



HARVARD | BUSINESS | SCHOOL

September 27, 2016

ANDREI HAGIU

MIT Sloan School of Management
100 Main Street, E62-313
Cambridge, MA 02142
617.715.4844

EDUCATION

Ph.D., Economics, Princeton University
M.Sc., Economics, Ecole Nationale de la Statistique et de l'Administration Economique (France)
B.Sc., Mathematics and Economics, Ecole Polytechnique (France)

ACADEMIC APPOINTMENTS

2016– Visiting Associate Professor of Technological Innovation, Entrepreneurship and Strategic Management, MIT Sloan School of Management
2010–2016 Associate Professor of Business Administration, Harvard Business School
Teaching: Strategy & Technology elective course
Jun–Aug 2010 Visiting Faculty, Hong Kong University
Jun–Aug 2009 Visiting Faculty, Hong Kong University
2005–2010 Assistant Professor of Business Administration, Harvard Business School

AWARDS AND HONORS

2012 “Why Do Intermediaries Divert Search?” 2012 Best Paper on Competition Economics, Association of Competition Economics
2006 *Invisible Engines: How Software Platforms Drive Innovation and Transform Industries* winner of the 2006 Annual Book Award for Excellence in Business, Management & Accounting by the Association of American Publishers.

WORK EXPERIENCE

2015– Advisory Board Member, CoachUp, Inc.
2012–2013 Product Management, Intuit Corporation
Developed preliminary business model and ran market tests for transforming Intuit's QuickBooks product into a platform
2004–2005 Fellow, Research Institute for the Economy Trade and Industry, Tokyo, Japan
Advised the Japanese Ministry of Economy Trade and Industry on Technology Policy
2000–2003 Summer analyst, National Economics Research Associates, U.S., Spain, Italy, France

PUBLICATIONS

Books

David S. Evans and Richard Schmalensee, *Invisible Engines: How Software Platforms Drive Innovation and Transform Industries*, Cambridge, MA: MIT Press, 2006. (Winner of the 2006 Annual Book Award for Excellence in Business, Management & Accounting by the Association of American Publishers.)

Book Chapters

David B. Yoffie, "Network Effects," entry in Augier, M. and D. Teece (eds.), *The Palgrave Encyclopedia of Strategic Management*, Basingstoke, UK: Palgrave Macmillan, 2014.

"Software Platforms," Chapter 3 in Peitz, M. and J. Waldfogel (eds.), *The Oxford Handbook of the Digital Economy*, New York, NY: Oxford University Press, 2012.

Kevin Boudreau, "Platform Rules: Multi-Sided Platforms As Regulators," Chapter in Gawer, A. (ed), *Platforms, Markets and Innovation*, Cheltenham, UK and Northampton, MA, US: Edward Elgar, 2009.

Articles

Simon Rothman. "Network Effects Aren't Enough," *Harvard Business Review*, 94(4), 65-71 (April 2016).

Julian Wright, "Multi-Sided Platforms," *International Journal of Industrial Organization*, 43, 162-174 (November 2015).

Julian Wright, "Marketplace or Reseller?" *Management Science*, 61(1), 184-203 (January 2015).

Hanna Halaburda, "Information and Two-Sided Platform Profits," *International Journal of Industrial Organization*, 34, 25-35 (2014).

Bruno Jullien, "Search Diversion and Platform Competition," *International Journal of Industrial Organization*, 33, 48-60 (2014).

"Strategic Decisions for Multi-Sided Platforms," *Sloan Management Review*, 55(2), 71-80 (Winter 2014).

Daniel Spulber, "First-Party Content and Coordination in Two-Sided Markets," *Management Science*, 59(4), 933-949 (April 2013).

Julian Wright, "Do You Really Want to Be an eBay?" *Harvard Business Review*, 91(3), 102-108 (March 2013).

David B. Yoffie, "The New Patent Intermediaries: Platforms, Defensive Aggregators and Super-Aggregators," *Journal of Economic Perspectives*, 27(1), 45-66 (Winter 2013).

