Harvard Deusto Business Review*, 345.

Out-of-field (pre-PhD)

Timothy G. Myers, Vicent Ribas Ripoll, Anna Sáez de Tejada Cuenca, Sarah L. Mitchell, and Mark J. McGuinness (2017). Modelling the cardiovascular system for assessing the blood pressure curve. *Mathematics-in-Industry Case Studies* 8(1):2.

Vicent J. Ribas Ripoll, Anna Wojdel, Anna Sáez de Tejada Cuenca, Juan C. Ruiz-Rodríguez, Adolf Ruiz-Sanmartín, Miriam de Nadal, Enrique Romero, and Alfredo Vellido (2014). Continuous blood pressure assessment from a photoplethysmographic signal with Deep Belief Networks. *The FASEB Journal* 28(S1):LB674.

Vicent J. Ribas, Jesús Caballero López, Anna Sáez de Tejada Cuenca, Juan Carlos Ruiz-Rodríguez, Adolfo Ruiz-Sanmartín, Jordi Rello, and Alfredo Vellido (2011). On the Use of Graphical Models to Study ICU Outcome Prediction in Septic Patients Treated with Statins. *International Meeting on Computational Intelligence Methods for Bioinformatics and Biostatistics*, pp. 98-111. Springer, Berlin, Heidelberg.

Teaching

As a professor (IESE)

Operations Management (OP-1).

Core course, in English. Taught in the MiM, full-time MBA, and EMBA.

Dirección de las Operaciones I (PDD DO-I) and Operations Management (PMD-OM).

PDD/PMD (Program for Management Development) course, in Spanish and English.

Statistics (MRM Stats).

Pre-PhD master's program core course, in English.

Sustainable Operations Management, the Circular Economy.

Sessions for Short Focused programs and Custom programs, in English and Spanish.

As a teaching assistant (UCLA Anderson)

Data and Decisions, Logistics and Operations Management, Global Supply Chain Management.

MBA/FEMBA/GEMBA.

Customer Analytics, Operations Analytics, Industry Seminars.

MSc in Business Analytics.

Dynamic Programming.

Operations Management and Marketing PhD.

Teaching materials

Cases

Frederic Sabrià, Mihalís Markakis, Anna Sáez de Tejada Cuenca. Athena Luxury Purses. IESE OIT-5-E.

Anna Sáez de Tejada Cuenca, Larisa Tatge. A Better Mistake. IESE OIT-19-E. (Also available in Spanish.)

Marc Sachon, Anna Sáez de Tejada Cuenca. HUGO BOSS: Sustainable Premium Fashion. IESE OIT-28-E.

Eduard Calvo, Albert Girbal Puig, Anna Sáez de Tejada Cuenca. Jeanologia: Scaling Sustainable Jeans. IESE OIT-56-E. (Also available in Spanish.)

Presentations

Invited seminar presentations

Can Brands Claim Ignorance? Unauthorized Subcontracting in Apparel Supply Chains.

IESE Business School, December 2016, Barcelona, Spain.

Georgetown University, McDonough School of Business, April 2020, online.

Freeman College of Management, Bucknell University, October 2020, online.

Marshall School of Business, University of Southern California, September 2024, online.

Believing in Analytics: Managers' Adherence to Price Recommendations from a DSS.

Kelley School of Business, Indiana University, November 2018, Bloomington, IN.

INSEAD, December 2018, Fontainebleau, France.

Tuck School of Business, Dartmouth, December 2018, Hanover, NH.

IE Business School, December 2018, Madrid, Spain.

Yale School of Management, December 2018, New Haven, CT.

Beedie School of Business, Simon Fraser University, January 2019, Vancouver, BC.

Smeal College of Business, Pennsylvania State University, January 2019, State College, PA.

IESE Business School, March 2019, Barcelona, Spain.

HEC Paris, March 2019, Jouy-en-Josas, France.

The Impact of Variety on the Environmental and Economic Performance of a Clothes Rental Business Model.

European TOM Seminar Series, April 2021, online.

Tilburg University, October 2021, online.

EDHEC, November 2021, Lille, France.

Bilkent University, December 2022, online.

The Role of Information, Rewards, and Convenience in Take-Back Programs for Clothing.

