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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
Teaching: Platform Strategy & Design (undergraduate and MBA courses)
- 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

- 2015– Advisory Board Member, CoachUp, Inc.
- 2012–2013 Product Management, Intuit Corporation
- 2004–2005 Fellow, Research Institute for the Economy Trade and Industry, Tokyo, Japan

AWARDS AND HONORS

- 2019-2021 Dean's Research Scholar (winner of the Slatkin award for research excellence), Boston University Questrom School of Business
- 2019 "Finding the Platform in Your Product" selected for the Hudson Exclusive edition of *Harvard Business Review's 10 Must Reads 2019* and *Harvard Business Review's 10 Must Reads on Business Model Innovation July 2019*.
- 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

“Data-enabled learning, network effects and competitive advantage,” working paper, January 2020 (with Julian Wright).

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

Published Articles

“When Data Creates Competitive Advantage,” *Harvard Business Review* (cover article), 94-101, January-February 2020.

“Creating Platforms by Hosting Rivals,” *Management Science*, forthcoming (with Bruno Jullien and Julian Wright)

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

“The Optimality of Ad Valorem Contracts,” *Management Science*, 65 (11), 4951-5448, November 2019 (with Julian Wright).

“Controlling versus Enabling,” *Management Science*, 65(2), 577-595, February 2019 (with Julian Wright).

“The Status of Workers and Platforms in the Sharing Economy,” *Journal of Economics & Management Strategy*, 28(1), 97-108, January 2019 (with Julian Wright).

“Finding the Platform in Your Product,” *Harvard Business Review*, 95(4), 94-100, July-August 2017 (with Elizabeth Altman). Selected for the Hudson Exclusive edition of *Harvard Business Review's 10 Must Reads 2019* and *Harvard Business Review's 10 Must Reads on Business Model Innovation July 2019*.

“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 7 Gawer, A. (ed), *Platforms, Markets and Innovation*, Cheltenham, UK and Northampton, MA, US: Edward Elgar, 2009 (with Kevin Boudreau).

Op-Eds and Columns

[“What California’s New Gig Law Gets Wrong About Gig Work,”](#) *Harvard Business Review*, September 2019.

["The Problems with 5-Star Rating Systems and How to Fix Them,"](#) *Harvard Business Review*, July 2019.

["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).

MEDIA MENTIONS

["Jeff Bezos told employees last year that other companies shouldn't be so afraid of Amazon — some rivals are proving him right,"](#) *CNBC*, February 2019.

["Amazon's Winner-Take-All Approach to Small Business,"](#) *Washington Post*, February 2019.

["Can Subscriptions Save All Media Companies, or Just the New York Times?"](#) *New York Magazine*, February 2019.

["Bumble Owner Targets Nasdaq IPO to Become World's Top Matchmaker,"](#) *Bloomberg*, October 2018.

["Want to Understand What Ails the Modern Internet? Look at eBay,"](#) *New York Times*, June 2018.

["Who's Responsible When Extremists Get a Platform,"](#) *New York Times*, December 2016.

OTHER PROFESSIONAL ACTIVITIES

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

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*, *Strategy Science*.

RECENT INVITED PRESENTATIONS

"Data-Enabled Learning, Network Effects and Competitive Advantage"

Seminar at LMU Munich, June 2019
Bank of Canada annual conference, Ottawa, November 2019
Asia Pacific Industrial Organization Conference, Tokyo, December 2019
13th Digital Economics Conference, Toulouse, January 2020

“Creating Platforms by Hosting Rivals”

Asia Pacific Industrial Organization Conference, Melbourne, December 2018
12th Digital Economics Conference, Toulouse, January 2019
Seminars at Hong Kong University of Science and Technology and at Hong Kong University,
April 2019
Seminar at LMU Munich, June 2019

“Finding the Platform in Your Product”

12th Digital Economics Conference, Toulouse, January 2019
Ecosystem Design and Boundaries of the Firm session at the Academy of Management, Chicago,
August 2018

“Platform Competition and Governance Rules”

Challenges to Antitrust in a Changing Economy Conference, Harvard Law School, November
2018