Robin S. Lee, “Exclusivity and Control,” *Journal of Economics and Management Strategy*, 20(3), 679-708 (Fall 2011).

Bruno Jullien, “Why Do Intermediaries Divert Search?” *Rand Journal of Economics*, 42(2), 337-362 (Summer 2011). (2012 Winner for Best Paper on Competition Economics, Association of Competition Economics.)

“Two-Sided Platforms: Product Variety and Pricing Structures,” *Journal of Economics and Management Strategy*, 18(4), 1011-1043 (Winter 2009).

David B. Yoffie, “What’s Your Google Strategy?” *Harvard Business Review*, 87(4), 74-81 (April 2009).

Thomas Eisenmann, “A Staged Solution to the Catch-22,” *Harvard Business Review*, 85(11), 25-26 (November 2007).

“Merchant or Two-Sided Platform,” *Review of Network Economics*, 6(2), 115-133 (June 2007).

“Pricing and Commitment by Two-Sided Platforms,” *Rand Journal of Economics*, 37(3), 720-737 (Fall 2006).

Working Papers

Julian Wright “Sharing Revenue and Control.” (September 2016)

Wei Sun “Market Expansion in Duopoly.” (August 2016).

Julian Wright. “Controlling vs. Enabling.” (July 2016).

Op-Eds and Columns

“Work 3.0: Redefining Jobs and Companies in the Uber Age,” *Forbes*, (September 2015).

Rob Biederman. “The Dawning of the Age of Flex Labor,” *Harvard Business Review* (September 2015).

“Companies Need an Option Between Contractor and Employee,” *Harvard Business Review* (August 2015).

“How Facebook Can Totally Undermine Apple and Google in the Platform Games,” *Wired.com* (February 2013).

“The Nuances of Marketplaces,” Guest Column, *vcinme.typepad.com* (August 2011).

“Social Networks Will Change Product Innovation,” Guest Column, *Harvard Business Review Blogs* (March 2011).

Robert Dujarric, “Japan’s Next Hurdle—Capitalizing on Innovation,” Guest Column, *The Oriental Economist* (June 2009).

Robert Dujarric, “Beyond the Industrial,” Guest Column, *Financial Times* (October 2008).

Robert Dujarric, “With Japan Behind Global Eight Ball, Here’s What To Do,” Op-Ed, *Nikkei Weekly* (October 2008).

Robert Dujarric, “Getting Japan To Capitalize On Its Innovation,” Op-Ed, *Japan Times* (May 2008).

“What are the Lessons of the Blu-Ray/HD-DVD Battle?” Op-Ed, *Freakonomics.com* (March 2008).

Course Development Materials

Liz Kind, "Elance-oDesk." Harvard Business School Case 715-422 (2014), 5.

Hermes Alvarez, “Investing In Online Marketplaces.” Harvard Business School case 714-520 (2014) 11.

Hermes Alvarez, “Investing In Online Marketplaces (TN).” Harvard Business School teaching note 715-415 (2014) 8.

Nathan Beach, “Bitcoin: The Future of Digital Payments?” Harvard Business School case 714-519 (2014) 22.

Nathan Beach, “Bitcoin: The Future of Digital Payments? (TN)” Harvard Business School teaching note 715-408 (2014) 10.

“Strategy and Technology – Course Overview for Educators.” Harvard Business School note 714-480 (2014) 11.

“Intellectual Property Intermediaries – Module Note for Educators.” Harvard Business School note 714-478 (2014) 10.

“Multi-Sided Platforms – Module Note for Educators.” Harvard Business School note 714-479 (2014) 28.

Elizabeth Altman, “Intuit Quickbooks: From Product to Platform.” Harvard Business School case 714-433 (2013) 22.

Elizabeth Altman, “Intuit Quickbooks: From Product to Platform (TN).” Harvard Business School teaching note 714-477 (2014) 18.

