

The emotions, machines, and organizations Lab

emoLab

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Mandate and Objectives

At emoLab (emotions, machines, and organizations Lab), we are committed to advancing management research through a SCAN (Social, Cognitive, and Affective Neuroscience) approach. Our work examines how algorithmic capitalism profoundly influences marketing, management, and stakeholder experiences. By analyzing the impact on key stakeholders—consumers, employees, gig workers, click workers, and influencers—we generate valuable insights that help organizations navigate the evolving digital economy. Our research highlights the challenges posed by algorithmic systems and offers strategies to promote more ethical, sustainable, and human-centred business practices. At emoLab, we connect neuroscience, technology, and management to drive meaningful change in how companies interact with their stakeholders in the era of AI.

Algorithmic Capitalism

At emoLab, our research operates within the framework of algorithmic capitalism—a system in which value is generated through data extraction, facilitated by the convergence of algorithms, artificial intelligence, and digital labor. This paradigm signifies a fundamental shift in how value is produced, exchanged, and accumulated, driven by extensive data collection, the exploitation of digital labor, and the rapid advancement of algorithmic technologies.

As organizations increasingly integrate digital and algorithmic systems, the implications for customers and employees are profound. Marketing, as an applied science, is being redefined, along with the roles of key stakeholders:

- Customers are no longer just consumers; they are actively engaged as prosumers, contributing to the creation of value.
- Employees are navigating new forms of collaboration, including co-working with service robots, as automation reshapes traditional labor dynamics.

At emoLab, we critically examine these transformations, shedding light on the evolving relationships between technology, organizations, and the human experience in the age of algorithmic capitalism.

The emoLab Research Approach: Understanding Behaviour in Algorithmic Capitalism

At emoLab, we address the challenges of algorithmic capitalism with our SCAN (Social, Cognitive, and Affective Neuroscience) approach, which serves as the foundation of our research. This method aims to reveal the mechanisms driving social behaviour by combining insights from social, cognitive, and affective neuroscience.

We operate on a fundamental premise: humans are emotional beings whose daily experiences shape their behaviours. Emotional episodes arise when a conflict exists between an individual's mental model of reality and actual events. These mental models, developed over a lifetime through social, political, cultural, and economic influences, are continually tested against real-world experiences. When expectations are disrupted—whether by an unexpected event or an anticipated event that fails—the resulting emotional response influences how individuals adapt to or resist new realities, ultimately shaping their future behaviours.

The disruptive force of algorithmic capitalism—and the innovative marketing strategies it creates—fundamentally challenges the mental models of reality held by customers and employees, impacting how they interact with organizations. This underscores the importance of emoLab's research now more than ever. Therefore, our goal is to examine:

- How the macrostructures of algorithmic capitalism—socioeconomic, cultural, and political forces—shape customers' and employees' mental models of reality.
- How interactions with algorithmic marketing trigger emotional episodes, driving adaptive or resistant behaviours.

By examining these dynamics, emoLab offers valuable insights into the evolving relationship between humans, organizations, and AI-driven marketing systems.

A Multi-Disciplinary Approach to Understanding Algorithmic Capitalism

At emoLab, we take a multi-disciplinary approach to studying the impact of algorithmic capitalism's new marketing paradigms on customers and employees. Our research integrates a wide range of methodologies, including:

- Qualitative research and systematic reviews for in-depth theoretical insights.
- Questionnaires to capture subjective experiences and perceptions.
- Psychophysiological experiments to explore the biological and emotional underpinnings of behaviour.

What truly sets emoLab apart is our access to cutting-edge psychophysiological equipment and expertise. Psychophysiology—the study of psychosocial processes through physiological correlates—allows us to go beyond self-reported data and examine:

- How material reality challenges people's mental models.
- How these disruptions trigger emotional episodes.
- How these emotional experiences manifest in the body and mind.
- How these physiological responses shape coping mechanisms and future behaviours.

By leveraging objective physiological measures, emoLab provides unique, data-driven insights into the emotional and cognitive processes that drive decision-making in an era where AI, algorithms, and automation are reshaping human experiences in marketing and beyond.

Organizational Structure

Types of Membership

Regular Member

Eligibility: Must hold a PhD and be associated with a collaborating institution.

Benefits: Leadership role in shaping the lab's research agenda and strategic direction.

Rights and Responsibilities: Make a significant contribution to the emoLab's research activities and mentor junior researchers.

Term of Membership: Indefinite term, subject to active participation and contribution.

Election/Appointment Procedures: Appointment by the lab director based on demonstrated expertise and contributions.

Associate Member

Eligibility: Must hold a PhD and be associated with a collaborating institution.

Benefits: Involvement in specific research projects and access to the emoLab's resources.

Rights and Responsibilities: Contribute to particular research projects or initiatives aligned with the emoLab's objectives.

Term of Membership: Renewable for 2 years, contingent upon continued collaboration.

Election/Appointment Procedures: The lab director and advisory board review the application.

Corporate Affiliate

Eligibility: Must be a private-sector professional with an interest in the emoLab's research.

Benefits: Opportunity to propose and collaborate on research projects with the emoLab's members.

Rights and Responsibilities: Actively engage in collaborative research projects and knowledge exchange.

Term of Membership: Annual membership is subject to renewal based on engagement.

Election/Appointment Procedures: Formal agreement between the emoLab and the corporate entity.

Student Member

Eligibility: Must be enrolled in a graduate or undergraduate program related to the emoLab's research areas.

Benefits: Access to the emoLab research projects, training, and mentorship opportunities.

