

Ting Li

ASSISTANT PROFESSOR IN DIGITAL INNOVATION

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PROFESSIONAL OVERVIEW

Ting Li is an Assistant Professor in the Digital Innovation and Information Systems Group at the Ivey Business School. She earned her Ph.D. in Management Information Systems from Queen's University and an M.Sc. from the University of British Columbia. Her research examines how digital technologies shape entrepreneurial innovation and new venture development, with a particular focus on digital capabilities in startups and the evolution of entrepreneurial support ecosystems.

EDUCATION

Ph.D. in Information Systems | Smith School of Business, Queen's University | Sep 2015–Jul 2022

- Thesis: Harnessing Digital Technologies for Entrepreneurial Innovation
- Supervisors: Dr. Yolande Chan and Dr. James Denford (as of Aug. 2021)

M.Sc. in Information Systems | Sauder School of Business, University of British Columbia | Sep 2013–Aug 2015

- Supervisors: Dr. Izak Benbasat and Dr. Hasan Cavusoglu

M.Sc. in Management Science | School of Management, Tianjin University | Sep 2007–Jul 2009

B. Mgt. | School of Management, Tianjin Foreign Studies University | Sep 2003–Jul 2007

JOURNAL PUBLICATIONS

Li, Ting, Chan, Yolande E., and Levallet, Nadège (2022)

"How Instacart Leveraged Digital Resources for Strategic Advantage,"
MIS Quarterly Executive (21:3). Available at: [Link](#).

Li, Ting, and Chan, Yolande E. (2019)

"Dynamic Information Technology Capability: Concept Definition and Framework Development,"
The Journal of Strategic Information Systems (28:4). Available at: [Link](#).

CONFERENCE PROCEEDINGS

Li, Ting, Meister, Darren (2025)

"Rethinking Technical Debt: A Strategic Tool for New Venture Creation in the XaaS Era,"
In Proceedings of the *85th Annual Meeting of the AoM*, Copenhagen, Denmark, July 2025.

Li, Ting, Meister, Darren (2025)

"Tech Debt in Digital Startups,"
In Proceedings of the *Babson College Entrepreneurship Research Conference (BCERC)*, Wellesley, Massachusetts, USA, June 2025 (Selected as one of the Top 40 Papers; published in full in *Frontiers of Entrepreneurship Research*, 2025 BCERC Proceedings).

Li, Ting, Yi, Zou, and Chan, Yolande E. (2022)

“Digital Affordances and Digital Capabilities: Evidence from Six AI Startups,”
in Proceedings of the *International Conference on Information Systems (ICIS)*, Copenhagen, Denmark, Dec. 2022.

Li, T., Addas, S., and Chan, Y. (2018)

“Is Sociomateriality a Viable Lens for IS Research? A Scoping Review,”
presented at the 2018 *Administrative Sciences Association of Canada (ASAC)*, Toronto, Canada.

Li, T., and Chan, Y. (2016)

“Developing an Instrument to Measure Firm-Wide Dynamic IT Capability,”
in Proceedings of the *ICIS*, Dublin, Ireland, December 2016.

Li, T. (2016)

“The Interplay between Knowledge Sharing and IT Artifacts in the Working Contexts,”
presented in the 22nd *Americas Conference on Information Systems (AMCIS)*, San Diego, CA, USA, August 2016.

Li, T., Lemieux, V. L., Pottinger, R. (2014)

“Challenges in Resolving Semantic Heterogeneity with the Global Legal Entity Identifier System,”
in Proceedings of the *International Workshop on Data Science for Macro-Modeling*, Snowbird, UT, USA:
Association for Computing Machinery (ACM).

TEACHING CASES

Li, T., and Meister, D. (2026)

“GitHub at the Crossroads: From Developer Haven to Microsoft’s AI Powerhouse,”
Ivey Publishing (ID: W48521)

Li, T., and Meister, D. (2025)

“DeepSeek and open-source AI: Navigating the path to sustainable monetization,”
Ivey Publishing (ID: W44776); Entered into the EFMD 2025 Case Writing Competition.

Li, T., and Neufeld, D. (2024)

“NetDynamic Consulting Inc. – Managing Cloud-based ERP Implementation at SodaStream Canada,”
Ivey Publishing (ID: W36207). **Recipient of the Ivey Bestseller Award, 2025–2026.**

POLICY AND PUBLIC ENGAGEMENT WRITING

Li, T. (2024)

“Rethinking University Missions: Fueling AI and Digital Innovation,”
Science Policy Forum, Canadian Science Policy Centre (CSPC). Available at: [Link](#).

ACADEMIC APPOINTMENTS

Assistant Professor | Ivey Business School, Western University | Jul 2022–Present

- Aera Group: Digital Innovation and Information Systems.
- Research interests include digital entrepreneurship, digital capabilities, and entrepreneurial support.

