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# INTRODUCTION

I have over thirty years of experience in applied economics in a variety of environments including private industry, an economic forecasting/consultancy, a Federal agency, and a non-profit association. During my career, I have performed economic studies using econometric models, financial models, regional input-output models, and forecasting models. I have managed research and publication processes and have supervised groups of economists and analysts in corporate and product planning. I am experienced in managing research projects, budgets, and consulting projects under contract. I write well and have considerable experience in developing and managing written and oral communications in project summaries for clients and for external publications. While I am an independent thinker and prefer a leadership role, I work best in a team environment. I believe my key strengths are in strategic thinking and in applying creativity in the design and execution of projects.

I have coauthored published articles in peer-reviewed journals and have written articles for commercial publications and web distribution. I have given presentations to professional and industry audiences. I also served on the Board of Directors of the National Association for Business Economics (NABE) and on key planning committees. I continue to serve on the editorial board of **Business Economics**, the NABE journal and was recently honored to be elected a NABE Fellow (2021).

I have also had taught economics in undergraduate programs and in MBA programs at a number of universities in the Philadelphia area, most recently at Temple University (undergraduate) and at Drexel University (MBA program).

At Temple University, I developed an intermediate level Managerial Economics and am currently working towards completion of three new courses for undergraduate economics including an advanced level Managerial Economics course, an Applied Managerial Economics course (with quantitative applications), and an Applied Macroeconomics/Business Economics course that would enable students to develop commercial publications on the U.S. economy. I coauthored a case study on Netflix that was published by Ivey Publishing and am currently working on two other case studies with the same coauthor.

# EDUCATION

* Ph.D. Economics –1997, Concentration in Industrial Organization and International Economics, Temple University, Philadelphia, Pennsylvania. *Dissertation*: Technology Investment and Multimarket Entry
* MA - Economics – 1981, Concentration in Econometrics, Temple University, Philadelphia, Pennsylvania
* BA - Economics – 1972. Washington University, St. Louis, Missouri

# PROFESSIONAL EXPERIENCE

**Senior Advisor (Affiliation), Econsult Services, Inc. (ESI), July 2015 to Present**

* Contribute articles for ESI blog.

**Vice President, Research, Select Greater Philadelphia, August 2013- March 2015**

* Managed research that supports Select in attracting business relocation to the Greater Philadelphia Region, including industry and company information, workforce statistics, and a variety of regional economic and demographic information.
* Developed information and content supporting economic development and industry trends for regional clients. Ensured maintenance of critical statistics and information for marketing publications.
* Developed press releases on regional economic information and indicators; offer quotes to the press on regional trends.
* Participated in a number of regional task forces on for infrastructure planning and funding (for example, the Delaware Valley Regional Planning Commission and the Delaware Valley Industrial Resource Center); provided technical input on research to other regional agencies (such as Campus Philly).
* Participated in Chamber policy task forces by advising and developing analyses in support for issues critical to the Chamber.
* Participated in expert panels and gave presentations to regional groups on the regional economy and business and labor market conditions.
* Supervised analysts including a team of interns.

**Economist, Bureau of Economic Analysis, August 2005 to May 2013**

* Developed the lead article, “GDP and the Economy,” for the monthly **Survey of Current Business**, which reports the current estimates of national output and income. (See <http://www.bea.gov/scb/index.htm> for an example.) As principal author, I developed all drafts and coordinated comments from all principal reviewers including the Director and Deputy Director.
* Developed concise summaries on topics related to the National Income and Product Accounts (NIPAs) as supplements to the article.
* Prepared a “Highlights” summary released simultaneously with each month’s Gross Domestic Product (GDP) release.
* Performed research and wrote short pieces on topics designed to educate or inform readers of concepts or trends in national aggregates, typically using published data. Topics included national and personal saving, corporate profits, and capital leasing.
* Was an integral part of a team that has brought a change in style and packaging in order to widen the appeal of main BEA publications. Received a Bronze Achievement Award, the highest award offered by the Agency, for my collaborative work on revising the internal production process and content of the monthly article.

