

TOBIAS KRETSCHMER

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Personal

Date of Birth 10 November 1971, Erlangen/Germany
Sex Male
Nationality German
Marital Status Married, one daughter

Current Positions

10/2006 – LUDWIG-MAXIMILIANS-UNIVERSITÄT MÜNCHEN, Munich, Germany
Professor of Management, Munich School of Management
Director, Institute for Strategy, Technology and Organization (formerly Communication Economics)

10/2010 – IFO INSTITUTE FOR ECONOMIC RESEARCH, Munich, Germany
Head of Department, Industrial Economics and New Technologies

Other Professional Affiliations

08/2009 – University of Southern Denmark, Odense
Adjunct Professor, Strategic Organization Design

04/2007 – Center for Digital Technology and Management, LMU and TU Munich
Member of the Scientific Board, Scientific Director 10/2007-7/2008

10/2004 – AESE Business School, Lisbon, Portugal
Visiting Professor, Microeconomics

9/2004 – HEC, Paris, France.
Visiting Professor, Strategy

10/2003 – Centre for Economic Performance, LSE, London, UK
Research Affiliate, Productivity and Innovation Programme

7/2001 – ETLA, Helsinki, Finland:
Associate Research Fellow, Industrial Economics and International Business Program

Previous Appointments

9/2001 – 10/2006 London School of Economics, London, UK
Lecturer in Strategy and Economics (awarded tenure in 2006), Managerial Economics and Strategy Group

8/2000 – 9/2001 INSEAD, Fontainebleau, France
TMR Research Fellow, Economics and Political Sciences Group

Previous Affiliations

06/2008 – 09/2010 Ifo Institute for Economic Research, Munich
Research Professor, Human Capital and Innovation

7/2006 – 07/2009 University of Tromsø, Department of Economics
Adjunct Associate Professor in Economics

11/2002 – 11/2004 Warsaw University of Technology Business School, Warsaw, Poland
Visiting Professor, Microeconomics

Education

- 10/1996 – 6/2001 London Business School, London, UK
PhD, Department of Economics
- 10/1992 - 10/1996 University of St. Gallen, St. Gallen, Switzerland
licentiatuſ oeconomicae (lic.oec.)
- 8/1995 - 12/1995 Fuqua School of Business, Durham, North Carolina
Exchange Student, MBA Program.

Research Interests

- Empirical Industrial Organization (Network Industries, Technology Diffusion, Productivity Growth)
- Organization Design (Incentive Setting, Outsourcing, Organization Structure)
- Strategy (Product Introduction, Contingency Models, Complementarities)

Refereed Journal Articles

- [1] Competitive Pressure and the Adoption of Complementary Technologies (with Eugenio Miravete and José Pernías). Forthcoming, *American Economic Review*.
- [2] The Dynamics of Pre-Market Standardization (with Sven Kerstan and Katrin Mühlfeld). Forthcoming, *Information Economics and Policy*.
- [3] Firm Innovativeness Across Cluster Types (with Andreas Eisingerich, Oliver Falck and Stephan Heblich). Forthcoming, *Industry and Innovation*.
- [4] The Comparative Advantage of Non-Union Voice in Britain, 1980-2004 (with Alex Bryson, Rafael Gomez and Paul Willman). Forthcoming, *Industrial Relations*.
- [5] Broadband Infrastructure and Economic Growth (with Nina Czernich, Oliver Falck and Ludger Wößmann). *Economic Journal*. 5/121 (2011), 505-532.
- [6] Are Family-Friendly Workplace Practices a Valuable Firm Resource? (with Nick Bloom and John Van Reenen). *Strategic Management Journal* 4/32 (2011), 343–367.
- [7] Outsourcing Decisions: The Effect of Scale Economies and Market Structure (with Achim Hecker). *Strategic Organization* 2/8 (2010), 155–175
- [8] New Product Development and Firm Value in Mobile Handset Production (with Heli Koski). *Information Economics and Policy* 1/22 (2010), 42-50.
- [9] Usage and Diffusion of Cellular Telephony, 1998-2004 (with Michal Grajek). *International Journal of Industrial Organization* 2/27 (2009), 238-249.
- [10] Corporate Productivity Growth: Champions, Leaders and Laggards (with Paul Geroski and Chris Walters). *Economic Inquiry* 1/47 (2009), 1-17.
- [11] Integration Through Incentives Within Differentiated Organizations (with Phanish Puranam). *Organization Science* 6/19 (2008), 860-875.
- [12] Splintering and Inertia in Network Industries. (Previously titled: Competition, Inertia and Network Effects). Winner of 2001 EARIE TMR Young Economists' Prize and the RES Young Economists' Award 2001. *Journal of Industrial Economics* 4/56 (2008), 685-706. *Winner of the 2008 Best Paper Award in the Journal of Industrial Economics*.
- [13] In E-Commerce, More is More (with Andreas Eisingerich). *Harvard Business Review*, March 2008, 20-21.
- [14] The Diffusion of Workplace Voice and High-Commitment Human Resource Management Practices in Britain, 1984-1998 (with Alex Bryson, Rafael Gomez and Paul Willman). *Industrial and Corporate Change*, 3/16 (2007), 395-426.
- [15] Innovation and Dominant Design in Mobile Telephony (with Heli Koski). *Industry and Innovation*, 3/14 (2007), 305-324.
- [16] Entry, Standards and Competition: Firm Strategies and the Diffusion of Mobile Telephony (with Heli Koski). *Review of Industrial Organization*, 1/26 (2005), 89-113.

