

TOBIAS KRETSCHMER

June 2020

Office address:

Institute for Strategy, Technology and Organization
Department of Management
Kaulbachstr. 45/II
University of Munich
D – 80539 Munich
Germany

tel: +49-89-2180-6270
email: t.kretschmer@lmu.de
web: www.en.isto.bwl.uni-muenchen.de

Personal

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

Current Positions

10/2006 – LUDWIG-MAXIMILIANS-UNIVERSITÄT MÜNCHEN, Munich, Germany
Professor of Management, Munich School of Management
Director, Institute for Strategy, Technology and Organization
Dean, Munich School of Management (Vice Dean until 11/2016, Dean since 11/2016)
Co-director, Organizations Research Group (since 01/2015)
Coordinator, Master of Business Research and PhD Program (since 10/2010)

09/2019 – UNIVERSITY COLLEGE LONDON, London, UK
Visiting Professor, School of Management

Other Professional Affiliations

05/2020 – Strategy Science Section, INFORMS
Member of the Board

01/2019 – Strategic Management Society
Chairperson, Knowledge & Innovation Interest Group

07/2016 – Centre for Economic Policy Research (CEPR), London
Research Fellow, Industrial Organization

08/2014 – Ifo Institute for Economic Research, Munich
Research Professor, Industrial Organization and New Technologies

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

Previous Appointments

10/2010 – 06/2014 Ifo Institute for Economic Research, Munich, Germany
Head of Center, Industrial Economics and New Technologies

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

9/2004 – 4/2018 HEC, Paris, France.
Visiting Professor, Strategy

10/2003 – 09/2015 Centre for Economic Performance, LSE, London, UK
Research Affiliate, Productivity and Innovation Programme

Previous Affiliations (ctd.)

08/2009 – 08/2014	University of Southern Denmark, Odense <i>Adjunct Professor, Strategic Organization Design</i>
7/2001 – 4/2013	ETLA, Helsinki, Finland: <i>Associate Research Fellow, Industrial Economics and International Business Program</i>
10/2004 – 02/2012	AESE Business School, Lisbon, Portugal <i>Visiting Professor, Microeconomics</i>
06/2008 – 09/2010	Ifo Institute for Economic Research, Munich <i>Research Professor, Human Capital and Innovation</i>
7/2006 – 07/2009	University of Tromsø, Department of Economics <i>Adjunct Associate Professor in Economics</i>
11/2002 – 11/2004	Warsaw University of Technology Business School, Warsaw, Poland <i>Visiting Professor, Microeconomics</i>

Education

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

Research Interests

- Competitive Strategy
- Platform Markets
- Organization Design
- Applied Industrial Organization

Refereed Journal Articles

- [1] Digital Transformation and Organization Design – an Integrated Approach (with Pooyan Khashabi). Forthcoming, *California Management Review*.
- [2] Market competition and the effectiveness of performance pay (with Pooyan Khashabi, Matthias Heinz, Nick Zubanov, Guido Friebel). Forthcoming, *Organization Science*.
- [3] Platform Ecosystems as Metaorganizations: Implications for Platform Strategies (with Aija Leiponen, Melissa Schilling, Gurmeeta Vasudeva Singh). Forthcoming, *Strategic Management Journal*.
- [4] Multi-sided platforms as new organizational forms: A dynamic perspective on strategy, scope and business models (with David McIntyre, Arati Srinivasan, Allan Afuah, Annabelle Gawer). Forthcoming, *Academy of Management Perspectives*.
- [5] Video Killed the Radio Star? Online Music Videos and Recorded Music Sales (with Christian Peukert). Forthcoming, *Information Systems Research*.
- [6] Experience, Consumers, and Fit: Disentangling Performance Implications of Pre-Entry Technological and Market Experience in 2G Mobile Telephony (with JP Eggers and Michal Grajek). *Organization Science*, 31/2 (2020), 245-265.
- [7] Static or Dynamic Efficiency - Horizontal Merger Effects in the Wireless Telecommunications Industry (with Michal Grajek, Klaus Gugler, Ion Miscisin). *Review of Industrial Organization*, 55/3 (2019), 375-402.
- [8] Follow the Crowd or Follow the Trailblazer? The Differential Role of Firm Experience in Product Entry Decisions in the US Video Game Industry (with Hakan Özalp). *Journal of Management Studies*, 56/7 (2019), 1452-1481.