Global Insight Inc. (Now IHS-Markit; Formerly DRI-WEFA), 1997-2005

These positions required a high level of understanding of economics (micro, macro, international, and industry) to complement quantitative applications including using a large-scale macroeconometric model for forecasting and developing scenarios of the U.S. economy, analyzing and forecasting various country economies, and developing econometric models and forecasts of the U.S. telecommunications industry. They also required a high degree of written and oral communications skill. Interacted with clients and management and made periodic formal presentations to groups. Developed concise written analysis for core commercial publications, client communications, and web distribution.

* **Senior Consultant – Telecom/Information Technology (April 2000-August 2005**
	+ Developed forecasts for U.S. telecom and network forecasts and underlying analysis using MS Excel spreadsheet models along with econometric and time series forecasting models in EViews. Authored industry analysis for print and electronic publications.
	+ Developed studies and forecasting models using pooled cross-section/time series econometric methods in EViews for the U.S. and global telecommunications markets. Completed research on industry issues including intermodal competition in U.S. telecommunications markets.
	+ Conducted other consulting projects using econometric methods and Excel spreadsheet models that linked electronic payments to economic growth for Visa International, Visa Canada, and Visa Central Europe and Middle East and Africa (CEMEA).
	+ Developed other high-visibility studies for a variety of clients including the Equipment Leasing and Finance Association (ELFA). Participated in the ELFA press release and conference call that centered on our industry study.
	+ Participated in audioconferences on technology and the economy for Global Insight and the National Association for Business Economics Technology Roundtable. Participated in press conferences with clients and called for quotes by the New York Times and local press. Delivered presentations on the telecom industry and macro-industry links.
* **Director – World Service (January 1999 - April 2000)**
	+ Developed country analyses and forecasts for the U.S. and several foreign economies including New Zealand and several African nations.
	+ Supervised a small group of four professional economists who developed country forecasts and interacted on a consulting basis with other international subgroups. Assisted subordinates with career planning and professional networking.
	+ Set up the initial screening process and interviews in hiring the company’s editor-in-chief.
	+ Managed the production schedule for all international forecast publications. Called upon for quotes by national publications (e.g., Fortune magazine, Investors’ Business Daily) and local papers. Initiated and implemented the first audio conferences in our company for client communications and product marketing.
* **Senior Economist – U.S. Macroeconomic Service (October 1997 - January 1999)**
	+ Developed the monthly U.S. macroeconomic forecast using the WEFA econometric model and qualitative adjustments.
	+ Developed monthly written analysis and studies encompassing financial markets, labor markets, and international trade. Managed the monthly production process for the U.S. macro publications.
	+ Developed macroeconomic simulations for customized consulting projects.
	+ Supervised junior economists on the production of the macroeconomic forecasts and publication.

Bell Atlantic Corporation (Now Verizon Communications) 1978 to 1994)

I held a variety of supervisory and nonsupervisory positions in business research, corporate planning, product management, and regulatory support functions during my tenure at Bell Atlantic (now Verizon Communications). These positions required management skills as well as technical and economic backgrounds.