Refereed Journal Articles (ctd.)

- [17] Upgrading and Niche Usage of PC Operating Systems. *International Journal of Industrial Organization*, 8-9/22 (2004), 1155-1182.
- [18] Survey on Competing in Network Industries: Firm Strategies, Market Outcomes, and Policy Implications (with Heli Koski). *Journal of Industry, Competition and Trade*, 1/4 (2004), 5-31.
- [19] Competing in Network Industries: A Rejoinder (with Heli Koski). *Journal of Industry, Competition and Trade*, 1/4 (2004), 65-67.
- [20] Regulation and Market Evolution in 2G Telecommunications Markets: Some Observations (with Heli Koski). *Communications and Strategies*, 1/49 (2003), 67-79.

Books and Refereed Book Chapters

- [21] *Don't Worry About Micro: An Easy Guide to Understanding the Principles of Microeconomics* (with Dominik Heckner). Springer, Heidelberg (2007).
- [22] Business-Public Research Collaborations, Entrepreneurship, and Market Orientation: Impact on Innovativeness in Regional Clusters (with Andreas Eisingerich). Chapter 28 in D. Audretsch, O. Falck, S. Heblich (eds.), *Handbook of Research on Innovation and Entrepreneurship*, Edward Elgar, Cheltenham (2011), 448-468.
- [23] Work Life Balance, Management Practices and Productivity (with Nick Bloom and John Van Reenen). Chapter 1 in R. Freeman and K. Shaw (eds.), *International Differences in the Business Practices & Productivity of Firms*, NBER, Cambridge/MA.(2009), 15-54.
- [24] Standards Battles and Public Policy (with Luis Cabral). Chapter 10 in S. Greenstein and V. Stango (eds.), *Standards and Public Policy*, Cambridge University Press (2007), 329-344.

Refereed Conference Proceedings and Other Publications

- [25] The What, the Who, and the How: Coordination Experience and Team Performance in the Electronic Game Industry (with Cristian Dezsö and Thorsten Grohsjean). *Academy of Management Annual Meeting 2010 Best Paper Proceedings*.
- [26] The Role of Product Complexity and Firm Competency on the Diffusion of User-Customized Systems (with Benedikt Gamharter). *Proceedings of the Multikonferenz Wirtschaftsinformatik, Munich*.
- [27] Catching up? Differences in 2G mobile diffusion in industrialized and developing countries (with Heli Koski). *Journal of Scientific & Industrial Research*, 66 (2007), 305-311.
- [28] The Global Wireless Communication Markets: What Will Shape Their Future (with Heli Koski). Proceedings of the 32nd Academy of International Business Annual Conference, Bath, UK (2005).
- [29] The Launch of the Compact Disc: Setting a standard/Selling a standard/What happened next? (with Benedikt Gamharter). Case Studies *ECCH 304-529-1/304-530-1/304-529-4*.

Submitted Papers

- [30] Firm Resources and Managerial Risk Taking (with Thorsten Grohsjean and Nils Stieglitz). *Resubmitted*.
- [31] Increasing Dominance – the Role of Advertising, Pricing and Product Design (with Mariana Stamm). *Revise and Resubmit*.
- [32] Complementarities between Personal Computing and Organizational Structure – The Role of Corporate Exploration and Exploitation (with Ferdinand Mahr). *Revise and Resubmit*.
- [33] Measuring Critical Mass in the Global Cellular Telephony Market (with Michal Grajek). *Revise and Resubmit*.
- [34] Public R&D as a Standard-Setting Device (with Achim Hecker). *Submitted*.
- [35] Coordination Experience and Team Performance: Evidence from the Electronic Games Industry (with Cristian Dezsö and Thorsten Grohsjean). *Submitted*.

