

Nazlı Sönmez Çamlıbel

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Current positions

Assistant Professor of Management Science, August 2022–Present
ESMT Berlin, Berlin, Germany

Education

PhD, London Business School, London, UK, 2021.

MSc, (Valedictorian), Bilkent University, Ankara, Turkey, 2015.

BSc, (Summa cum laude), Bilkent University, Ankara, Turkey, 2013.

Past positions

Assistant Professor, Bilkent University Faculty of Business Administration, Ankara, Turkey,
September 2021 – July 2022.

Marketing Intern, Caucasus and Central Asia Business Unit, The Coca Cola Company, Istanbul,
Turkey, June 2012–July 2012.

Production Planning Intern, Ankara Plant, Coca Cola Icecek A.S. (An anchor bottler of the Coca-Cola system), Ankara, Turkey, June 2011–July 2011.

Publications

Peer reviewed journal articles

Buell, R., K. Ramdas, N. Sönmez, K. Srinivasan, and R. Venkatesh (2024). Shared service delivery can increase client engagement: A study of shared medical appointments. *Manufacturing and Service Operations Management* 26 (1): 154–166.

Sönmez, N., K. Srinivasan, R. Venkatesh, R. Buell, and K. Ramdas (2023). Evidence from the first shared medical appointments (SMAs) randomised controlled trial in India: SMAs increase the satisfaction, knowledge, and medication compliance of patients with glaucoma. *PLOS Global Public Health* 3 (7): e0001648.

Work in progress

Çamlıbel, N.S., K. Ramdas, M. Sindal, R. Venkatesh, and P. Mahendrakar. *Embedding informational and financial interventions in clinical pathways to scale up timely access to emergency medical procedures*. (Major revision at MSOM).

Sönmez, N., K. Ramdas, M. Sindal, and R. Venkatesh. *Show up or risk it: Using face recognition to predict attendance in high-risk urgent care*. (To be submitted to a top medical journal).

Sönmez, N., U. Ananthakrishnan, R. Venkatesh, R. Buell, K. Ramdas, and S. Kavitha. *Leveraging LLMs to unpack the black box of shared medical appointments and patient engagement*. (To be submitted to *Management Science*).

Sönmez, N., B. Hartog, A. Fowler, R. Omary, A.D. Stern. *Innovations in health circularity & sustainability*. (To be submitted to a top medical journal).

Sönmez, N. and F. de Vericourt, How do venture capitalists evaluate deep-tech ventures? (Work in Progress).

N. Sönmez, V. Kostami, *AI in healthcare imaging: Exploring efficiency and environmental considerations* (Work in Progress).

Sönmez, N., *Operational innovations in home and mobile healthcare delivery* (Work in Progress).

Sönmez, N., K. Ramdas, and S. Deo. *How to manage doctor appointments with a shared medical appointment option?* (Work in Progress).

Teaching experience

Instructor, *Health Analytics*, MSc Elective, ESMT Berlin, January 2025 -

Instructor, *Operations and Global Supply Chain Management*, MSc Core Course, ESMT Berlin, February 2023 –

External teaching

Assistant Professor, *MAN610-Data Analytics and Statistics (A graduate level course)*, Faculty of Business Administration, Bilkent University, Ankara, Turkey, September 2021–January 2022.

Assistant Professor, *MAN495- Business Capstone Project (undergraduate level course)*, Faculty of Business Administration, Bilkent University, Ankara, Turkey, January 2021–June 2022.

Assistant Professor, *MAN302-Business Forecasting (undergraduate level course)*, Faculty of Business Administration, Bilkent University, Ankara, Turkey, January 2021–June 2022.

Graduate Teaching Assistant, *Statistical Research Methods (P003)*, PhD, London Business School, London, UK, February 2016–July 2021.

Graduate Teaching Assistant, *Data Analytics for Managers (C170)*, MBA & EMBA, London Business School, London, UK, September 2018–October 2019.