* **Product Management (1982-1994)**
	+ Managed an internal consulting organization of five economists and analysts that developed a variety of economic and marketing studies including econometric models for demand analysis, forecasting support for revenue planning, and pricing and new product rollouts.
	+ Developed project schedules and requirements for outside consulting studies. Worked directly with outside consultants in the development of econometric studies.
	+ Participated in survey design studies and in marketing studies.
	+ Coordinated the $500,000 departmental research budget and played a key role in evaluating internal research needs and outside consultants’ bids.
	+ Working with engineering and cost expert, developed a financial model (discounted cash flow analysis) to evaluate capital investment alternatives for different video technologies. Included in the analysis was the capability of evaluating risk-based scenarios using Monte Carlo simulations.
	+ Took an active role in developing subordinates management and communications skills. Worked directly with subordinates in career-planning and assisting them with networking inside and outside the company.
* **Business Planning and Financial Assurance (1979-1982)**
	+ Developed and coordinated financial projections both at the line of business and corporate level used for annual planning and in setting marketing sales force objectives.
	+ Presented the annual economic forecast and baseline revenue forecast to the Vice-President of Business Marketing.
	+ Supervised a small group of three analysts who prepared data and forecast input to the monthly revenue analysis and forecasting process.
* **Business Research; Product and Regulatory Support (1978-1979; 1982-1994)**
	+ Developed econometric models and prepared special studies used in rate planning and regulatory support.
	+ Participated in regulatory hearings, prepared witnesses on demand analysis and demand studies used in pricing and revenue projections.
	+ Provided technical back up and supporting documents for regulatory hearings.
	+ Supervised undergraduate interns in developing models and project analysis.

Internal Revenue Service (1973 – 1978)

* Taxauditor for personal income tax, estate and gift tax, and employment and excise tax divisions.

# ASSOCIATION EXPERIENCE – THE NATIONAL ASSOCIATION FOR BUSINESS ECONOMICS (NABE)

* Served of the Board of Directors of the National Association for Business Economics (NABE), 2005-2008. Created a new community (Get Connected) designed to stimulate and retain membership among early- and mid-career professionals. This team was instrumental in implementing an Association-wide mentoring program and an online community, each of which has grown organically.
* Held a series of leadership positions within the Association (1998-2005) including Roundtable Chair and Chapter President in which I set agendas, developed programs, and instituted membership campaigns.
* Played a team role on NABE planning committees that were instrumental in developing several marketing plans for NABE (2009-2010).
* Served on the steering committee for developing the NABE Certified Business Economist program, on working committees to develop specific curricula, and on the senior oversight board for the professional development program. My particular focus was on the development of the Strategic Economics module (Managerial Economics) and the review and editing of the microeconomics and macroeconomics examinations.
* Currently a member of the editorial board of **Business Economics**, the NABE journal.

# PROFESSIONAL ASSOCIATIONS

* American Economic Association (AEA)
* National Association for Business Economics (NABE)
* National Economists Club (NEC)
* American Association of Wine Economics (AAWE)
* Philadelphia Council for Business Economics (PCBE)

# TEACHING EXPERIENCE

* Currently Assistant Professor of Economics at Temple University, Philadelphia, PA, teaching undergraduate economics.
* Previously adjunct professor of Economics at Drexel University, Philadelphia, PA, teaching Managerial Economics (Economics of Strategy) for MBA/MS sections for the LeBow School of Business.
* Previously adjunct professor of economics at Villanova University, 2010-2013. Also taught undergraduate and graduate (MBA) courses in microeconomics, macroeconomics, monetary economics, and business statistics at West Chester University, Penn State, and Cabrini College.
* Was a member of the instructor cadre for a Bellcore professional development seminar in applied econometrics and demand analysis (Demand Analysis Training Seminar).

# PAPERS AND PUBLICATIONS

“Netflix: Will Content Be Enough?” Kelly, Mary and Christopher Swann, Case Study for Ivey Publishing, November, 2020. <https://www.iveycases.com/ProductView.aspx?id=112298>.

“Estimating the Impact of NABE Member Characteristics on Compensation,” Swann, Christopher and Anessa Custovic, **Business Economics**, January issue 2015.

“GDP and the Economy,” **Survey of Current Business**, Bureau of Economic Analysis (BEA), monthly. See http://www.bea.gov/scb/index.htm on BEA’s web site.

“Compensation of Economists—Measuring the Market Value of NABE Member Characteristics,” Elizabeth Bernstein and Christopher Swann, **Business Economics** 45: 204-209 (2010); doi:10.1057/be.2010.18.

“Competition in Local Telecommunications – There’s More Than You Think,” Christopher Swann and David G. Loomis, **Business Economics**, National Association for Business Economics, April 2005.