Universidade Católica Portuguesa, May 2023, Lisbon, Portugal.

Do Penalties Promote Responsible Operations? Evidence from the U.S. Mining industry.

Rotterdam School of Management, Erasmus University, January 2025, Rotterdam, The Netherlands.

Tilburg University, January 2025, Tilburg, The Netherlands.

Conference presentations

Can Brands Claim Ignorance? Unauthorized Subcontracting in Apparel Supply Chains.

INFORMS, November 2016, Nashville, TN.

POMS, May 2017, Seattle, WA.

LBS TADC, May 2017, London, UK.

MSOM Supply Chain Management SIG, June 2017, Chapel-Hill, NC.

INFORMS, October 2017, Houston, TX.

POMS, May 2018, Houston, TX.

SoCal OR/OM day, May 2018, Los Angeles, CA.

MSOM Sustainable Operations SIG, July 2018, Dallas, TX.

Wharton Empirical OM Workshop, September 2018, Philadelphia, PA.

INFORMS, November 2018, Phoenix, AZ.

Early-Career Sustainable Operations Workshop, February 2020, Washington, DC.

LER, June 2020, online.

POMS, May 2021, online.

Galileo University Advances in Data Science and Operations Research, December 2021, online.

Believing in Analytics: Managers' Adherence to Price Recommendations from a DSS.

INFORMS, October 2017, Houston, TX.

POMS, May 2018, Houston, TX.

Behavioral Operations Conference, June 2018, Dallas, TX.

MSOM, July 2018, Dallas, TX.

INFORMS, November 2018, Phoenix, AZ.

POMS, May 2019, Washington, DC.

Fashion Operations Conference, October 2019, London, UK.

POMS, May 2021, online.

Loss Aversion in Managers' Pricing Decision Making at a Fast Fashion Retailer.

INFORMS, November 2018, Phoenix, AZ.

INFORMS, October 2019, Seattle, WA.

What To Offer, And To Whom? Perceived Value Of Sustainable And Conventional Products.

INFORMS, November 2020, online.

POMS, May 2021, online.

The Role of Information, Rewards, and Convenience in Take-Back Programs for Clothing.

INFORMS, November 2020, online.

EurOMA, July 2022, Berlin, Germany.

MSOM, June 2023, Montréal, QC.

Choice Symposium, August 2023, Fontainebleau, France.

INFORMS, October 2023, Phoenix, AZ.

INFORMS, October 2024, Seattle, WA.

The Impact of Variety on the Environmental and Economic Performance of a Clothes Rental Business Model.

POMS, May 2021, online.

INFORMS, October 2021, online.

IESE SLI Research Workshop, May 2023, Barcelona, Spain.

INFORMS, October 2023, Phoenix, AZ.

The State of Supplier Diversity Initiatives by Large Corporations: The New Sustainable Supply Chain?

EurOMA, July 2023, Leuven, Belgium.

Do Penalties Promote Responsible Operations? Evidence from the U.S. Mining industry.

European TOM Day, June 2024, Cambridge, UK.

MSOM, July 2024, Minneapolis, MN.

Outreach

Outreach articles

Anna Sáez de Tejada Cuenca (2023, March 30). Algorithms Give Lots of Advice. Managers Don't Always Follow It. Here's Why. *Forbes*.

Anna Sáez de Tejada Cuenca (2023, June 8). Por qué No Siempre Hacemos Caso a los Algoritmos. *The Conversation*.

Anna Sáez de Tejada Cuenca (2023, September 28). Are Algorithms Useful? *IESE Elevator Tips* series (video).

Anna Sáez de Tejada Cuenca (2024, January 15). Breakthrough Tech and Bold Collabs: 4 Circular Trends to Watch in 2024. *Advertising Week*.

Fabrizio Ferraro, Anna Sáez de Tejada Cuenca (2024, June 25). Business School Teaching Case Study: Can the Fashion Industry Be More Sustainable? *Financial Times*.

Anna Sáez de Tejada Cuenca, Gemma Berenguer (2024, July 21). How Global Companies Are Implementing Supplier Diversity Policies. *The European Business Review*.

Other articles and media appearances

Multiple authors (2022). Retail Revolution (Spanish: La Revolución del Retail), *IESE Insight*, 162.