Guest Teacher, *Operations Management (MG104)*, Undergraduate, London School of Economics, London, UK, October 2019–July 2021.

Graduate Teaching Assistant and Second Marker, *Supply Chain Management (MG466)*, Graduate, London School of Economics, London, UK, January 2019–June 2019.

Graduate Teaching Assistant and Second Marker, *Operations Management for Management Consultancy (MG401)*, Graduate, London School of Economics, London, UK, January 2018–June 2018.

Graduate Teaching Assistant, *Probabilistic Analysis (IE 523)*, Graduate, Bilkent University, Ankara, Turkey, September 2014–January 2015.

Graduate Teaching Assistant, *Quality Assurance and Reliability (IE 380)*, Undergraduate, Bilkent University, Ankara, Turkey, September 2013–June 2014.

Graduate Teaching Assistant, *Senior Design Project (IE 477 & IE 478)*, Undergraduate, Bilkent University, Ankara, Turkey, September 2013–June 2014.

Graduate Teaching Assistant, *Linear Algebra & Differential Equations (Math 225)*, Undergraduate, Bilkent University, Ankara, Turkey, September 2012–June 2013.

Graduate Teaching Assistant, *A Process Outlook for IE (IE 102)*, Undergraduate, Bilkent University, Ankara, Turkey, September 2011–June 2012.

Reviewer services

Health Care Management Science; Management Science; Manufacturing & Service Operations Management; NPJ Digital Medicine; Service Science.

Event organization and support

Event organizational activities

Session chair (Invited), *Innovations in Health Care Delivery*, 2024 INFORMS Annual Meeting, Seattle, WA, USA, October 2024.

Session Co-Chair (Invited), *Tracks: Innovation in Healthcare Delivery*, INFORMS 2022 Annual Meeting, Indianapolis, IN, USA, October 2022.

Memberships

Health Applications Society (HAS); Institute for Operations Research and the Management Sciences (INFORMS); Manufacturing & Service Operations Management (MSOM); Production and Operations Management Society (POMS)

Research grants and fellowships

Research Grants, ESMT Berlin, 2024, 2025, 2026

Research Grant from the Institute of Innovation and Entrepreneurship, Institute of Innovation and Entrepreneurship, London Business School, 2022

Research Grants from the Wheeler Institute for Business and Development, Wheeler Institute for Business and Development, London Business School, 2022

Honors and awards

Responsible Research in Operations Management – Best Paper Award (Received), Evidence from the first shared medical appointments (SMAs) randomised controlled trial in India: SMAs increase the satisfaction, knowledge, and medication compliance of patients with glaucoma, INFORMS, Harvard Business School, USA, 2026.

Responsible Business Education Awards - "Highly Commended" (Received), *Evidence from the first shared medical appointments (SMAs) randomised controlled trial in India*, Financial Times, UK, 2023.

2022 M&SOM Meritorious Service Award (Received), INFORMS, USA, 2023.

Best Paper Award (Received), 1st ACM Conference on Equity and Access in Algorithms, and Mechanisms, and Optimization (EAAMO'21), USA, 2021.

Finalist (Received), MSOM Student Paper Competition, USA, 2020.

PhD Award (£15,000) (Received), Wheeler Institute for Business and Development, London Business School, 2020.

Professor Sir James Ball Annual PhD Award (£10,000) – An annual award that is given to one PhD student across all PhD students at London Business School (Received), London Business School, UK, 2020.

Full Scholarship and Tuition Waiver (Received), PhD Program, London Business School, UK, 2015 - 2020.

Finalist, Health Applications Society (HAS) Bonder Scholarship for Applied Operations Research in Health Services (Nominated), INFORMS, USA, 2018.

Full Scholarship and Tuition Waiver (Received), M.S. Programme, Bilkent University, Turkey, 2013 - 2015.

National Scholarship for Master of Science Students (Received), TUBITAK (The Scientific and Technological Research Council of Turkey), Turkey, 2013 - 2015.

Certificate of Appreciation in Recognition of Academic Excellence in Master of Science Studies (Received), Bilkent University, Turkey, 2014.