Rights and Responsibilities: Assist in research activities and contribute to lab publications.

Term of Membership: Membership lasts for the duration of the student's research involvement with the emoLab.

Election/Appointment Procedures: Selection is based on either faculty nomination or direct application, both of which must be approved by the lab director.

Administration

The emoLab will be established as a Faculty Research Centre in TRSM for an initial five-year term, renewable following review under Policy 144, and will be subject to the one-year probation and first-year review, as outlined in Policy 144.

The emoLab is administered and supervised by the Director and an Advisory Board. The Director reports directly to the Dean or designate of the Ted Rogers School of Management and is responsible for chairing the emoLab Advisory Board. Furthermore, the Director plays a central role in formulating the emoLab's annual budget and action plan. He serves as the primary representative of the emoLab in negotiations related to funding, research agreements, and industry partnerships.

The Advisory Board comprises a maximum of five members, including the Director. The Associate Dean of Research is designated to represent the Dean of the Ted Rogers School of Management on the Advisory Board. The Director selects the remaining members from internal and external stakeholders with relevant research or industry expertise and appoints them for renewable two-year terms.

As the founding Director, the current Director shall serve in this role for the duration of their appointment at the Ted Rogers School of Management. To ensure accountability and strategic alignment, the Director's performance and the lab's development will be formally reviewed by the Advisory Board in consultation with the Dean or their designate every five years. Should a

change in leadership be necessary, a formal nomination and selection process—led by the Advisory Board in collaboration with the Dean—will be initiated to appoint a new Director.

If the emoLab grows as anticipated—expanding its scope, partnerships, and operational demands—the Director and Advisory Board may consider evolving the governance model to include an Associate or Co-Director. This future adaptation would support the lab’s scalability, foster collaborative leadership, and ensure continued alignment with its interdisciplinary mission.

The Director is responsible for submitting an annual report to the Dean of TRSM by June 30th of each year, in strict accordance with Policy 144. This report will include:

- A summary of scholarly, research and creative (SRC) activities (publications, grants, student training).
- Progress against established milestones and strategic goals.
- A detailed financial statement for the past year and a proposed budget for the upcoming year.
- An updated list of active members.

To ensure transparency and public engagement, an Executive Summary of the annual report will be posted on the emoLab’s official website by September 1st of each year.

The emoLab shall operate in strict accordance with all TMU policies, procedures, and guidelines, including but not limited to those governing research integrity, human resources, and financial management. Any future amendments to this organizational structure must be recommended by the lab’s membership and require the formal approval of the Dean of TRSM and the Vice-President, Research and Innovation (VPRI) before taking effect.

Closure

Should the Director of the emoLab determine that the continuation of the emoLab’s activities is neither feasible nor desirable, the assets designated for the emoLab will be transferred to the Faculty upon resolving all outstanding debts.

Proposed Members

Director

Prof. Mathieu Lajante, an Associate Professor of marketing in the Ted Rogers School of Management at TMU. His research explores consumer neuroscience, AI-driven customer interactions, and the societal impact of algorithmic capitalism, shaping academic and industry discussions on the future of marketing and service management. Prof. Lajante has secured over \$500,000 in research grants, driving innovative studies on empathy in service, AI credit scoring, and emotional contagion in human-robot interactions. His work is published in leading journals, including *Computers in Human Behavior*, the *Journal of Retailing and Consumer Services*, the *Journal of Advertising Research*, *Frontiers in Psychology*, and the *Journal of Consumer Marketing*. He frequently presents at premier conferences, including Advances in Consumer Research, Frontiers in Service, SERVSIG, and the Academy of Marketing Science (AMS). He has shaped public discourse through media outlets such as CBC/Radio-Canada and *The Conversation*. Recognized for his research excellence and innovative teaching, Prof. Lajante has received several awards, including the TRSM Research Recognition Award and the Best Professor of the Year Award at Université Laval. He actively connects scholarship and practice, collaborating with policymakers, businesses, and the public on the evolving role of AI in marketing, service management, and digital economies.

Regular Members

Prof. Martin Pyle is an Associate Professor of marketing and chair of the marketing department at the Ted Rogers School of Management at TMU. Prof. Martin Pyle's research addresses the key areas of word-of-mouth and online reviews as well as pedagogy, and he has published in both areas in various peer-reviewed journals. Regarding online reviews, Prof. Pyle's current interest is how consumers process and respond to multiple cues to determine trustworthiness and company perceptions of deceptive practices that influence online reviews and scores. Prof. Pyle is exploring collaboration opportunities with the emoLab to investigate consumers' emotional responses to online influencer videos and how these responses relate to downstream buying intentions.

Prof. Mehak Bharti is an Assistant Professor of marketing at the Ted Rogers School of Management at TMU. Previously, she served as an Assistant Professor of marketing at the University of Groningen in the Netherlands. She earned her PhD in psychology and consumer behaviour from Nanyang Technological University in Singapore in 2020. Her diverse international experiences in Canada, India, France, Singapore, and the Netherlands have shaped her understanding of the influence of self across various consumption contexts, as reflected in her research interests, which primarily focus on mindful and sustainable consumption practices across different cultures. Her research has been published in marketing and psychology journals, including the *Journal of the Association for Consumer Research*, *Psychology & Marketing*, and *Personnel Review*. She employs laboratory experiments, field studies, and implicit methods, including eye-tracking, the Implicit Association Test (IAT), and mouse tracking, in her research. In addition to her academic pursuits, she is a meditation coach who travels internationally to teach meditation and mindfulness.