“Multi-Sided Platforms: Foundations and Strategy.” Harvard Business School background note 714-436 (2013) (revised from orig. 2009 version) 16.

Masahiro Kotosaka, “GREE, Inc.” Harvard Business School case 713-447 (2013) (revised from orig. 2012 version) 24.

Masahiro Kotosaka, “GREE (TN)” Harvard Business School teaching note 713-524 (2013) 13.

Hong Luo, “Getty Images” Harvard Business School case 713-515 (2013) 23.

Hong Luo, “Getty Images” Harvard Business School teaching note 714-476 (2014) 7.

James Weber, “Gazelle in 2012.” Harvard Business School case 711-446 (2013) (revised from orig. 2010 version) 19.

“Gazelle in 2012 (TN).” Harvard Business School teaching note 713-520 (2013) 17.

Kerry Herman, “Videogames: Clouds on the Horizon?” Harvard Business School case 713-424 (2013) (revised from orig. 2012 version) 23.

Haris Tabakovic, “Videogames: Clouds on the Horizon?” Harvard Business School teaching note 714-416 (2014) 17.

David B. Yoffie, “Brightcove, Inc. in 2007.” Harvard Business School case 712-424 (Dec. 2011) (revised from orig. Sep. 2007 version) 17.

Noah Fisher, “Brightcove Inc. (B).” Harvard Business School supplement 713-436 (2012) 6.

“Brightcove, Inc. (TN).” Harvard Business School teaching note 714-441 (2013) (revised from orig. 2007 version) 12.

“Wii Encore?” Harvard Business School case 712-416 (Sep. 2011) (revised from orig. Aug. 2011 version) 18.

“The Last DVD Format War?” Harvard Business School case 710-443 (2011) (revised from orig. 2009 version) 5.

Cesar Castro and Sarah Murphy, “PureTech Ventures in 2011.” Harvard Business School case 712-419 (Oct. 2011) (revised from orig. Aug. 2011 version) 22.

Laura V. Arjona, and Emily Y. Zhang, “Game Time Decision for AppDirect.” Harvard Business School case 712-410 (Sep. 2011) (revised from orig. Jul. 2011 version) 15.

Laura V. Arjona, and Emily Y. Zhang, “Game Time Decision for AppDirect (TN).” Harvard Business School teaching note 712-411 (2011) 10.

David B. Yoffie and Alison Berkley Wagonfeld, “Intellectual Ventures.” Harvard Business School case 710-423 (2011) (revised from orig. 2009 version) 23.

Noah Fisher, “Intellectual Ventures (B).” Harvard Business School Supplement 713-546 (2012) 4.

“Intellectual Ventures (TN).” Harvard Business School teaching note 711-502 (2011) 18.

“Intellectual Property Intermediaries.” Harvard Business School case 711-486 (June 2011) (revised from orig. Jan. 2011 version) 12.

“IP intermediaries & Intellectual Ventures (TN).” Harvard Business School teaching note 711-503 (2011) 28.

Anita Elberse and Masako Egawa, “Roppongi Hills: City Within A City.” Harvard Business School case 707-431 (2011) (revised from orig. 2007 version) 24.

“Roppongi Hills: City Within A City.” Harvard Business School teaching note 709-479 (2009) 13.

Misha Sanwal, “The Auction for Travelport (A).” Harvard Business School case 710-474 (2011) (revised from orig. 2010 version) 16.

Misha Sanwal, “The Auction for Travelport (B).” Harvard Business School supplement 710-475 (2010) 1.

David B. Yoffie and Elizabeth A. Kind, "Qualcomm Inc. 2009." Harvard Business School case 710-433 (2011) (revised from orig. 2009 version) 26.

Hanna W. Halaburda, "Responding to the Wii? " Harvard Business School case 709-448 (2010) (revised from orig. 2009 version) 18.

Hanna W. Halaburda, "Responding to the Wii? (TN)." Harvard Business School teaching note 709-481 (2009) 34.