Scholarship of Industry Integrated Project Support Program (Received), TUBITAK (The Scientific and Technological Research Council of Turkey), Turkey, 2013.

Full Scholarship and Tuition Waiver (Received), B.S. Programme by University Entrance Exam Placement, Bilkent University, Turkey, 2008 - 2013.

Presentations

Peer reviewed paper presentations

Assessing the potential of an innovative healthcare delivery model: Shared medical appointments

- 07/27/19: INFORMS Healthcare Annual Meeting, INFORMS, Boston, MA, USA.
- 08/01/18: LBS Trans-Atlantic Doctoral Conference, London Business School, London, UK.
- 07/11/18: PhD Conference with Daron Acemoglu, Wheeler Institute for Business and Development, London Business School, London, UK.
- 07/02/18: 2018 INFORMS MSOM Conference, INFORMS Manufacturing and Service Operations Management Society, Dallas, TX, USA.

Can shared service delivery increase customer engagement? A study of shared medical appointments

- 10/24/21: INFORMS Annual Meeting, INFORMS, Anaheim, CA, USA.
- 10/02/21: ACM conference on Equity and Access in Algorithms, Mechanisms, and Optimization (EAAMO '21), Association for Computing Machinery, Berkeley, CA, USA.
- 06/05/21: Manufacturing and Service Operations Management Conference 2021, MSOM SIG, Bloomington, IN, USA.
- 05/05/21: POMS 31th Annual Conference, Production and Operations Management Society, Washington, DC, USA.
- 11/08/20: INFORMS Annual Meeting, INFORMS, Seattle, MA, USA.

How to manage doctor's appointments with a shared medical appointment option

- 07/27/19: INFORMS Healthcare Annual Meeting, INFORMS, Boston, MA, USA.
- 11/04/18: INFORMS Annual Meeting, INFORMS, Phoenix, AZ, USA.

Increasing patient engagement through shared medical appointments

- 05/03/19: POMS 30th Annual Conference, Production and Operations Management Society, Washington, DC, USA.

Increasing the follow-up rate of patients requiring emergency high-consequence treatment

- 10/27/25: (Author & Presenter), INFORMS Annual Meeting, The Institute for Operations Research and the Management Sciences, Atlanta, GA, USA.
- 06/28/25: Manufacturing and Service Operations Management Conference, London Business School, London, UK.
- 05/26/25: Berlin Development Economics Workshop, RWI Berlin and ESMT Berlin, Berlin, Germany.
- 02/28/25: EOSAF (Economics, Operations/Organizations, Strategy, Accounting, and Finance) Workshop, ESMT Berlin, Berlin, Germany.
- 10/20/24: INFORMS Annual Meeting, INFORMS, Seattle, WA, USA.
- 09/05/24: OR 2024 Conference, Technical University of Munich (TUM), Munich, Germany.
- 07/11/24: 2nd Summer Workshop on Innovations in Management Science (SWIMS), SWIMS, Crete, Greece.

Operational innovation in healthcare delivery

- 11/08/20: INFORMS Annual Meeting, INFORMS, Seattle, MA, USA.

Peer effects in healthcare delivery: An investigation into shared medical appointments

- 11/09/20: INFORMS Annual Meeting, INFORMS, Seattle, MA, USA.

Scaling up timely care: Combining informational and financial interventions to improve follow-up rates for high-risk urgent care

- 05/26/25: Berlin Development Economics Workshop, RWI Berlin and ESMT Berlin, Berlin, Germany.

Shared medical appointments: An innovative approach to healthcare delivery

- 10/20/19: INFORMS Annual Meeting, INFORMS, Seattle, WA, USA.
- 11/04/18: INFORMS Annual Meeting, INFORMS, Phoenix, AZ, USA.
- 05/06/18: POMS 29th Annual Conference, Production and Operations Management Society, Houston, TX, USA.
- 10/22/17: INFORMS Annual Meeting, INFORMS, Houston, TX, USA.
- 08/01/17: LBS Trans-Atlantic Doctoral Conference, London Business School, London, UK.