Prof. Jenna Jacobson is an Associate Professor and the Eaton Chair of Retailing at the Ted Rogers School of Management at TMU. She also serves as the Director of the Retail Leadership Institute in Toronto, Canada. Her research examines both consumer and producer perspectives on digital technologies, with a focus on retailing, social media, and user behaviour. She earned her PhD from the University of Toronto's Faculty of Information.

Prof. Ellen Choi is an Associate Professor in human resource management and organizational behaviour at the Ted Rogers School of Management at TMU. She is an organizational psychologist, trained in social psychology and organizational behaviour. Prof. Choi earned her PhD from the Ivey School of Business in 2017 and her MSc from the London School of Economics in 2012. Her research interests focus on workplace well-being and mental health. Specifically, she studies the effects of mindfulness training on stress, attention, emotional regulation, errors, authenticity, resilience, and performance under pressure. Prof. Choi teaches organizational behaviour, covering topics such as leadership, training and development, motivation, and decision-making.

Associate Members

Prof. Gulliver Lux is a full professor of management sciences at the Université du Québec à Montréal. His work in critical accounting focuses on the appropriation and effects of quantification tools in organizations, particularly in health care, and their impact on individuals, especially emotions. It also examines quantification and performance issues for organizations and individuals in the Anthropocene era. He is also working on the adoption of disruptive technologies in the accounting sector, including blockchain and AI. His work has benefited from grants from the Social Sciences and Humanities Research Council of Canada (SSHRC) on several occasions, as well as from the Caisse Nationale de Solidarité pour l'Autonomie (CNSA) and the Institut pour la Recherche en Santé Publique (IReSP) in France.

Prof. Jonathan Martineau is an Assistant Professor at Concordia University's Liberal Arts College, where he teaches the history of philosophy and social theory. He is also the director of the Interdisciplinary Research Centre on Time, Technology, and Capitalism (CIRTTC). His research focuses on time and temporality, technology studies, and critical theory. He has recently published "Le capital algorithmique: Accumulation, pouvoir et résistance à l'ère de l'intelligence artificielle" with Jonathan Durand Folco, published by Écosociété and "Time, capitalism and alienation" published by Brill.

Prof. Kelly McShane is an Associate Professor in human resource management and organizational behaviour at TMU and an Adjunct Professor in psychiatry at the Schulich School of Medicine and Dentistry at Western University. Kelly is passionate about using interdisciplinary approaches to drive system transformation. Known for "doing academia differently," she's taken on roles like the inaugural Workplace Civility Specialist at Southlake Hospital. As a clinical and organizational psychologist, she helps with complex workplace issues, culture change, and employee wellness. Currently on sabbatical, Kelly is researching gender pay inequity among physician leaders, workplace incivility in healthcare, and innovation in global conservation agriculture. She is also pursuing an interdisciplinary project to apply generative AI to improve feedback and assessment for learners and trainers.

Prof. Dewi Tojib is an Associate Professor of marketing at Monash University, Australia, where her research focuses on consumer behavioural and emotional responses to service experiences, the adoption of technology innovations such as self-service technologies, mobile applications,

AI-based technologies, including service robots, and the broader impact of technology innovations on society. Her work has been published in journals that include the *Journal of Services Research*, the *European Journal of Information Systems*, the *European Journal of Marketing*, the *Journal of Business Research*, the *Journal of Marketing Management*, and the *Journal of Services Marketing*. Prof. Tojib leads the Service Robots and Human Wellbeing research group at the Opportunity Tech Lab, Monash Business School. She is also a member of the International Editorial Board for both the *Journal of Travel Research* and *Services Marketing Quarterly*. She is also a passionate educator who continually explores and implements innovative, practical ideas to foster students' interactive and independent learning, and has received commendation for teaching excellence.

Corporate Affiliate

Peter Odle is a travel and tourism entrepreneur. With over two decades in the travel and tourism industries, Peter Odle is a passionate entrepreneur dedicated to blending self-guided tourism with cultural diversity. His early career as a paramedic ignited his love for urban exploration, which has since evolved into a drive for innovation. Now, he leverages digital gamification to create immersive experiences that foster deeper cultural connections with cities. As a member of the Tourism Industry Association of Ontario and the Toronto Attractions Council, Peter is dedicated to developing innovative tourism products that combine travel, technology, and cultural engagement. His work is shaped by a keen awareness of shifting industry landscapes—ranging from labour force challenges linked to international student travel restrictions to the economic impact of U.S. tariffs and the upcoming FIFA 2026 World Cup. Peter's entrepreneurial vision is driven by the conviction that emotions play a pivotal role in consumer behaviour. By understanding how people experience travel emotionally, he seeks to design ethical, meaningful, and future-forward tourism experiences that respond to a rapidly evolving global market.

Student Members

Darby Roland is a PhD student in management, specializing in human resources and organizational behaviour at the Ted Rogers School of Management at TMU. Her research focuses on employee recovery experiences, well-being, workplace stress management, work-life spillover effects, and fostering meaningful diversity, equity and inclusion (DEI) in organizational

settings. Darby holds a Bachelor of Commerce Honours degree in finance from the University of Windsor and an MBA from Simon Fraser University. She has presented her research at notable academic forums, including the Academy of Management's Annual Meeting. Through her work, Darby seeks to create insights that empower individuals to lead fulfilling lives, strengthen the organizations they are part of, and enrich the connections they cultivate in their work and home lives. In addition to her academic pursuits, Darby is committed to community engagement, having held several leadership roles in volunteer initiatives. She currently serves on the board of a non-profit organization and as a representative on the owner council for a financial institution.