Anna Sáez de Tejada Cuenca (2024, September 13). Letter: Wasteful Methods Can't Be Brushed Under the Carpet. *Financial Times*.

Rosario Fernández (2025, February 10). Moda inSOSTenible. *Business People*. (Interviewed as expert.)

Hannah Singleton (2025, April 1). Brands Are Ditching Lifetime Warranties—But Not Because They're Taking Advantage of You. *Fast Company*. (Interviewed as expert.)

Anna Sáez de Tejada Cuenca (2025, June 19). Letter: Making fast fashion sustainable requires consumer buy-in. *Financial Times*.

Anna Sáez de Tejada Cuenca (2025, July 31). Necesitamos cambios profundos y estructurales. *Hi Retail*.

Industry engagement

Panel moderator at IESE Doing Good Doing Well conference, March 2022, Barcelona, Spain.

Talk about general ESG trends at DiverInvest Investor Forum, June 2022, Barcelona, Spain.

Workshop moderator at IESE Mobility Industry Meeting, May 2023, Barcelona, Spain.

Panelist at Move! Sustainable Fashion Summit, June 2023, Madrid, Spain.

Speaker and panel moderator at Sustainable Brands Madrid, October 2023, Madrid, Spain.

Judge at the EMAS Awards, organized by Club EMAS (Generalitat de Catalunya), October 2023, Barcelona, Spain.

Panel moderator and panelist at IESE Doing Good Doing Well conference, March 2024, Barcelona, Spain.

Surveyed expert at Clickoala (2024). Estudio sobre Consumo Sostenible y Productos Certificados en España.

Panel moderator at Regenerative Cotton Workshop, co-organized by IESE and Mango, March 2025, Spain.

Panelist at the presentation of the Association of Spanish Textile Retailers' Annual Report, June 2025, Spain.

Media interviews

Som Granollers newspaper, November 2021.

VOTV television, January 2022.

Modaes.es fashion business magazine, January 2022.

The Case Centre website, October 2025.

Community engagement

Talk about fashion sustainability for the general public (libraries, schools, community centers, etc.)

November 2021, Granollers, Spain.

March 2022, Les Franqueses del Vallès, Spain.

May 2022, Llinars del Vallès, Spain.

February 2023, Taradell, Spain.

April 2023, Granollers, Spain.

May 2023, Granollers, Spain.

January 2025, Granollers, Spain.

April 2025, Hervás, Spain.

Awards and funding

Research awards

Winner, POMS College of Sustainable Operations Best Student Paper Award, 2018.

Winner, POMS College of Behavior in Operations Management Junior Scholar Paper Competition, 2019.

Finalist, LERA Competitive Papers, 2020 (withdrawn).

MSOM Responsible Research Award, 2023.

Finalist, Harvard Deusto Business Review Awards (ESG category), 2024.

Service awards

M&SOM Meritorious Service Award; 2021, 2022, 2023, 2024.

Management Science Meritorious Service Award; 2023, 2024.

Research funding

Doctoral funding.

UCLA Anderson Doctoral Fellowship, 2014 to 2018.

UCLA Easton Center Summer Doctoral Fellows Program, 2015 and 2017.

Juan de la Cierva-Formación Grant. Plan Estatal de Investigación Científica y Técnica y de Innovación 2017-2020

Reference: SFJC19001042215XVO.

Last updated on November 12, 2025

Title: Consumer Behavior Towards Sustainability and Social Responsibility in Retail.

Supervisor: Victor Martínez-de-Albéniz.

Period: 10/1/2020 - 9/30/2022.

Amount: 50,000€.

Proyectos I+D+i 2020. Plan Estatal de Investigación Científica y Técnica y de Innovación 2017-2020.

Reference: PID2020-116135GB-I00.

Title: Data-Driven Competitive Advantage: the Information Edge in Operations Management.

PIs: Victor Martínez-de-Albéniz and Mihalis Markakis.

Period: 9/1/2021 – 8/31/2024.

Amount: 74,197.20€.

Social Trends Institute Grants

Title: Crossovers of Sustainability Dimensions of Fashion Products: from Consumers' Perceptions to Reality.

Amount: 38,000€.

Proyectos de Generación de Conocimiento 2024. Plan Estatal de Investigación Científica, Técnica y de Innovación 2024-2027.