TEACHING EXPERIENCE

K3322 Leveraging Information Technology (HBA, 2 Sections) | Ivey Business School | 2022–2026

Taught this core course for HBA1 students over three consecutive academic years. Consistently rated highly by students for professionalism clear explanations and engaging class discussions.

Guest Lecture: Digital Innovation and Entrepreneurship (EMBA) | Ivey Business School | 2024

Presented original research on digital innovation to Executive MBA students from Aarhus University during their international study tour.

COMM 190 Introduction to Digital Business | Smith School of Business | Queen's University | 2018 - 2019

Taught this Commerce Core course on digital business concepts to second-year undergraduate students.

CO-CURRICULAR CONTRIBUTIONS

Course Development: K3322 Leveraging Information Technology (HBA) | Ivey Business School | 2023–2026

Actively contributed to the comprehensive redesign of the LIT core course, including case selection, development of teaching materials and slide decks, midterm rubric design, and coordination and dissemination of shared instructional resources across the teaching cohort.

Judge, BCG Case Competition | Ivey Business School | Fall 2025; Winter 2026

Evaluated student presentations and provided feedback.

Judge, HBA1 Capstone Project | Ivey Business School | 2025

Evaluated student presentations and provided feedback during their Capstone Project presentations.

Judge, BCG Case Competition | Ivey Business School | 2024

Evaluated student presentations and provided feedback during the preliminary rounds of the annual competition, supporting experiential learning in business strategy and consulting.

Pitch Competition Judge | Dunin-Deshpande Queen's Innovation Centre | 2020–Present

Judged various business pitch competitions hosted by the Queen's Innovation Centre, providing feedback to aspiring entrepreneurs and supporting innovation-focused events.

Preliminary Round Judge | Ivey WFN's Technology Consulting Competition | Jan 2024

Served as a judge for the preliminary round, evaluating student presentations and providing constructive feedback on technology consulting solutions.

Evaluator, Final Presentation | Individual Development Plan (IDP) | Ivey Business School | Mar 2023

Evaluated business model pitches, offering constructive feedback to participants and contributing to the competition's success over two consecutive years.

Judge, First Round | Deloitte Innovation Forum | Ivey Business School | Jan 2023

Evaluated business model pitches, offering constructive feedback to participants and contributing to the competition's success over two consecutive years.

Pitch Competition Judge | RBC EPIC Business Model Canvas Competition | 2021–2022

Evaluated business model pitches, offering constructive feedback to participants and contributing to the competition's success over two consecutive years.

SERVICE

Associate Editor, CTO Division | AoM Annual Meeting | 2026

- Managed the peer review process for assigned submissions.
- **Recipient of the 2026 CTO Outstanding Associate Editor Award.**

Reviewer, TIM Division | AoM Annual Meeting | 2026

Research Brown Bag Coordinator – IS Group | Ivey Business School | Oct 2024–Present

- Organized research discussion sessions to promote collaboration, knowledge sharing, and mutual support among faculty and PhD students.

Associate Editor, Digital Strategy and Transformation Track | ICIS | 2025

- Appointed to serve as an Associate Editor for the Digital Strategy and Transformation Track at ICIS 2025.

Planning Coordinator (Shared Role) – IS Group | Ivey Business School | Dec 2023–Present

- Organized the IS Area Group retreat, covering key topics such as curriculum updates, teaching capacity planning, and pedagogical strategies.

Search Committee Member – IS LT Position | Ivey Business School | Aug 2022–Mar 2023

- Participated in regular committee activities, including candidate data collection, analysis, and tabulation.

Entrepreneurship Consultation Advisor | Ivey Business School | Oct 2022–Present

- Offered request-based one-on-one entrepreneurship consultations to Ivey student entrepreneurs.

MENTORSHIP AND SUPERVISION

PhD Dissertation Committee | IS Group, Ivey Business School | 2025–Present

- Served on the dissertation committees of Milad Saeedi and Amin Mazhari (post-proposal stage).

PhD Oral and Comprehensive Exam Examiner | IS Group, Ivey Business School | 2023–Present

- Served as the Participated in proposal oral defense and comprehensive exams for three PhD students.

External Examiner | Master's Thesis Defense, Queen's University | Aug 2024

- Served as the external examiner for a master's thesis, providing detailed evaluation and feedback on the research methodology, findings, and contributions.

Undergraduate Research Supervisor | Ivey Undergraduate Summer Research Internship (USRI) | 2024

- Supervised Derek Zhou in compiling a comprehensive database of university-affiliated business incubators across North America. The findings will inform ongoing studies on entrepreneurial support.

Doctoral Research Advising | 2023–Present

- Provided guidance to PhD students in the Digital Innovation and Information Systems group, offering feedback on research ideas, methodology, and conference preparation.
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WORKING PROJECTS

JOURNAL SUBMISSIONS

1. Digital Capabilities for Early-stage Startups

Co-authored with Dr. Yolande Chan and Dr. James Denford. Examines dynamic digital capability configurations across startup maturity stages. Following rejection from ISR, the manuscript was revised and submitted to JAIS; received a Revise and Resubmit decision (February 2026) and is currently under revision.