Mariam Hamam is a dedicated and driven academic scholar who has recently completed the Master of Science in Management program at the Ted Rogers School of Management at TMU. She has strong research experience and a keen interest in artificial intelligence (AI), emotion, and psychology. She is currently working as a research assistant for the Retail Leadership Institute and the Marketing Management Department. She will continue her academic pursuits in September as a PhD student in management under the supervision of Dr. Mathieu Lajante, director of the emoLab.

Ava Ariganello has recently completed the Master of Science in Management program at the Ted Rogers School of Management at TMU, researching the effects of AI applications on consumer mental health and behaviour across the real estate industry. With a background in neuroscience and psychology, Ava is particularly interested in neuromarketing and its intersection with consumer behaviour and emotions. She also has hands-on experience in digital and social media marketing within the medical supplies industry, combining analytical expertise with practical marketing strategies.

Alignment with TMU Academic and Strategic Research Plans

TMU Strategic Research Plan

The emoLab aligns well with Toronto Metropolitan University's 2025-2030 Strategic Research Plan (SRP) by actively contributing to TMU's key priorities: securing external research funding, fostering multidisciplinary collaborations, expanding international partnerships, and enhancing knowledge mobilization. Below is how the emoLab's activities support these objectives.

Growing Externally Funded SRC Revenue

The emoLab's research on AI credit scoring, emotional contagion in human-robot interaction, and algorithmic capitalism addresses pressing societal challenges, making it an attractive candidate for external funding from:

- Federal and provincial agencies (e.g., SSHRC, NSERC, CIFAR).
- Industry collaborations (e.g., Retail Leadership Institute at TRSM, MITACS).
- International research grants focusing on digital ethics, AI bias, and financial inclusion.

By publishing in top-tier journals and producing policy-relevant reports, the emoLab enhances its capacity to secure funding in AI governance, marketing systems, and consumer protection.

Enhancing Multidisciplinary Collaborations

The emoLab thrives on interdisciplinary research, bringing together:

- Marketing, neuroscience, and behavioural science (e.g., physiological data collection training).
- Finance and public policy (e.g., AI-credit scoring research impacting marginalized communities).
- Ethics, law, and social justice (e.g., algorithmic discrimination and AI ethics).

By training PhD students in physiological data collection methods and collaborating with policy stakeholders, the emoLab exemplifies TMU's commitment to bridging business, technology, and ethics.

Expanding International Partnerships

The emoLab actively engages in global research collaborations and academic exchanges.

Examples include:

- Hosting Antonio Casilli's book presentation to foster dialogue on digital labor and surveillance capitalism.
- Publishing research that resonates internationally, particularly in AI governance, financial exclusion, and automated marketing systems.
- Engaging with scholars and institutions worldwide on AI ethics, platform capitalism, and service automation.

These initiatives contribute to TMU's global reputation in algorithmic governance, ethical AI, and digital market systems.

Promoting Knowledge Translation, Dissemination, Mobilization and Commercialization

The emoLab is committed to making research actionable through:

- Policy reports and white papers (e.g., public reports on AI credit scoring and financial exclusion).
- Industry engagement (e.g., Retail Leadership Institute, business workshops on AI-driven marketing).
- Public scholarship (e.g., articles in *The Conversation*, presentations at marketing and policy conferences).
- Research workshops and training camps (e.g., physiological data collection training for PhD students).

The lab ensures that research moves beyond academia by engaging with policymakers, regulators, and business leaders, making it a key player in knowledge mobilization and commercialization.

TMU Academic Plan

Enhancing the Learning Journey for Greater Student Success

The emoLab provides hands-on experiential learning for both undergraduate and graduate students, equipping them with cutting-edge neuroscience and AI-driven marketing research skills. The lab fosters critical thinking, technical proficiency, and interdisciplinary learning through training camps (e.g., physiological data collection using facial electromyography and skin conductance response), book clubs, and research workshops, ensuring students gain practical expertise in algorithmic capitalism and consumer behaviour.

Creating Positive Impact through SRC Excellence and Global and Local Collaboration

The emoLab produces high-impact research on algorithmic capitalism, AI credit scoring, and emotional contagion in human-robot interaction, and its work is published in leading academic journals. The lab collaborates with local stakeholders, regulators, and policymakers (e.g., the Retail Leadership Institute at TRSM) to ensure that research findings inform real-world applications. Additionally, international engagement, as evidenced by hosting Antonio Casilli's book presentation, fosters global academic discourse.

Supporting People and Community

Through its research on AI credit scoring and its impact on Black, working-class populations, the emoLab actively addresses issues of digital discrimination and financial exclusion. By producing a public report for policymakers and regulators, the emoLab advocates for fairer marketing and economic systems. Its work on empathy training for frontline service workers also improves workplace environments and consumer experiences, reinforcing TMU's commitment to community well-being.

Continuing Commitment to Truth and Reconciliation

The emoLab's focus on algorithmic bias, systemic inequities, and ethical AI practices aligns with TMU's commitment to equity, inclusion, and social justice. By critically analyzing how AI-driven systems perpetuate discrimination, the lab helps marginalized communities navigate and resist the harms algorithms cause. This work contributes to ongoing discussions on data sovereignty and ethical AI governance, essential to reconciliation in the digital age.

Ensuring Future Readiness

By examining the role of AI, automation, and algorithmic decision-making in marketing, the emoLab equips students, businesses, and policymakers for the future of work, finance, and commerce. Its interdisciplinary approach—merging marketing, technology, political philosophy, and social neuroscience—establishes TMU as a leader in navigating the evolving digital economy.

