



# Kjell Carlsson, Ph.D.

Senior  
Analyst  
Serving  
**Application  
Development  
&  
Delivery  
Professionals**

Read  
[Kjell's  
blog  
posts](#)

Kjell  
serves  
application  
development  
and  
delivery  
professionals,  
covering  
data  
science,  
artificial  
intelligence,  
and  
advanced  
analytics.  
His  
research  
helps  
organizations  
take  
advantage

of  
the  
increasing,  
untapped  
potential  
of  
these  
analytics  
technologies  
to  
drive  
growth  
and  
transform  
existing  
ways  
of  
doing  
business.  
His  
research  
agenda  
focuses  
on  
the  
strategies,  
best  
practices,  
skills,  
and  
vendors  
that  
accelerate  
the  
pace  
at  
which  
firms  
adopt  
and  
drive  
value  
from  
machine  
learning

and  
advanced  
analytics.

### **Previous Work Experience**

Kjell  
has  
more  
than  
15  
years  
of  
experience  
in  
driving  
strategic  
insights  
from  
data,  
across  
roles  
in  
strategy  
research,  
management  
consulting,  
big  
data,  
healthcare,  
and  
cloud-  
based  
services.  
Most  
recently,  
he  
led  
the  
development  
of  
speech  
analytics,  
predictive

analytics,  
network  
analysis,  
and  
AI  
applications  
to  
drive  
sales  
performance  
at  
athenahealth.  
Prior  
to  
this,  
he  
was  
a  
management  
consultant  
leveraging  
data  
analysis  
for  
strategic  
recommendations  
at  
EMC  
—  
focusing  
on  
its  
data  
storage,  
disaster  
recovery  
and  
backup,  
and  
security  
businesses  
—  
and  
at  
Wilson

Perumal  
&  
Co.,  
focusing  
on  
the  
financial  
industry.  
Prior  
to  
his  
doctoral  
work,  
Kjell  
conducted  
research  
on  
strategy,  
national  
competitiveness,  
and  
healthcare  
for  
Michael  
Porter  
at  
the  
Institute  
for  
Strategy  
and  
Competitiveness.

### **Education**

Kjell  
holds  
a  
Ph.D.  
in  
business  
economics  
from  
the  
Harvard  
Business

School,  
where  
he  
specialized  
in  
strategy,  
organizational  
economics,  
and  
international  
business.

As  
part  
of  
his  
dissertation,  
he  
developed

a  
game  
theory  
model  
with  
Oliver  
Hart

—  
the  
2016  
Nobel  
Laureate  
in  
economics

—  
and  
conducted  
the  
first  
large-  
sample  
analysis  
of  
global  
supply  
chain  
data

to  
demonstrate  
the  
interplay  
of  
formal  
and  
relational  
contracting  
methods  
on  
global  
supply  
chains  
during  
the  
2006-  
2008  
financial  
crisis.  
His  
research  
is  
published  
in  
Advances  
in  
Strategic  
Management  
and  
Advances  
in  
International  
Management.  
He  
also  
holds  
an  
M.A.  
in  
economics  
from  
Harvard  
University  
and

a  
B.A.  
in  
economics  
and  
computer  
science  
from  
Columbia  
University.

## Kjell Carlsson, Ph.D.'s Research

- **REPORT: [Best Practices: Scaling Data Science Across The Enterprise](#)**

Processes: The Customer Analytics Playbook

May 29, 2018 Kjell Carlsson, Ph.D.

Executives and data scientists alike are frustrated by the challenges of turning new data science initiatives into business impact at scale. To successfully scale data science, firms need to better align data science, IT, and business teams to work together more effectively. This report lays out five best practices that application development and delivery (AD&D) professionals should use to drive business value with new data science initiatives across their organizations.

- **REPORT: [Now Tech: Predictive Analytics And Machine Learning Solutions, Q2 2018](#)**

Forrester's Overview Of 34 PAML Solution Providers

April 26, 2018 [Mike Gualtieri](#), Kjell Carlsson, Ph.D.

You can use predictive analytics and machine learning (PAML) solutions to help data science teams become more productive, foster collaboration, and drive business outcomes. But to access these benefits, you'll first have to select from a diverse set of vendors — vendors that vary by size, functionality, geography, and vertical market focus. Application development and delivery (AD&D) pros should use Forrester's Now Tech report to understand the value they can expect from a PAML solution provider and select vendors based on size and tool set approach.

- **REPORT: [AI Unlocks The Business Intelligence In BI](#)**

Continuous Improvement: The Business Intelligence Playbook

March 1, 2018 [Boris Evelson](#), Kjell Carlsson, Ph.D.

Business intelligence (BI) technology is the foundation of an insights-driven business. But even enterprises committed to data-driven decision making and that utilize modern BI tools frequently fail to transform data into actionable insights and tangible business outcomes — they are not yet insights driven. This report will guide

application development and delivery (AD&D) pros working on BI initiatives on which artificial intelligence (AI) technologies they can deploy to boost BI capabilities.

- **REPORT: [Accelerate The Advanced Analytics Journey In Healthcare](#)**

Adopt A Four-Step Approach To Improve Healthcare Outcomes And Win Customers

February 23, 2018 Kjell Carlsson, Ph.D., Alex Kramer

Advanced analytics are increasingly critical to healthcare organizations' ability to win, retain, and serve their customers. Predictive and prescriptive analytics can help healthcare organizations improve patient health, increase efficiency, and improve customer experience. But they falter because of a failure to connect insights to business value, siloed analytics, bad data, and outdated systems. This report will help healthcare digital strategy professionals embrace advanced analytics to win in the age of the customer.

- **REPORT: [AI APIs In The Cloud Are Here](#)**

Five Ways Enterprise App Dev Teams Can AI-ize Applications

October 24, 2017 [Mike Gualtieri](#), Kjell Carlsson, Ph.D.

Add artificial intelligence capabilities to your applications! That's what C-suite executives are increasingly telling application development and delivery (AD&D) professionals to do. And major cloud vendors such as Amazon Web Services, IBM, Google, Microsoft, and Salesforce are aiming to make it dead simple by offering AI APIs in the cloud for a pretty cool subset of AI capabilities including vision, speech, language, and conversational assistants. AD&D pros should read this report to understand the key categories of AI APIs and what the various cloud vendors offer.

© Forrester Research, Inc. and/or its subsidiaries. All rights reserved.