

# NICOLAS PADILLA

(Updated February 2026)

## London Business School

Regent's Park  
London NW1 4SA  
United Kingdom

Phone: +44 (0)20 7000 8623  
Email: npadilla@london.edu  
Web: <http://www.nicolaspadilla.com>

## 1 ACADEMIC POSITIONS

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2020 - present      Assistant Professor of Marketing, **London Business School**

## 2 EDUCATION

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2021      Ph.D. in Marketing, Columbia Business School, **Columbia University**  
2018      MPhil. in Marketing, Columbia Business School, **Columbia University**  
2014      MSc. in Operations Management, **University of Chile**  
2014      Industrial Engineering, **University of Chile**  
2011      BSc. in Engineering Science, **University of Chile**

## 3 RESEARCH INTERESTS

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### Topics

Customer preferences, Customer journey, Customer dynamics, Marketing measurement, Clickstream data

### Methods

Bayesian statistics and econometrics, Probabilistic Machine Learning, Bayesian nonparametrics

## 4 PUBLISHED PAPERS

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Padilla, Nicolas, Eva Ascarza and Oded Netzer (2025), "The Customer Journey as a Source of Information"  
*Quantitative Marketing and Economics*

Dew, Ryan, Nicolas Padilla, Lan E. Luo, Shin Oblander, Asim Ansari, Khaled Boughanmi, Michael Braun, Fred Feinberg, Jia Liu, Thomas Otter, Longxiu Tian, Yixin Wang, and Mingzhang Yin (2024) "Probabilistic Machine Learning: New Frontiers for Modeling Consumers and their Choices"  
*International Journal of Research in Marketing*

Burbano, Vanessa, Nicolas Padilla and Stephan Meier (2024), "Gender Differences in Preferences for Meaning at Work",  
*American Economic Journal: Economic Policy*

Padilla, Nicolas and Eva Ascarza (2021), "Overcoming the Cold Start Problem of CRM using a Probabilistic Machine Learning Approach"  
*Journal of Marketing Research*

## 5 WORKING PAPERS

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Dew, Ryan, Nicolas Padilla and Anya Shchetkina (2025) "Your MMM is Broken: Identification of Nonlinear and Time-varying Effects in Marketing Mix Models" (all coauthors contributed equally)  
Revision invited (1st round) at *Journal of Marketing Research*

Padilla, Nicolas, Tai Lam, Anja Lambrecht, and Brett Hollenbeck (2025) "The Impact of LLM Adoption on Online User Behavior" (First two authors contributed equally)  
Revision invited (1st round) at *Management Science*

Padilla, Nicolas, Ricardo Montoya and Oded Netzer (2026), "Structural Heterogeneity in HMMs: Allowing for Heterogeneity in the Number of States"  
Under review at *Journal of Marketing Research*

## 6 RESEARCH IN PROGRESS

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- “Unified Marketing Measurement: Incorporating Experiments in Media Mix Models” with Ryan Dew
- “Bayesian Demand Estimation with Profit-Weighted Price Sampling” with Andres Musalem
- “Increasing Time Granularity with Dynamic MMMs,” with Ryan Dew and Anya Shchetkina (in collaboration with Google)
- “Consumer Choice on Digital Platforms: Product Discovery and Consideration Sets When the Platform Offers Private Labels,” with Hong Deng and Anja Lambrecht.
- “Avoiding Fifty Shades of Grey: Uncertainty in Customized Assortment Optimization” coauthored with Oded Netzer.
- “Understanding the Non-linear Customer journey: Identifying the moment of truth” coauthored with Oded Netzer and Vicki Morwitz.

## 7 CASE STUDIES

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- “Travelogo: Understanding the Customer Journey” (2024) with Eva Ascarza and Oded Netzer.

## 8 CONFERENCE TALKS

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- “The Impact of LLM Adoption on Online User Behavior” Workshop in Management Science. Universidad de Chile. January 2026
- “Unified Marketing Measurement: Incorporating Experiments in Media Mix Models” *Joint Statistical Meetings*. Nashville. August 2025
- “The Impact of LLM Adoption on Online User Behavior” *London Business School - Marketing Summer Camp*. London. July 2025
- “Your MMM is Broken: Identification of Nonlinear and Time-varying Effects in Marketing Mix Models” *Marketing Science Conference*. Washington, DC. June 2025
- “Unified Marketing Measurement: Incorporating Experiments in Media Mix Models” *EMAC*. Madrid. May 2025
- “Your MMM is Broken: Identification of Nonlinear and Time-varying Effects in Marketing Mix Models” Workshop in Management Science. Universidad de Chile. January 2025
- “Unified Marketing Measurement: Incorporating Experiments in Media Mix Models” *Marketing Science Conference*. Sydney. June 2024
- “Linking preferences and behaviors using Bayesian nonparametric and (deep) generative models” 2023 Choice Symposium. INSEAD. August 2023
- “The Customer Journey as a Source of Information” London Quant Marketing Conference. UCL. May 2023
- “The Customer Journey as a Source of Information” Workshop in Management Science. Universidad de Chile. January 2023
- “Unified Marketing Measurement under Privacy Regulations” *Marketing Science Conference*. Online. June 2022
- “The Customer Journey as a Source of Information” *Marketing Science Conference*. Online. May 2021
- “Overcoming the Cold Start Problem of CRM using a Probabilistic Machine Learning Approach” *Marketing Science Conference*. Online. June 2020
- “The Customer Journey as a Source of Information” *Marketing Science Conference*. Department of Business Studies, University of Roma Tre, Rome, Italy. June 2019
- “Heterogeneity in Hidden Markov Models” *Marketing Dynamics Conference*. Southern Methodist University, Dallas, USA. July 2018
- “The Value of First Impressions: Leveraging Acquisition Data for Customer Management” *Marketing Science Conference*. Temple University, Philadelphia, USA. June 2018
- “Leveraging Acquisition Data for Customer Relationship Management” *Marketing Science Conference*. School of Management, Fudan University, Shanghai, China. June 2016
- “Heterogeneity in Hidden Markov Models” *Marketing Science Conference*. Johns Hopkins University, Baltimore, USA. June 2015