- [9] Competitive Pressure: Competitive Reactions at the Group-Level (with Leon Zucchini and Stephan Böhmer-Horländer). *Industry and Innovation*, 26/6 (2019), 643-666.

Refereed Journal Articles (ctd.)

- [10] Organization Design and Firm Heterogeneity: Towards an Integrated Research Agenda for Strategy (with Florian Englmaier, Nicolai Foss and Thorbjörn Knudsen). *Advances in Strategic Management*, 40 (2018), 229-252.
- [11] Balanced Control as an Enabler of Organizational Ambidexterity (with Karl Aschenbrücker). *Advances in Strategic Management*, 40 (2018), 115-144.
- [12] Platform Architecture and Quality Tradeoffs of Multihoming Complements (with Carmelo Cennamo and Hakan Özalp). *Information Systems Research*, 29/2 (2018), 461-478.
- [13] Target Choice and Unique Synergies in Global Mobile Telephony: A Dyadic Approach (with Jörg Claussen and Rebecca Köhler). *Industrial and Corporate Change*. 27/2 (2018), 371-386.
Nominated for the Ralph Gomory Best Industry Studies Paper Award 2019, Industry Studies Association.
- [14] Piracy and Box Office Movie Revenues: Evidence from Megaupload (with Christian Peukert and Jörg Claussen). *International Journal of Industrial Organization*. 52 (2017), 188-215.
- [15] Competition with Aftermarket Power when Consumers are Heterogeneous (with Dainis Zegners). *Journal of Economics and Management Strategy*. 26/2 (2017), 96-122.
- [16] Generational Transitions in Platform Markets – The Role of Backward Compatibility (with Jörg Claussen). *Strategy Science*. 2/1 (2016), 90-104.
- [17] Cloud Readiness Across Industry Sectors – Measurement and Observations (with Katharina Candel Haug and Thomas Strobel). *Telecommunications Policy*. 40/4 (2016), 291-306.
- [18] Vertical Scope, Turbulence and the Benefits of Commitment and Flexibility (with Jörg Claussen and Nils Stieglitz). *Management Science*. 61/4 (2015), 915-929.
- [19] When less can be more – Setting technology levels in complementary goods markets (with Jörg Claussen and Christian Essling). *Research Policy*. 44/2 (2015), 328-339.
- [20] Public R&D as a Standard-Setting Device (with Achim Hecker): *Industry and Innovation* 7-8/21 (2014), 599-615.
- [21] Trust over Time in Exchange Relationships: Meta-Analysis and Theory (with Bart Vanneste and Phanish Puranam). *Strategic Management Journal*. 12/35 (2014), 1891-1902.
- [22] The Contribution of ICT to Productivity – Key Conclusions from Surveying the Empirical Literature (with Mélanie Cardona and Thomas Strobel). *Information Economics and Policy*. 3/25 (2013), 109-125.
- [23] Workplace Voice and Civic Engagement: What Theory and Data Tell Us About Unions and Their Relationship to the Democratic Process (with Alex Bryson, Rafael Gomez and Paul Willman). *Osgoode Hall Law Journal*. 4/50 (2013), 1-33.
- [24] The effects of rewarding user engagement – The case of Facebook apps (with Jörg Claussen and Philip Mayrhofer). *Information Systems Research*. 1/24 (2013), 186-200.
- [25] The Comparative Advantage of Non-Union Voice in Britain, 1980-2004 (with Alex Bryson, Rafael Gomez and Paul Willman). *Industrial Relations*. 1/52 (2013), 194-220.
- [26] Identifying Critical Mass in the Global Cellular Telephony Market (with Michał Grajek). *International Journal of Industrial Organization*. 30 (2012), 496-507.
- [27] Competitive Pressure and the Adoption of Complementary Technologies (with Eugenio Miravete and José Pernías). *American Economic Review*. 2/104 (2012), 1540-1570.
- [28] The Dynamics of Pre-Market Standardization (with Sven Kerstan and Katrin Mühlfeld). *Information Economics and Policy*. 1/24 (2012), 105-119.
- [29] Firm Innovativeness Across Cluster Types (with Andreas Eisingerich, Oliver Falck and Stephan Heblich). *Industry and Innovation*. 3/19 (2012), 233-248.
- [30] Broadband Infrastructure and Economic Growth (with Nina Czernich, Oliver Falck and Ludger Wößmann). *Economic Journal*. 5/121 (2011), 505-532.