“Intermodal Competition in Local Exchange Markets”, Christopher Swann and David G. Loomis, **Information Economics and Policy**, 17 (2005) 97-113.

“Telecommunications Demand Forecasting With Intermodal Competition – A Multi-Equation Modeling Approach”, Christopher Swann and David G. Loomis, **Telektronikk**, Volume 100, No. 4, 2004.

“Intermodal Competition in Local Exchange Markets,” Christopher Swann and David G. Loomis, Pennsylvania Economic Association Conference, May 29-31, 2003, West Chester, PA. **PEA Papers and Proceedings**, 2003.

**PRESENTATIONS**

“The Employment Outlook for the Greater Philadelphia Region,” presented to the **Association of Career Professionals**, Philadelphia, PA, January 8, 2016.

“Information Technology: Building on Our Strengths,” presented to the Research and Policy Forum, Visit Philadelphia, November 19, 2015. Presented with David L. Cohen, AICP, Ben Franklin Technology Partners.

“The Employment Outlook,” presented to the **Association of Career Professionals**, Philadelphia, PA; January 9, 2015.

“Employment and Occupations in the Greater Philadelphia Region,” presented as part of a panel to the **Campus Philly Advisory Board**, September 12, 2014.

Review: preliminary analysis of business dynamics in the Greater Philadelphia Region. **Philadelphia Research and Policy Group**, Drexel University, September 10, 2014.

“State of Affairs – Greater Philadelphia Region,” presented as part of a panel to the **Magellan Leadership Group**, Villanova, PA; August 15, 2014.

“The U.S. Economy – Trends in the U.S. Economy and Perspectives on Growth and Innovation,” presented to the **European School of Management and Technology**, Philadelphia, PA, April 9, 2014.

“Employment in the Region; Perspectives on Job Growth,” presented to the Association of Career Professionals, Philadelphia, PA; January 10, 2014.

“The Half-Full Glass,” presented to the **National Council on Compensation Insurance**, Boca Raton, Florida; April 19, 2013.

“Seasonal Adjustment: Concepts, Methods, and Issues,” presentation given at the **NABE Economic Measurement Seminar**, Arlington, Virginia, July 26, 2011

“Hard Lessons from the New Economy”, presented at the **NABE Annual Conference**, September 14, 2003.

“The Communications Sector: Macro-Industry Linkages “presented at the **Global Insight International Conference**, October 30, 2002, New York, NY.

“Global Growth in Wireless Communications,” presented at the **Global Insight International Conference**, October 28-30, 2002, New York, NY.

“The Business Cycle and Telecom – Communications/IT Links” *Keynote Address* presented at the **International Communications Forecasting Conference**, June 25-28, 2002, San Francisco, CA.

“Intermodal Competition in Local Exchange Markets, Christopher Swann and David G. Loomis, presented at the **International Communications Forecasting Conference**, June 25-28, San Francisco, CA.

“Technology Investment and Multimarket Entry,” presented to the **Pennsylvania Economic Association Annual Conference**, May 1997.

“Meeting Competition for IntraLATA Toll Calls,” Train, Kenneth, Terry J. Atherton and Christopher M. Swann. Prepared for the **Bellcore Conference on Telecommunications and Demand Analysis**, Key Biscayne, Florida, January 27-29, 1988.

“Competitiveness in the Centrex/CPE Market: Implications for Pricing and Planning,” Gershenfeld, Shari and Christopher M. Swann. Prepared for the **Bellcore National Forecasting Conference**, San Antonio, Texas, May 1988.

“Assessing Alternative Market and Product Design Strategies for New Telecommunications Services,” Atherton, Terry J. and Christopher M. Swann, Prepared for the **Bellcore National Forecasting Conference**, San Antonio, Texas, May 1988.

# “Pricing Local Telephone Service in a Deregulated Environment,” Atherton, Terry J. and Christopher M. Swann. Prepared for the Rutgers University Advanced Seminar on Public Utility Economics, The Sagamore, Bolton Landing, New York, May 27-29, 1987.