Reference: PID2024-160130NB-I00.

Title: Supply Chain Diversity: from Goals to Reality.

PIs: Gemma Berenguer and Anna Sáez de Tejada Cuenca.

Period: 9/1/2025 – 8/31/2027.

Amount: 87,500€.

Dissertation and thesis committees

Doctoral dissertation committee

Abhishek Deshmane (2023). From Shakira to Van Gogh: Operations for the World of Culture. IESE Business School. First academic placement: Georgia Institute of Technology, Scheller School of Business.

Emily Dickey (2024). Cognitive and Affective Drivers of Sustainable Decision-Making in Operations and Supply Chain Management. Kühne Logistics University. First academic placement: University of Tennessee, Knoxville, Haslam College of Business.

Other

Caprice Catalano (2020). The Impact of Supply Chain and Sustainability Transparency Information on Consumer Purchasing Behavior in the Fashion Industry. Undergraduate senior thesis, Georgetown University.

Shahnawaz Akhtar (2025). Delays, Disruptions, Declines, and Dominoes. Evidence on Economic Consequences of Maritime Shipping Delays. Second year PhD paper, IESE Business School.

Service to the academic community

Peer reviewing for journals

Management Science.

Manufacturing & Service Operations Management.

Operations Research.

Production and Operations Management.

Journal of Operations Management.

Organization & Environment.

INFORMS TutORials.

Journal of Systems Science and Systems Engineering (Springer).

Clean Technologies and Recycling (AIMS).

Operations Management textbook for Springer.

Peer reviewing for conferences

MSOM Sustainable Operations SIG; 2020, 2021, 2023, 2025.

MSOM Supply Chain Management SIG, 2020.

EurOMA; 2022, 2023.

Autonomous Agents for Social Good workshop, 2022.

MSOM; 2023, 2025.

Tasks for academic competitions

Judge for the POMS College of Sustainable Operations Best Student Paper Award; 2020, 2021, 2022, 2024, 2025.

Judge for the POMS College of Behavior in Operations Management Junior Scholar Paper Competition; 2020, 2021, 2023, 2024, 2025.

Judge for the INFORMS TIMES Working Paper Competition, 2020.

Judge for the INFORMS Behavioral Operations Working Paper Competition, 2020.

Judge for the INFORMS Undergraduate Operations Research Prize; 2021, 2022.

Judge for the INFORMS Public Service Operations Research Best Paper Competition; 2022, 2024.

Chair of the INFORMS Behavioral Operations Working Paper Competition, 2022.

Co-chair of the POMS College of Sustainable Operations Best Student Paper Award, 2023.

Vice-chair of the INFORMS Behavioral Operations Working Paper Competition, 2023.

Judge for the MSOM Responsible Research Award, 2025.

Tasks for academic conferences and seminar series

Last updated on November 12, 2025

Session chair at INFORMS 2020, in the Globalization and Borders cluster.

Session chair at POMS 2021, in the Sustainable Operations track.

Session chair at POMS 2021, in the Socially Responsible Operations track.

Session chair at INFORMS 2021, in the MSOM Sustainable Operations SIG cluster.

Discussant at the European TOM Seminar Series, May 2022, online.

Session chair at EurOMA 2022, in the Green Supply Chain Management track.

Panelist at INFORMS 2022, in a panel about the academic job market for students and junior scholars.

Session chair at INFORMS 2022, in the Behavioral Operations Management cluster.

Session chair at EurOMA 2023, in the Responsible and Ethical Operations and Supply Chain Management track.

Cluster co-chair at INFORMS 2023 of the MSOM Sustainable Operations SIG cluster.

Session co-chair at INFORMS 2024, at the MSOM Sustainable Operations SIG cluster.

Speaker at MSOM 2025, in a session about teaching innovation.

Tasks for academic societies

Board member of the European TOM Network, organizer of the European TOM Seminar Series, 2023–2025.

Other

Academic societies

Member of the following academic societies: INFORMS, MSOM, POMS, EurOMA.

Languages

Catalan (native), Spanish (native), English (advanced), Dutch (A2).

Hobbies

Playing viola, live music, bicycle touring, reading, gardening, coffee, swimming, strength training.