- [31] Are Family-Friendly Workplace Practices a Valuable Firm Resource? (with Nick Bloom and John Van Reenen). *Strategic Management Journal* 4/32 (2011), 343–367.

Refereed Journal Articles (ctd.)

- [32] Outsourcing Decisions: The Effect of Scale Economies and Market Structure (with Achim Hecker). *Strategic Organization* 2/8 (2010), 155–175
- [33] New Product Development and Firm Value in Mobile Handset Production (with Heli Koski). *Information Economics and Policy* 1/22 (2010), 42–50.
- [34] Usage and Diffusion of Cellular Telephony, 1998–2004 (with Michał Grajek). *International Journal of Industrial Organization* 2/27 (2009), 238–249.
- [35] Corporate Productivity Growth: Champions, Leaders and Laggards (with Paul Geroski and Chris Walters). *Economic Inquiry* 1/47 (2009), 1–17.
- [36] Integration Through Incentives Within Differentiated Organizations (with Phanish Puranam). *Organization Science* 6/19 (2008), 860–875.
- [37] 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*.
- [38] In E-Commerce, More is More (with Andreas Eisingerich). *Harvard Business Review*, March 2008, 20–21.
- [39] 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.
- [40] Innovation and Dominant Design in Mobile Telephony (with Heli Koski). *Industry and Innovation*, 3/14 (2007), 305–324.
- [41] Entry, Standards and Competition: Firm Strategies and the Diffusion of Mobile Telephony (with Heli Koski). *Review of Industrial Organization*, 1/26 (2005), 89–113.
- [42] Upgrading and Niche Usage of PC Operating Systems. *International Journal of Industrial Organization*, 8–9/22 (2004), 1155–1182.
- [43] 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.
- [44] Competing in Network Industries: A Rejoinder (with Heli Koski). *Journal of Industry, Competition and Trade*, 1/4 (2004), 65–67.
- [45] Regulation and Market Evolution in 2G Telecommunications Markets: Some Observations (with Heli Koski). *Communications and Strategies*, 1/49 (2003), 67–79.

Books, Conference Proceedings and Other Publications

- [46] ICT and Innovation: Editorial (with Carlo Cambini and Michael Ward). *Information Economics and Policy* 3/25 (2013), 107–108.
- [47] How much to Integrate? Firms' Profit-Maximizing R&D Allocations in Emerging Standard Settings (with Markus Reitzig). *Academy of Management Annual Meeting 2013 Best Paper Proceedings*.
- [48] *Don't Worry About Micro: An Easy Guide to Understanding the Principles of Microeconomics* (with Dominik Heckner). Springer, Heidelberg (2007).
- [49] 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.
- [50] 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.

- [51] 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.

Books, Conference Proceedings and Other Publications (ctd.)

- [52] 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*.
- [53] The Role of Product Complexity and Firm Competency on the Diffusion of User-Customized Systems (with Benedikt Gamharter). *Proceedings of the Multikonferenz Wirtschaftsinformatik, Munich*.
- [54] Catching up? Differences in 2G mobile diffusion in industrialized and developing countries (with Heli Koski). *Journal of Scientific & Industrial Research*, 66 (2007), 305-311.
- [55] 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).

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

- Strategic Management Society Special Conference, Copenhagen Business School June 2014. Invited Plenary Lecture: *Organization Design and the Microfoundations of Strategy*.
- ICTNET Final Conference, OECD Paris June 2012. Keynote Speech: *ICT, Employment and Growth – A Silver Bullet?*
- Florence School of Regulation Academic Conference May 2012. Keynote Speech: *ICT and Innovation: A Complex Relationship*.
- AOM Best Paper Proceedings 2010: 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.
- Anglo-German Foundation (08/06 – 08/09): Explaining Productivity and Growth in Europe, America and Asia.
- NET Institute Summer Grant (06/05 – 10/05): Competing technologies in the database management systems market.