In conclusion, the emoLab embodies TMU's academic priorities by advancing knowledge, training highly qualified individuals, and promoting ethical, inclusive, and future-ready marketing systems. Its work ensures that TMU remains at the forefront of research and education in the age of algorithmic capitalism.

Role of the Centre at TMU

Unique and Distinguishing Features of the Centre

The emoLab is a unique research facility in Canada, situated at the intersection of affective and social neuroscience, marketing, and the socio-economic analysis of algorithmic capitalism. Our multidisciplinary approach distinguishes us within TMU and the national research landscape.

What distinguishes the emoLab is our integration of advanced neuroscientific methods with the critical analysis of AI-driven market systems. We employ cutting-edge affective and social neuroscience techniques, including the BIOPAC electrophysiological acquisition system, to measure facial electromyography (EMG) and skin conductance responses, providing empirical insights into consumer and employee emotional responses to AI and algorithmic decision-making. These methodologies are combined with theoretical frameworks, such as the Theory of Constructed Emotion, to understand the complex interplay between AI, human emotion, and decision-making in marketing contexts.

Unlike traditional marketing research labs, the emoLab examines how AI disrupts marketing systems and affects consumer and employee behaviour from socioeconomic, political, and ethical perspectives. Our work extends beyond technical AI performance metrics to investigate critical issues, including algorithmic bias, digital discrimination, and the role of AI in reshaping financial inclusion and labor dynamics.

By bridging marketing science, behavioural research, and public policy, the emoLab creates a highly relevant and socially impactful research environment that fosters:

- Critical thinking and strategic decision-making – Equipping students and researchers with the ability to assess AI deployment in Canadian markets from a systemic perspective.
- Multidisciplinary expertise – Integrating marketing, neuroscience, public policy, and ethics to provide a holistic understanding of algorithmic capitalism.
- Hands-on experiential training – Providing students and researchers with practical experience in neurophysiological data collection, AI impact assessment, and policy-relevant analysis.

Intersection with Other Research Centres, Programs, and Endeavours at TMU

The emoLab is closely connected to TMU's broader research ecosystem and collaborates with various research centres, programs, and strategic initiatives to maximize interdisciplinary impact. We have established a strong partnership with the Retail Leadership Institute (RLI) at TRSM to study AI credit scoring, algorithmic bias, and consumer trust in automated decision-making, ensuring our findings inform business strategies and policy frameworks.

Outside of TMU, the emoLab also has a collaborative partnership with the Center for Interdisciplinary Research on Time, Technology, and Capitalism (CIRTTAC) at Concordia University, partnering on research related to algorithmic labor, digital capitalism, and the temporal dimensions of AI-driven work environments.

Through these strategic collaborations, the emoLab enhances TMU's position as a leader in AI, digital transformation, and ethical marketing research, significantly contributing to academic knowledge and real-world policy development.

Anticipated Impacts on the Faculty or the University

The emoLab will require assistance from the university's HR department for recruitment and payroll, as well as for oversight of research and operational funds. Additionally, the emoLab's spatial needs will necessitate services from Facilities Management and Development (FMD). If capital equipment is needed, involving the University Procurement Department may be necessary. Lastly, the Ted Rogers School of Management will provide the space, research, academic services office, and potentially web master services.

Facilities and Physical Requirements

The emoLab is located in the YDI building, Room 410, and is equipped with the BIOPAC MP160 data-acquisition and analysis system. A video published on the emoLab's YouTube page showcases the location and facilities of the emoLab. The emoLab Director's current office in the TRSM building is sufficient for now, but having a dedicated space on the 4th floor of the 1

Dundas W building that accommodates all of the emoLab's active members (e.g., research assistants, graduate students) would be essential.

The emoLab's Director and a PhD student will utilize the working space on the 10th floor of the Retail Leadership Institute as their office until 2025-2026. While these desks meet the Centre's needs during its initial year of operation, permanent office desks are needed for PhD students, post-doctoral researchers, administrative staff, and research associates. To optimize space, the plan is to implement a desk-sharing arrangement in which research team members work in person on different days of the week. Please note that undergraduate students will have access to bookable rooms. In contrast, Master's students can access a dedicated study area for graduate students on the 7th floor of the Student Learning Centre (SLC). Additionally, graduate students have access to breakout rooms designated for their use on the 9th floor of the TRSM building, as well as a study lounge.

Proposed Scope of Activities

Collaborative Research at the emoLab: Bridging Disciplines and Institutions

At the emoLab, we foster collaboration within TMU and beyond. Our goal is to create multidisciplinary partnerships that address the pressing challenges posed by algorithmic capitalism and its impact on society.

The emoLab has secured four collaborative projects with multi-disciplinary teams from the Ted Rogers School of Management at TMU to date. These partnerships bring together diverse expertise to explore innovative solutions for the evolving landscape of AI-driven marketing and organizational transformation.

Through these collaborations, we aim to amplify the impact of our research, expand our knowledge base, and contribute to the global conversation on ethics, responsibility, and the future of work in the digital age.

