

**ANDREI HAGIU**

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Boston University Questrom School of Business  
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**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**

- 2018 Associate Professor of Information Systems, Boston University Questrom School of Business
- 2016–2018 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
- 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

**WORK EXPERIENCE**

- 2017– Advisory Board Member, Drizly, LexInsight, TCGPlayer
- 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

**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.

## RESEARCH

### Working Papers

“Creating Platforms by Hosting Rivals,” working paper, November 2018 (with Bruno Jullien and Julian Wright)

“Platform Minimum Requirements,” working paper, September 2018 (with Julian Wright).

### Published Articles

“Platforms and the Exploration of New Products,” *Management Science*, forthcoming (with Julian Wright).

“The Status of Workers and Platforms in the Sharing Economy,” *Journal of Economics & Management Strategy*, forthcoming (with Julian Wright).

“The Optimality of Ad Valorem Contracts,” *Management Science*, forthcoming (with Julian Wright).

“Controlling versus Enabling,” *Management Science*, forthcoming (with Julian Wright).

“Finding the Platform in Your Product,” *Harvard Business Review*, 95(4), 94-100, July-August 2017 (with Elizabeth Altman).

“Network Effects Aren’t Enough,” *Harvard Business Review*, 94(4), 65-71, April 2016 (with Simon Rothman).

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

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

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

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

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

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

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

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

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

“Why Do Intermediaries Divert Search?” *Rand Journal of Economics*, 42(2), 337-362, Summer 2011 (with Bruno Jullien). 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.

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

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

“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.

## Books

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

## Book Chapters

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

“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.

“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 (with Kevin Boudreau).

## Op-Eds and Columns

[“The Best Way for Netflix to Keep Growing,”](#) *Harvard Business Review*, August 2018.

[“Online Media Is Tested When Social Platforms Come to Town,”](#) *New York Times*, April 2016.

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

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

[“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,”](#) *Harvard Business Review Blogs*, March 2011.

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

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

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

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

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

### **Course Development Materials**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

“Gazelle in 2012.” Harvard Business School case 711-446, 2013 (with James Weber).

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

“Videogames: Clouds on the Horizon?” Harvard Business School case 713-424, 2013 (with Kerry Herman).

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

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

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

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

“Wii Encore?” Harvard Business School case 712-416, 2011.

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

“PureTech Ventures in 2011.” Harvard Business School case 712-419, 2011 (with Cesar Castro and Sarah Murphy).

"Game Time Decision for AppDirect." Harvard Business School case 712-410, 2011 (with Laura V. Arjona and Emily Y. Zhang).

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

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

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

"Intellectual Ventures (TN)." Harvard Business School teaching note 711-502, 2011.

"Intellectual Property Intermediaries." Harvard Business School case 711-486, 2011.

"IP intermediaries & Intellectual Ventures (TN)." Harvard Business School teaching note 711-503, 2011.

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

"Roppongi Hills: City Within A City." Harvard Business School teaching note 709-479, 2009.

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

"The Auction for Travelport (B)." Harvard Business School supplement 710-475, 2010 (with Misha Sanwal).

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **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**

“Controlling vs. Enabling”

University of Toronto Rotman School of Management, October 2016

Georgia Tech Scheller College of Business, September 2016

Duke Fuqua School of Business, 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