Submitted Papers (ctd.)

- [36] Incentives for Quality over Time – The Case of Facebook Applications (with Jörg Claussen and Philip Mayrhofer). *Submitted*.
- [37] Market leadership through technology – Backward compatibility in the U.S. Handheld Video Game Industry (with Jörg Claussen and Thomas Spengler). *Submitted*.

Working Papers

Current unpublished working papers can be found at:

<http://ssrn.com/author=350496>

<http://econpapers.repec.org/RAS/pkr60.htm>

Fellowships, Honours and Awards

- AOM Best Paper Proceedings: The What, the Who, and the How: Coordination Experience and Team Performance in the Electronic Game Industry (with Cristian Dezsö and Thorsten Grohsjean).
- Journal of Industrial Economics Award for Best Paper Published in 2008: Splintering and Inertia in Network Industries.
- DRUID Society Best Paper Award (06/09): Product Line Extension in Hypercompetitive Environments – Evidence from the US Video Game Industry (with Thorsten Grohsjean).
- NET Institute Summer Grant (06/09 – 10/09): Competitive Pressure and Innovation Complementarities, \$3,000.
- Anglo-German Foundation (08/06 – 08/09): Explaining Productivity and Growth in Europe, America and Asia, €1,000,000.
- NET Institute Summer Grant (06/05 – 10/05): Competing technologies in the database management systems market, \$6,000.
- NET Institute Summer Grant (06/04 – 10/04): Co-opetition in Standard-Setting, \$6,000.
- LSE Case Study Development Grant (06/02 – present), £9,000.
- EARIE Young Economists Essay Competition (08/01): Competition, Inertia, and Network Effects, €800.
- RES Young Economists' Award (04/01): Competition, Inertia, and Network Effects, £300.
- Training and Mobility for Researchers, TMR Research Fellowship for project “The Evolution of Market Structures in Network Industries” (01/99 – 04/99), €5,000
- ESRC Postgraduate Training Award (7/97 – 07/99), £4000/year towards tuition fees.
- Deutscher Akademischer Austauschdienst (DAAD): Postgraduate Award (04/98 – 04/99), €12,000
- London Business School PhD Programme Financial Award (10/97 – 10/99), £10,000
- Various travel grants from European Commission, Centre for Industrial Economics, Volkswagen Foundation, Royal Economic Society.

Teaching (Complete Courses, * denotes courses taught in German)

Undergraduate:	Strategy (LSE), Economics for Management (LSE), Management and Economics of Network Industries (LMU), Organisationsökonomie* (LMU), Grundlagen der Betriebswirtschaftslehre* (LMU), Competitive Strategy and Game Theory (LSE Summer School), Principles of Marketing (LSE Summer School)
MSc/MBA:	Analysis of Strategy (LSE), Advanced Management and Economics of Network Industries (LMU), Innovation and Information (LMU), Thinking Strategically (HEC MBA), Microeconomics (Warsaw University of Technology MBA), Managerial Economics (CDTM Munich), Prices and Markets (INSEAD MBA – Tutor), Managerial Economics (LBS MBA – Tutor), Data Analysis (LBS MBA – Tutor)
Executive:	Microeconomics (AESE, Lisbon Executive MBA), New Technologies in Telecommunications (WU Wien Executive Academy), Economics (LMU Executive MSc), Short courses (KMD, Citigroup Private Banking), Thinking Strategically in the High-Tech Arena (Chief Executive Forum, Indian Institute of Planning and Management, 08/05).

Policy-Relevant Projects and Roles (selection)

- 2011 *Workshop: Patente in der IKT* (Financed by Federal Ministry of Economics and Technology, Berlin)
Project Leader. Organized one-day workshop for BMWi with 60 participants from firms, government and academia to define and discuss current problems and developments in patenting behavior in the ICT industry.
- 2010 – *ICT and Productivity Growth* (Financed by Deutsche Telekom AG, Bonn)
Project Leader. Conducted detailed survey and analyses of the literature on the growth impact of ICT.

- 2011 *Roundtable on Measuring the Internet Economy* (organized by OECD, Paris)
Invited Expert. Invited to contribute to agenda-setting workshop on measuring the impact of internet activities on national statistics and growth accounts.
- 2010 *Munich Conference on ICT and Economic Growth* (supported by Deutsche Telekom, ifo Institute, LMU Munich, Microsoft)
Conference Organizer. Organized two-day conference with 75 participants (academics and practitioners) on current research on ICT and ICT industries.