- NET Institute Summer Grant (06/04 – 10/04): Co-opetition in Standard-Setting.
- LSE Case Study Development Grant (06/02 – present).
- EARIE Young Economists Essay Competition (08/01): Competition, Inertia, and Network Effects.
- RES Young Economists' Award (04/01): Competition, Inertia, and Network Effects.
- Training and Mobility for Researchers, TMR Research Fellowship for project "The Evolution of Market Structures in Network Industries" (01/99 – 04/99).
- ESRC Postgraduate Training Award (7/97 – 07/99).
- Deutscher Akademischer Austauschdienst (DAAD): Postgraduate Award (04/98 – 04/99).
- London Business School PhD Programme Financial Award (10/97 – 10/99).
- Travel grants from EC, Centre for Industrial Economics, Volkswagen Foundation, RES.

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

Undergraduate: Strategy (LSE), Competition & Strategy (LMU), 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).

Major Projects (selection, funder listed if applicable)

2015	<i>European Association for Research in Industrial Economics Annual Conference (Munich), Local Organizer.</i>
2013 – 2015	<i>The Role of Interdependencies and Fit in M&A Performance (Financed by German Research Foundation (DFG), Bonn), Principal Investigator.</i>
2011	<i>Workshop: Patente in der IKT (Financed by Federal Ministry of Economics and Technology, Berlin), Project Leader.</i>
2010 –	<i>ICT and Productivity Growth (Financed by Deutsche Telekom AG, Bonn), Project Leader.</i>
2011	<i>Roundtable on Measuring the Internet Economy (organized by OECD, Paris), Invited Expert.</i>
2010	<i>Munich Conference on ICT and Economic Growth (supported by Deutsche Telekom, ifo Institute, LMU Munich, Microsoft), Conference Organizer.</i>
2009 – 2010	<i>The Economic Impact of ICT (Commissioned by DG INFSOC, Brussels), Subproject Leader.</i>
2006 – 2009	<i>Explaining Productivity and Growth in Europe, the US and Asia (Financed by Anglo-German Foundation, London/Berlin), Principal Investigator.</i>

Other Professional Activities

Editorial Positions:	Associate Editor, Strategic Management Journal (since 09/2014) Associate Editor, International Journal of Industrial Organization (since 09/2009) Editorial Advisory Board, Industry and Innovation (since 9/2015) Coeditor, Information Economics and Policy (01/2011 – 7/2015) Associate Editor, European Management Review (03/2011 – 07/2014) Editorial Board Member, Strategic Management Journal (07/2013 – 08/2014) Editorial Board Member, Journal of Organization Design (since 07/2012)
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).
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:	<u>Journals</u> : Referee for over 5 academic journals in Economics, Strategy, Organization, Media Economics, Human Resources, Innovation, Marketing, Information Systems etc.. <u>Conferences</u> : Regula reviewer for AOM, EARIE, DRUID, ITS etc.. <u>Research Bodies</u> : Referee for over 10 national and European research bodies incl. ERC. <u>Publishers</u> : Palgrave MacMillan, Pearson Education.
Media Mentions:	TV, radio and print contributions to Work-Life Balance, productivity, innovation, mobile apps, TV rights in football, online education, MOOCs etc.
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 Business School, UCL Management, Kent Business School, Aston Business School, Cass Business School.

Europe:

LMU Munich, Frankfurt University, Frankfurt School, Wissenschaftszentrum Berlin (x3), Free University of Berlin, University of Münster, University of Düsseldorf, University of Köln, European Business School (x2), 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 <i>Consultant, Central Division Quality Control and Logistics</i>
6/1994 - 2/1996	INSTITUTE FOR INFORMATION MANAGEMENT, St. Gallen, Switzerland <i>Part-Time Research Assistant</i>
2/1995 - 4/1995	SIEMENS SOUTH AFRICA, LTD., Johannesburg, South Africa <i>Intern, Strategic Planning Department</i>
1/1994 - 4/1994	MERCER MANAGEMENT CONSULTING, Munich, Germany <i>Intern, Research Analyst</i>

Languages

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

Other Interests/Activities

- Running (usually far)
- Music (usually dark)
- Cooking (usually meat)
- Football (exclusively Nürnberg)