Benjamin G. Edelman, "Consumer Payment Systems - United States." Harvard Business School case 909-006 (2011) (revised from orig. 2008 version) 16.

Benjamin G. Edelman, "Consumer Payment Systems – Japan." Harvard Business School case 909-007 (2009) (revised from orig. 2008 version) 12.

Benjamin G. Edelman, "Consumer Payment Systems - United States and Japan (TN)." Harvard Business School teaching note 909-039 (2009) 21.

Wai-shun Lo, "PCCW now." Harvard Business School case 709-405 (2010) (revised from orig. 2008 version) 20.

David B. Yoffie and Michael Slind, "VMware Inc., 2008." Harvard Business School case 709-435 (2009) (revised from orig. 2008 version) 28.

"VMware Inc., 2008 (TN)." Harvard Business School teaching note 709-468 (2009) 13.

Peter A. Coles and Alison B. Wagonfeld, "Ocean Tomo: Building a Market for Intellectual Property." Harvard Business School case 709-404 (2009) (revised from orig. 2008 version) 22.

Peter A. Coles "Ocean Tomo: Building a Market for Intellectual Property (TN)." Harvard Business School teaching note 709-478 (2009) 10.

Elena Corsi, "PlaNet Finance: Broad Scope in Microfinance." Harvard Business School case 708-441 (2009) (revised from orig. 2007 version) 25.

Stephen P. Bradley, David J. Collis, Kevin P. Coyne, Mikolaj Jan Piskorski, Jan W. Rivkin, and John R. Wells, "How to Crack a Strategy Case." Harvard Business School note 707-549 (2009) (revised from orig. 2007 version) 8.

Thomas R. Eisenmann, "Staging Two-Sided Platforms." Harvard Business School background note 808-004 (2008) (revised from original 2007 version) 12.

"Microsoft Xbox: Changing the Game?" Harvard Business School case 707-501 (2007) (revised from orig. 2006 version) 19.

"Microsoft Xbox: Changing the Game? (TN)." Harvard Business School teaching note 709-480 (2009) 22.

Pai-Ling Yin, Daniela Beyersdorfer and Vincent M. Dessain "SAP: Industry Transformation." Harvard Business School case 707-435 (2007) (revised from orig. 2006 version) 28.

Pai-Ling Yin, "SAP: Industry Transformation (TN)." Harvard Business School teaching note 707-578 (2007) 11.

Tarun Khanna, Felix Oberholzer-Gee, Masako Egawa and Chisato Toyama, "Production I.G: Challenging the Status Quo." Harvard Business School case 707-454 (2007) (revised from orig. 2006 version) 21.

PROFESSIONAL ACTIVITIES

Co-editor for the *Journal of Economics & Management Strategy*.

Editorial Board of *The Berkeley Electronic Journal of Economic Analysis and Policy*.

Reviewer for: *American Economic Review*, *American Economic Journal: Microeconomics*, *European Economic Review*, *Information Economics and Policy*, *International Journal of Industrial Organization*, *Journal of Economics and Business*, *Journal of Economics and Management Strategy*, *Journal of the European Economic Association*, *Journal of Industrial Economics*, *Journal of Political Economy*, *Management Science*, *Rand Journal of Economics*, *Review of Economic Studies*, *Strategic Management Journal*.

RECENT INVITED PRESENTATIONS

“Enabling vs. Controlling”

Georgia Tech Scheller College of Business, September 2016

Duke Fuqua, September 2016

University of Utah Eccles School of Business, September 2016

Toulouse School of Economics, June 2016

University of California, San Diego, Rady School of Management, April 2016

University of Southern California Marshall School of Business, April 2016

MIT Sloan School of Management TIES, March 2016

“Marketplaces and Control”

Organizational Design Community Annual Conference, UC Irvine, August 2016

Toulouse School of Economics Digital Forum, Paris, France, June 2016

“Market Expansion in Duopoly”

National University of Singapore Economics, March 2016