Policy-Relevant Projects and Roles (ctd.)

- 2009 – 2010 *The Economic Impact of ICT* (Commissioned by DG INFSOC, Brussels)
Subproject Leader. Coordinated subproject on the impact of ICT on non-financial performance measures (e.g. Work-Life Balance) and presented final report to DG INFSOC Experts in Brussels.
- 2006 – 2009 *Explaining Productivity and Growth in Europe, the US and Asia* (Financed by Anglo-German Foundation, London/Berlin)
Principal Investigator. Coordinated three-year project over four institutions on the determinants and consequences of productivity growth in different economic areas. Co-organized four policy-oriented conferences (Manheim, Brussels, Berlin, London) on the project theme.

Other Professional Activities

- Editorial Positions: Coeditor, *Information Economics and Policy* (since 01/2011)
 Associate Editor, *International Journal of Industrial Organization* (since 09/2009)
 Associate Editor, *European Management Review* (since 03/2011)
- Seminar Organisation: Weekly Seminar “Management and Microeconomics (M&M)”, LMU Munich (co-organized with Andreas Richter and Ralf Elsas, since 04/2007).
 Monthly seminar on “Technology, Innovation, and Entrepreneurship (TIME)”, LMU/TU Munich (co-organized with Joachim Henkel and Dietmar Harhoff), since 11/2006.
 Biweekly CEP/IIM Seminar, London School of Economics, 2004-6 (co-organized with Geoffrey Owen).
- Conference Organisation: *AGF Closing Conference*, Brussels, funded by Anglo-German Foundation, 06/2009
IT and Productivity, Brussels, funded by DG INFOSOC (co-organized with John Van Reenen and Mirko Draca), 06/2009
AGF Interim Workshop, Berlin, funded by Anglo-German Foundation (co-organized with Christian Dustmann, Jochen Clasen and Paul Ekins), 11/08
Explaining Productivity Growth in Europe, America and Asia, ZEW Mannheim, funded by Anglo-German Foundation and ZEW Mannheim (co-organized with Elisabeth Müller), 03/2007.
Innovation in the Knowledge Economy, University of Munich, funded by Norwegian Science Council (co-organized with Derek Clark), 02/2007.
Workshop on Innovation Research, IIM, London School of Economics, 6/2003,
- Academic service: Track Chair (Strategy), European Academy of Management (EURAM), Paris, 05/07, LSE Management Summer School Academic Director (2005 – 2006), LSE IIM MSc Admissions Tutor (2003 – 2005), LSE IIM Student Recruiting (2004 – 2005), Data Advisory Group Representative, LSE (2004 – 2006), LBS PhD Students’ Association President 1998/1999, Academic Representative 1997
- Visiting Scholar: Tokyo University (2010), Odense (2009), ESMT Berlin (2009), London Business School (2008), Stern School of Business, NYU (2008), HEC School of Management (2008), Wissenschaftszentrum Berlin (2001, 2002, 2004), ETLA (2001, 2002, 2004), Haas School of Business, Berkeley (1999), Institut d’Anàlisi Econòmica (1999).
- Visiting Lecturer: University of Lancaster Management School (2002), Institute of Complex Strategic Studies, Moscow (2002), London Business School (2003/4), CDTM, Munich (2005).

Referee: Journals: ACM Transactions on Internet Technology, African Journal of Agricultural Research, African Journal of Business Management, American Economic Journal: Microeconomics, Asia-Pacific Management Review, British Journal of Industrial Relations, British Journal of Management, Bulletin of Economic Research, Economic Inquiry, Economic Journal, Electronic Commerce Research Journal, Human Relations, Industrial and Corporate Change, Industry and Innovation, Information Economics and Policy, Information Systems Research, International Journal of Business and Economics, International Journal of Industrial Organization, International Journal of Management Reviews, International Journal of Media Management, International Journal for Network Management, International Journal of the Economics of Business, International Review of Law and Economics, Journal of Business Research, Journal of Economics, Journal of Economics and Management Strategy, Journal of Evolutionary Economics, Journal of Industrial Economics, Journal of Industry, Competition, and Trade, Journal of Management and Governance, Journal of Media Economics, Journal of Population Economics, Manchester School, Management Science, Metroeconomica, Organization Science, Review of Industrial Organization, Schmalenbach Business Review, Socio-Economic Planning Science, Strategic Management Journal, Telecommunications Policy, Telematics & Informatics, Zeitschrift für Betriebswirtschaft.