1. “Poverty premium in algorithmic capitalism: How does AI credit scoring disrupt poor workers’ access to essential services,” with Dr. Jenna Jacobson, Retail Leadership Institute, Ted Rogers School of Management, TMU.
2. “Systematic literature review on emotion and neuroscience in marketing,” with Dr. Irfan Butt, Dr. Mehak Bharti, Dr. Mathieu Lajante, and Dr. Shadma Shahid, Department of Marketing, Ted Rogers School of Management, TMU.
3. “A psychophysiological experiment on cybersecurity and decision-making: Safe vs. phishing emails,” with Dr. Ozgur Turetken and Dr. Atefeh Mashatan (Department of Information Technology), Dr. Ellen Choi and Dr. Mahdi Roghanizad (Department of Human Resources Management), and Dr. Mathieu Lajante (Department of Marketing), Ted Rogers School of Management, TMU.
4. “Pioneering sensory-based interventions for stress recovery in post-pandemic business school environments,” with Dr. Ellen Choi, Darby Roland (PhD student) (Department of

Human Resources Management), and Dr. Mathieu Lajante (Department of Marketing), Ted Rogers School of Management, TMU.

Research Outputs and Diffusion

The emoLab aims to produce high quality and impactful academic papers for publication in top-ranked marketing, psychology, and management journals. Here is a list of academic papers that have already been published by the emoLab in peer-reviewed journal articles and book chapters:

- Lajante, M., & Ladhari, R. (*under review*). Effect of brand hijacking on target consumers' attitudes and action readiness: The mediating role of moral emotions. *Journal of Marketing Management*.
- Lajante, M., Jacobson, J., & Hamam, M. (*under review*). A macromarketing analysis of algorithmic capitalism: The nexus of AI credit scoring and consumer emotion. *International Journal of Bank Marketing*.
- Lajante, M. & Tojib, D. (*forthcoming*). Psychophysiology of frontline employees' empathy during face-to-face versus technology-mediated service recovery. *Journal of Consumer Marketing*.
- Hamam, M., Lajante, M., & Tojib, D. (2025). Customer Value Extraction vs. Co-Creation at Self-Service Checkout. *International Journal of Retail & Distribution Management*, 17(4), 542-562.
- Lajante, M., Tojib, D., & Hamam, M. (2025). *Comparing Empathetic Versus Solution-Oriented Service Robots*. In: Ladhari, R. (eds.) *Encyclopedia of Artificial Intelligence in Marketing*. Springer, Cham. https://doi.org/10.1007/978-3-031-75316-9_3-1.
- Lajante, M., Hamam, M., Tojib, D. (2025). *Emotional Contagion in Human-Robot Interaction*. In: Ladhari, R. (eds.) *Encyclopedia of Artificial Intelligence in Marketing*. Springer, Cham. https://doi.org/10.1007/978-3-031-75316-9_4-1.

- Lajante, M., & Dohm, N. C. (2024). Customer's social cognition in service recovery satisfaction with human vs robot agent. *International Journal of Quality and Service Sciences*, 16(4), 498-518.
- Lajante, M., & Remisch, D. (2023). Frontline employees' empathy in service recovery: A systematic literature review and agenda for the future. *Customer Needs and Solutions*, 10(1), 3.
- Lajante, M., Del Prete, M., Sasseville, B., Rouleau, G., Gagnon, M. P., & Pelletier, N. (2023). Empathy training for service employees: A mixed-methods systematic review. *PLOS One*, 18(8), e0289793.
- Lajante M., Tojib D., Ting Ho I. (2023). When interacting with a service robot is (not) satisfying: The role of customers' need for social sharing of emotion. *Computers in Human Behaviour*, 146, 107792.
- Lajante M., Remisch D., & Dorofeev N. (2023). Can robots recover a service using interactional justice as employees do? A literature review-based assessment. *Service Business*, 17, 315-357.

The emoLab aims to present its research at top-ranked international conferences to promote its work, enhance its publications, and strengthen its network with scholars and institutions. Below is a list of conferences where the emoLab's research has been showcased:

- Lajante M. & Tojib D. (2025). A neuroscience exploration of frontline employees' empathy during face-to-face versus technology-mediated service recovery. *Frontiers in Service 2025*, Montreal, Canada, July 17-20.
- Lajante M. & Ladhari R. (2025). Hatejacking of brand by alt-right groups triggers brand hate among target consumers via moral emotions: An abstract. *The 2025 Academy of Marketing Science Annual Conference (AMS)*, Montreal, Canada, May 21-23.

- Hamam M. & Lajante M. (2025). Customer value extraction vs. Co-creation at self-service checkout. *The 2025 Academy of Marketing Science Annual Conference (AMS)*, Montreal, Canada, May 21-23.
- Lajante M., Tojib D. & Ho I. (2023). Service robot acceptance and customer satisfaction: The role of customers' needs for social sharing of emotions. *The 18th International Research Symposium on Service Excellence in Management (QUIS18)*, Hanoi, Vietnam, June 20-23.

Additionally, here is a list of the universities and research centres that invited the director to present and discuss the emoLab research activities:

- Concordia University, Center for Interdisciplinary Research on Time, Technology, and Capitalism, Montreal, Canada (September 2024)
- Université Catholique de l'Ouest, Angers, France ("L'empathie au travail," June 2024)
- Université Grenoble-Alpes, CRES-CERAG, Grenoble, France (April 2024)
- St Michael's Hospital Research, Li Ka Shing Knowledge Institute & University of Toronto, Toronto, Canada (November 2023)
- École des sciences de la gestion de l'Université du Québec à Montréal (ESG-UQAM), Montreal, Canada (October 2023)
- Lazaridis School of Business and Economics, Wilfrid Laurier University, Waterloo, Canada (April 2023)
- Université Grenoble-Alpes, CRES-CERAG, Grenoble, France (April 2023)
- Department of Marketing, Ted Rogers School of Management, Toronto Metropolitan University, Toronto, Canada (March 2023)
- Laboratoire des Médias Sociaux Assomption-Vie, Moncton University, Moncton, Canada (October, 2022).