2. Harnessing Data Science for Discontinuity Response: A Review and Research Agenda

Co-authored with Dr. Nadège Levallet. Theoretical review of data science in organizational responses to discontinuity. Currently in the third round of Revise and Resubmit at JSIS (submission deadline April 4, 2026).

3. Digitalizing for Impact: A Deep Tech Startup's Quest to Tackle the Opioid Crisis

Co-authored with Dr. Darren Meister. Examines the digital transformation of a deep tech startup addressing the opioid crisis. Following review at JAIS, the manuscript is undergoing substantial revision and will be retargeted to a leading entrepreneurship journal.

4. Towards a Support-as-a-Service Model: Digital Platforms in Entrepreneurial Support Microfoundations

Co-authored with Dr. Yolande Chan. Examines platform-enabled transformation of entrepreneurial support organizations. Following review at ISR, the manuscript is under revision for submission to JMIS.

5. Business Incubators as Resource Orchestrators: A Dynamic Digital Capabilities Perspective

Co-authored with Dr. Yolande Chan and Dr. Wynne Chin. Survey-based study examining resource orchestration capabilities of incubators. The manuscript was substantially revised, including methodological enhancements to the PLS analysis, and is currently under review at JAIS.

6. The Evolving Role of University Business Incubators: An In-depth Case Study

Single-authored. Longitudinal case study of digital transformation in a university incubator. Given ongoing GenAI-driven transformation at the field site, the manuscript is strategically deferred to incorporate emerging developments, with planned write-up in late 2026 or early 2027.

The above projects collectively explore the intersection of digital innovation and entrepreneurial ecosystems, contributing to both theoretical advancements and practical applications.

CONFERENCE SUBMISSION

1. AI Resistance in Entrepreneurship: Strategic Withholding and Uneven Integration

Co-authored with Dr. Naryoung Yu. Structured review theorizing AI resistance as an intentional and strategic response to capability-value misalignment in new ventures. Submitted as a work-in-progress to the Academy of Management (AoM) Annual Meeting, TIM Division, 2026.

TEACHING CASES

1. Avalo.ai: AI, Genomics, and the Future of Climate-Resilient Agriculture

An Ivey Teaching Case under development (co-authored with Justin Knibbe). Invited collaboration through a Haskayne-Ivey case writing partnership.

2. Meta's 49% Gamble: The Scale AI Deal and the Future of Data Supply Chains

An Ivey Teaching Case under development (written under my supervision). First draft completed.

RESEARCH PRESENTATIONS

Invited Speaker | Smith Alumni Research Symposium, Queen's University | May 2024

Presented research findings as part of the 45th anniversary of the PhD Program celebrations at the Smith Business School, recognizing significant contributions to the field in an event attended by alumni, faculty, and the broader Smith academic community.

Invited Speaker | Digital Futures Symposium, Ivey Business School | May 2023

Presented a research paper at the inaugural Digital Futures Symposium, co-hosted by Ivey Business School and Queen’s University’s Smith School of Business. The symposium highlighted the transformative impact of digital technologies, including AI, IoT, and blockchain, on organizations and society, attracting interest from both academia and industry.

FUNDS AND GRANTS

Innovating Incubation: Adapting Business Incubators for AI-driven entrepreneurship

SSHRC Insight Development Grant (IDG) | 2024 | CAD 57,102

Awarded to explore how university-based business incubators can evolve their entrepreneurial support systems to meet the unique demands of AI-driven ventures.

Managing Technical Debt in Digital Startups

Ivey Critical Issues Challenge Fund | 2024 | CAD 81,385

Awarded to investigate how digital startups can strategically manage and leverage technical debt to accelerate growth, offering crucial insights for navigating the transition from early market traction to scalable businesses.

Ivey Undergraduate Summer Research Internship Fund

2024 | CAD 5,000

Supported the compilation of a comprehensive list of university-affiliated business incubators across North America, with a focus on emerging AI-specific support structures within entrepreneurial ecosystems.

ACHIEVEMENTS AND AWARDS

CTO Outstanding Associate Editor Award Academy of Management	2026
David G. Burgoyne Teaching Award Ivey Business School	2026
Ivey Bestseller Award Ivey Publishing Awarded for <i>NetDynamic Consulting Inc.: Managing ERP Implementation at SodaStream Canada</i>	2026
Nominated for the Governor General’s Academic Gold Medals Competition Graduate Program in Management, Queen’s University	2023
Business Outstanding Thesis Notation on Official Transcript, Queen’s University	2022
PhD Student Research Excellence Award Smith Business School, Queen’s University	2019
D.D. Monieson Doctoral Fellowship Queen’s University	2019
Dunin-Deshpande Innovation Fellow Queen’s Innovation Centre, Queen’s University	2018
Alan R. Dennis Doctoral Award Smith Business School, Queen’s University	2018
First Place, 3-Minute Thesis Competition Smith Business School, Queen’s University	2017