Shared service delivery can increase client engagement: A study of shared medical appointments

- 11/04/22: HEC Paris Research Seminar, HEC Paris, Paris, France.
- 11/02/22: INSEAD Research Seminar, INSEAD, Paris, France.

The role of peer familiarity in shared service delivery: An investigation into shared medical appointments

- 04/25/24: 34th Annual POMS Conference, Production and Operations Management Society (POMS), Minneapolis, MN, USA.
- 10/17/23: INFORMS 2023 Healthcare Conference, INFORMS, Toronto, Canada.
- 07/27/23: INFORMS 2023 Annual Meeting, INFORMS, Phoenix, AZ, USA.
- 10/17/22: INFORMS 2022 Annual Meeting, INFORMS, Indianapolis, IN, USA.

Unpacking the black box of venture evaluation: How discussion dynamics shape deep-tech venture survival

- 07/14/26: INFORMS MSOM 2026 Conference, Harvard Business School, Boston, USA.

Research seminars

Can shared service delivery increase customer engagement? A study of shared medical appointments

- 11/26/21: Research Seminar, Graduate School of Business, Koc University, Istanbul, Turkey.
- 01/19/21: Research Seminar, NEOMA Business School, Paris, France.
- 01/14/21: Research Seminar, Singapore Management University, Singapore, Singapore.
- 01/07/21: Research Seminar, NOVA School of Business and Economics, Lisbon, Portugal.
- 12/25/20: Research Seminar, Ozyegin University, Istanbul, Turkey.
- 12/17/20: Research Seminar, HEC Paris, Paris, France.
- 12/14/20: Research Seminar, Faculty of Business Administration, Bilkent University, Ankara, Turkey.
- 11/27/20: Research Seminar, Department of Industrial Engineering, Bilkent University, Ankara, Turkey.
- 10/28/20: European TOM Virtual Seminar, Technology and Operations Management (TOM), London, UK.

Other presentations/activities

Can shared service delivery increase customer engagement? A study of shared medical appointments

- 11/09/20: (Presented by Coauthor), INFORMS Annual Meeting, INFORMS, Seattle, MA, USA.
- 07/13/20: (Author & Presenter), Kellogg-Wharton OM Workshop, The Wharton School of Business, University of Pennsylvania, Philadelphia, PA, USA.

Data-driven analysis of operational innovations in healthcare delivery

- 07/11/25: (Author & Presenter), PLAMADISO Workshop on Digital Economics and Policy, Weizenbaum Institute e. V., Berlin, Germany.

How to manage doctor appointments with a SMA option

- 10/20/19: (Presented by Coauthor), INFORMS Annual Meeting, INFORMS, Seattle, WA, USA.

Increasing patient engagement through shared medical appointments

- 10/20/19: (Presented by Coauthor), INFORMS Annual Meeting, INFORMS, Seattle, WA, USA.

Innovation in healthcare delivery

- 10/17/22: (Co-Chair), INFORMS 2022 Annual Meeting, INFORMS, Indianapolis, IN, USA.

Operations and global supply chain management

- 11/10/23: (Author & Presenter), ESMT Open House, ESMT, Berlin, Germany.

News/Media

Academic research award: problem solvers for the planet

- January 15, 2024 Financial Times: Medical research
<https://www.ft.com/content/3628bb66-af11-4203-a562-14705a541e71>

Health check: Vaccinating children against chickenpox

- November 15, 2023 BBC Sounds:
<https://www.bbc.co.uk/sounds/play/w3ct4pdw>

Languages

Turkish (native), English (advanced), German (intermediate), Italian (intermediate).

Hobbies and skills

Programming: Stata, Java, Matlab, Arena Simulation Software, Python, R, GAMS

Personal Interests: Traveling, Playing Piano, Swimming, Yoga, Basketball, Baking (Cofounder of Bilkent University Baking Club in 2012)