Ultimately, the emoLab seeks to disseminate its research outputs and activities to the broader public, aiming to positively impact society. The emoLab LinkedIn page has 595 followers and generated approximately 6,000 impressions, 200 reactions, comments, and reposts over the last

year, with these engagement metrics continuing to grow. Regular posting (2 per week on average) led to interviews to present the emoLab's activities:

- 2024: Interviewed by Marjorie April for [CBC Radio Canada](#) about the paper on service robots and customer satisfaction published in *Computers and Human Behaviours*.
- 2023: [Vulnerability Matters | Money Advice Trust](#), Podcast by Dr. Chris Fitch (UK), about the paper published in *PLoS One* on empathy training.
- Interviewed by Lubna Bibi from CGI for the [WealthChat Podcast Episode 11](#), discussing consumer neuroscience and the emoLab.

Evaluation Metrics

- Research output.
- Usage, including citations and usage impact factor.
- Funding received.
- Number of collaborations with other centres, research institutions, or industry partners.
- Impact on society (e.g., public talks, social media reach, educational materials, industry consultations, student-led impact projects, stakeholder testimonials).
- The number of HQPs trained and supervised.

Supervision

Since its official opening, the emoLab has been dedicated to supervising graduate students. The following presents the graduate students who work or have worked at the emoLab for their MSc thesis:

- Ava Ariganello, “The Algorithmic Frontline: A Constructed Emotion Perspective on Proptech and Renter Coping Mechanisms.” Defended: December 2025. Nominated for the Best Thesis Award.
- Mariam Hamam, “Value Creation vs. Extraction at the Self-Checkout System: The Role of Working Load, Time Pressure, and Emotion.” Defended: December 2024. Nominated

for the Best Thesis Award. The thesis was published in the *International Journal of Quality and Service Sciences* (ABCD: B).

- Nina Dohm, “Service Robots' Emotional Labor in Service Recovery.” Defended: December 2023. Best Student Award, Best Thesis Award. The thesis was published in the *International Journal of Quality and Service Sciences* (ABCD: B).

Workshops

The emoLab is a hub for interdisciplinary collaboration, bringing together researchers, students, and industry leaders to explore the intersection of emotion, marketing, and emerging technologies. The following events have been hosted by emoLab:

- Two seminars on the psychophysiology of emotion and marketing, designed for marketing researchers seeking deeper insights into consumer behaviour.
- A guest lecture for students in the Master of Science in Management program, delivered in Dr. Fei Song’s class, bridging academic research with real-world applications.
- The BIOPAC X emoLab training workshop (November 2023), a hands-on event showcasing cutting-edge neuroscience technologies, including functional near-infrared spectroscopy (fNIRS) and the latest advancements in psychophysiological research. This event attracted 20+ researchers and graduate students from the Greater Toronto Area, including the University of Toronto, CAMH, and St. Michael’s Hospital.

Beyond academia, the emoLab has actively engaged with decision-makers at TMU, organizing exclusive tours and demonstrations for top administrators, including Johannes Dyring, former Assistant Vice-president, Business Development and Strategic Initiatives at the Office of the Vice-President, Research and Innovation, TRSM Dean Cynthia Holmes, and TRSM’s Director of Development Farida Adam. These tours also connected researchers across disciplines, including Dr. Idil Abdillahi from the School of Disability Studies, and industry leaders such as Chris Bryson, Founder and CEO of New School Foods.

By creating spaces for knowledge exchange between academia, industry, and policymakers, the emoLab is shaping the future of marketing research and innovation.

The emoLab Talk Series: Fostering Critical Thinking for Ethical Leadership

At the emoLab, we are committed to knowledge sharing and fostering critical thinking among future responsible and ethical managers and marketers. To advance this mission, we launched the emoLab Talk Series, a platform that promotes cutting-edge research on algorithmic capitalism and its societal implications.

The series features prominent researchers and industry leaders whose work contributes to the ongoing discussion of the economic, social, and ethical implications of algorithmic systems.

- **Episode #1:** Dr. Jonathan Martineau (Concordia University, Montreal, Canada), “Algorithmic Capital: Toward a Critical Theory of AI.”
- **Episode #2:** Pr. Antonio Casilli (École Polytechnique de Paris, France), “The AI Godot Effect: The Mirage of Total Automation and its Hidden Workers.”
- **Episode #3:** Chris Meunier (Founder and Chief Strategy Officer at thinkCircle – A Strategic Agency), “AI Unleashed: What Smart Marketers and Consultants Will Do that Others Won’t.”
- **Episode #4:** Dr. Julien Cloarec (Professor and Vice-President AI, Université Jean Moulin Lyon 3, Lyon, France), “Generative Artificial Intelligence: Why you Haven’t Yet Mastered Its Use.”
- **Episode #5:** John Gakunyi (AI and Data Annotation Specialist, co-founder of the Data Labelers Association, Nairobi, Kenya), “The Human Side of AI: Data Labeling, Ethics, and Fair Work Practices.”
- **Episode #6:** Chris Meunier (Founder & Chief Strategy Officer at thinkCircle – A Strategic Agency), “From Chaos to Clarity: Structuring your AI Workspace for Marketing Projects.”
- **Episode #7:** Manu Saxena (VP of Sales, CloudifyAI), “The Human in the Algorithm: Managing Customer Value – An Industry Perspective.”