Conferences: European Academy of Management (EURAM, Paris) 2007, EARIE 2005, 2006, 2011 (Porto, Amsterdam), Academy of Management Annual Meetings, International Telecommunications Society 2007, 2009, 2010, 2011 (Istanbul, Bahrain, Copenhagen, Budapest), DRUID 2009, 2010, 2011 (Copenhagen, London, Copenhagen).

Research Bodies: Academy of Finland, Centre National de la Recherche Scientifique, Deutsche Forschungsgemeinschaft, ESRC, Israel Science Foundation.

Publishers: Palgrave MacMillan, Pearson Education.

Media Mentions: **TV**: Bloomberg (on mobile telephony), CNN (on Microsoft), **Print**: Washington Post (on Work-Life Balance), RSA Journal (on mobile telephony), Public (on IT), **Radio**: BBC Three Counties (on productivity)

Member: EARIE, AEA, Academy of Management, Strategic Management Society.

Summer Schools etc.: ESSID, Cargese (1998), ETIC, Strasbourg (1997), Industrial Economics Summer School, Copenhagen (1997), Workshop on Standardization Research, Hamburg (1997, 1999).

Invited Seminars

UK:

LSE (Management (x2), Operations Research, Information Systems), Centre for Economic Performance (x2), University of East Anglia, Bath School of Management, London Business School (x2), Imperial College Tanaka Business School, Kent Business School, Aston Business School.

Europe:

LMU Munich, Frankfurt University, Wissenschaftszentrum Berlin (x3), Free University of Berlin, University of Münster, University of Düsseldorf, European Business School, HEC Paris (x3), SKEMA, IST Lisbon, Zurich University, HEC Lausanne, Erasmus University Rotterdam, University of Amsterdam, ECARES Brussels, Utrecht University, Catholic University Leuven, INSEAD, Universidad Pompeu Fabra, Universidad Carlos III Madrid, Institut d'Anàlisi Econòmica Barcelona, Bocconi, Universidade Nova de Lisboa, University of Southern Denmark (x2), Copenhagen Business School.

Rest of World/Other institutions:

UT Austin, AGSM Sydney, University of Toronto Center for Industrial Relations, University of Tokyo (x2), INSEAD Singapore, Hong Kong University, Hong Kong University of Science and Technology, NERA, British Embassy Berlin.

Presentations at Workshops, Conferences

CEPR Conferences on the Evolution of Network Markets (Brussels, Lisbon, Heidelberg), CEPR Conference on Applied Industrial Organization (Mannheim), Academy of Management Meetings 2007, 2009 (Philadelphia, Chicago), EARIE Annual Meetings, (Madrid, Dublin, Torino, Valencia), Econometric Society European Conference (Lausanne), RES Annual Meeting (Durham), ITS Meeting (Istanbul), NET Institute Annual Conference 2006, 2007 (New York), TPRC Research Conference (Alexandria, VA), CEPR IO Workshop on "New Markets and International Property Rights" (London), EURO CPR Conference (Barcelona), Summer Workshop in Industrial Organization (Auckland), EUNIP Conference (Tilburg), ZEW Conference on the Economics of ICT (Mannheim), NBER Conference on the Economics of Innovation (Paris), Second Interdisciplinary Workshop on Standardization Research (Hamburg), Academy of International Business Annual Conference (Bath), United Nations University Conference on IT in Developing Economies (Helsinki), ESSID Summer School on Industrial Dynamics and Change (Cargese), Jahrestagung des Industrieökonomischen Ausschusses des Vereins für Socialpolitik (Zürich).

Other Experience

- 4/1996 - 7/1996 SIEMENS AG, Medical Systems Division, Erlangen, Germany
Consultant, Central Division Quality Control and Logistics
- 6/1994 - 2/1996 INSTITUTE FOR INFORMATION MANAGEMENT, St. Gallen, Switzerland
Part-Time Research Assistant
- 2/1995 - 4/1995 SIEMENS SOUTH AFRICA, LTD., Johannesburg, South Africa
Intern, Strategic Planning Department
- 1/1994 - 4/1994 MERCER MANAGEMENT CONSULTING, Munich, Germany
Intern, Research Analyst

Languages

German (native), English (fluent), Spanish (intermediate), French (intermediate).

Other Interests/Activities

- Music (DJ-ing and listening)
- Playing and supporting football
- Travel
- Contemporary (crime) literature
- Theatre and cinema