## 9 INVITED TALKS

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Warwick Business School, Coventry, UK. February 2025  
Departamento de Ingeniería Industrial, Universidad de Chile. January 2025  
Departamento de Ingeniería Industrial, Universidad de Chile. June 2024  
Esade, Barcelona, Spain. May 2024  
Global Institute for Artificial Intelligence & Business Analytics, Temple University. March 2023  
Customer Journeys in a Digital World Conference (invitation-only), Bocconi University. Online. June 2022  
Lerner Business & Economics, University of Delaware. Online. July 2021  
Natwest (Non-Academic Audience). Online. July 2021  
2nd European Bayesians in Marketing Summit. Online. March 2021  
Workshop, Departamento de Ingeniería Industrial, Universidad de Chile. Online. January 2021  
European Quantitative Marketing Seminar. Online. November 2020  
Escuela de Administración, Pontificia Universidad Católica de Chile. Online. October 2020  
Harvard Business School, Harvard University. Boston, MA. November 2019  
Desautels Faculty of Management, McGill University. Montreal, Canada. November 2019  
Foster School of Business, University of Washington. Seattle, WA. November 2019  
Marshall Business School, University of Southern California. Los Angeles, CA. November 2019  
Smeal College of Business, Pennsylvania State University. State College, PA. October 2019  
NUS Business School, National University of Singapore. Singapore. October 2019  
Carey Business School, Johns Hopkins University. Baltimore, MD. October 2019  
Kellogg School of Management, Northwestern University. Evanston, IL. October 2019  
Saïd Business School, University of Oxford. Oxford, United Kingdom. September 2019  
Imperial College Business School, Imperial College London. London, United Kingdom. September 2019  
London Business School. London, United Kingdom. September 2019  
ESADE Business School. Barcelona, Spain. September 2019  
IESE Business School, University of Navarra. Barcelona, Spain. September 2019  
McDonough School of Business, Georgetown University. Washington, DC. September 2019  
Tuck School of Business, Dartmouth College. Hanover, NH. September 2019  
McCombs School of Business, University of Texas at Austin. Austin, TX. September 2019  
Leeds School of Business, University of Colorado Boulder. Boulder, CO. September 2019

## 10 HONORS, GRANTS AND AWARDS

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ISMS Early-careers Scholars camp, 2023  
Mary Kay Doctoral Dissertation Competition Finalist, 2022  
MSI Alden G. Clayton Doctoral Dissertation Proposal Award, 2019  
AMA-Sheth Foundation Doctoral Consortium Fellow, 2018  
Paul and Sandra Montrone Doctoral Fellowship, Columbia University, 2017  
Quantitative Marketing and Structural Econometrics Workshop Fellow, Washington University, 2017  
Doctoral Consortium Fellow, INFORMS, 2017  
Doctoral Consortium Fellow, INFORMS, 2016  
Amanda and Harold J Rudolph M.S. Scholarship, Columbia University, 2015-2016

Paul and Sandra Montrone Doctoral Fellowship, Columbia University, 2015

Ph.D. Program Fellowship, Columbia University, 2014-Present

Master Scholarship, Conicyt (National Commission for Scientific and Technological Research) - Chile, 2012

Dean's List Industrial Engineering, University of Chile, 2006-2010

## 11 TEACHING EXPERIENCE

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Probabilistic Machine Learning in Marketing (Spring 2025)

PhD programme, London Business School

Empirical Models (Summer 2024)

PhD programme, London Business School

Marketing [core] (2021-2026)

EMBA Dubai programme, EMBA London programme, London Business School

Marketing Planning in Action (Summer 2020, Summer 2022-25)

MBA programme, London Business School

Marketing II (Marketing Analytics) (Fall 2014)

Industrial Engineering Undergraduate program, University of Chile

## 12 INDUSTRY EXPERIENCE

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Director of Studies, Center for Retail Studies (CERET), University of Chile, Chile (2013-2014)

*Managing and implementing applied research projects and studies in association with the most relevant retailers of the country regarding a variety of complex marketing and operations challenges.*

Digital Project Analyst, Enjoy S.A., Chile (2011)

*Management of projects in the Digital Marketing department of one of the biggest casino chains in Chile. Responsible for developing marketing strategies to introduce, distribute and sell hotel stays through online channels.*