Through initiatives like the emoLab Talk Series, we aim to bridge academia and industry, equipping leaders with the critical perspectives needed to navigate the challenges of an AI-driven

economy. The insightful talks are later published on the [emoLab's YouTube channel](#) and made available as a podcast on the [emoLab's Spotify channel](#), expanding our reach beyond the event.

The emoLab Book Club

At the emoLab, we are committed to fostering critical thinking and nurturing the next generation of thought leaders. The emoLab Book Club Series is designed to cultivate deep engagement through reading, discussion, and debate—essential skills for navigating the complexities of algorithmic capitalism and its impact on marketing and consumer behaviour.

During the Winter 2025 semester, we hosted the first edition of the emoLab Book Club Series, bringing together undergraduate and graduate students for weekly discussions on seminal works in the field. This Winter 2025 semester, a cohort of 15 students is critically engaging with Shoshana Zuboff's *The Age of Surveillance Capitalism*, debating the far-reaching implications of surveillance technologies on marketing strategies and management systems.

The second edition of the emoLab Book Club, featuring Cathy O'Neil's book *Weapons of Math Destruction*, is scheduled for the Winter 2026 semester.

By integrating these conversations into our academic and industry dialogue, the emoLab is shaping the leaders who will challenge, rethink, and redefine the future of marketing in the age of AI.

Equity, Diversity, Inclusion and Access

At the emoLab, Equity, Diversity, and Inclusion (EDI) are more than just principles—they are ingrained in our research, training, and engagement. As a multidisciplinary research hub at TMU, the emoLab is dedicated to creating an environment where diverse perspectives, experiences, and identities are valued, empowered, and actively integrated into our work.

Our research directly addresses systemic inequities in AI-driven market systems, highlighting algorithmic bias, digital discrimination, and the economic exclusion of marginalized communities. We challenge how AI perpetuates social and economic disparities by critically examining AI credit scoring, digital surveillance, and automated decision-making. We aim to ensure that technology serves all communities equitably, especially those historically disadvantaged by algorithmic capitalism and digital labor structures.

The emoLab is intentionally diverse—our research team includes students and faculty from various ethnic, religious, gender, and socio-economic backgrounds. We recognize that this diversity enriches our research, leading to more nuanced, equitable, and inclusive solutions. We aim to create a space where scholars from historically underrepresented backgrounds can lead and contribute meaningfully to critical discussions on AI ethics, market systems, and consumer rights.

We will actively engage with TMU's Office of the Vice-President, Equity and Community Inclusion to leverage our technical expertise in affective and social neuroscience, AI impact assessment, and policy analysis in support of underrepresented and at-risk communities. The emoLab is committed to:

- Developing a stakeholder engagement policy to ensure diverse communities have a voice in shaping our research.
- Conducting research that informs policy interventions to combat AI-driven economic exclusion and promote fairness in digital marketplaces, financial services, and labour platforms.
- Supporting training and mentorship opportunities for equity-seeking students to build expertise in AI governance, consumer protection, and digital ethics.

Finally, EDI is not merely a statement—it is a measurable commitment at the emoLab. We will track our progress annually, integrating EDI-focused research, engagement, and team diversity into our annual reports. We aim to amplify the voices of marginalized groups in our work, ensuring that their perspectives inform AI policy, business ethics, and marketing strategies in Canada and beyond.

Proposed Budget

The emoLab projects a total operating budget of \$1.273 million over its initial five-year term (2026–2031). The centre operates on a revenue-neutral model regarding the faculty’s operating budget, with all activities supported by external grants, industry partnerships, and government funding.

To support this budget, the emoLab has identified five primary funding streams:

- Tri-Council grants: Targeted \$440,000 from SSHRC (Insight and Insight Development Grants).
- Direct industry partnerships: Targeted \$600,000 from private sector collaborations for specific risk-audit projects.
- Mitacs Accelerate/Elevate: Targeted \$150,000 to support student internships and industry integration.
- Government and NGO support: Targeted \$83,000 from provincial government sources.

The budget is allocated across three strategic categories.

Strategic Categories

1. Research Support and HQP

This category totals \$1,073,000. The vast majority of funding (approx. 84%) is invested directly in Highly Qualified Personnel (HQP) to build research capacity:

- Project Coordinator: One full-time role (Base: \$35,000 + benefits, indexed for inflation) to manage lab operations and grant administration.
- Post-Doctoral Fellow: One senior researcher (Base: \$75,000 + benefits) to lead high-level publication and audit projects.
- PhD Students: Stipends for two full-time PhD candidates (\$35,000/year each) to ensure rigorous academic output.
- Graduate Research Assistants: Allocation for 60 hours/year of additional support from Master’s level students.

2. Public Programming and Knowledge Mobilization

This category totals \$85,000 and will ensure the research reaches industry leaders and policymakers. Activities will include:

- Guest speakers: Funding for three high-profile academic or industry speakers per year (travel and honoraria).
- Industry roundtables: One major convening event per year (\$5,000/year) to gather stakeholders for collaborative discussions.
- Public reports: Production of four quarterly, professionally designed web-based reports per year to disseminate findings to the C-Suite and public.

3. Infrastructure and Indirect Costs

This category totals \$131,000.

Equipment: A modest annual allocation (\$3,000/year) for research hardware maintenance and software licensing.

Indirect costs: \$116,000 is allocated for indirect costs (calculated at roughly 10% of grant revenue) to contribute to the university's research infrastructure overhead.

A budget table for additional details is available on request.