



H A R V A R D | B U S I N E S S | S C H O O L

April 14, 2016

ANDREI HAGIU

Harvard Business School
Morgan Hall 237
Soldiers Field Road
Boston, MA 02163
617.496.6745

EDUCATION

2004 Ph.D., Economics, Princeton University
2000 M.Sc., Economics and Statistics, Ecole Nationale de la Statistique et de l'Administration Economique (France)
1999 B.Sc., Mathematics and Economics, Ecole Polytechnique (France)

ACADEMIC APPOINTMENTS

2010– 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 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
Jun–Aug 1999 Embassy associate, French Financial Agency for Asia, Tokyo, Japan

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. "Controlling vs. Enabling." Harvard Business School working paper, No 16-002 (2016).

Gary Biglaiser. "Multi-Product Duopoly with Cross-Product Cost Interdependencies," Harvard Business School working paper, No 16-010 (2015).

"Quantity vs. Quality: Exclusion by Platforms with Network Effects." Harvard Business School working paper, No. 11-125 (2011).

Emmanuel Farhi. "Strategic Interactions in Two-Sided Market Oligopolies," Harvard Business School Working Paper, No. 08-011 (2009).

"Proprietary vs. Open Two-Sided Platforms and Social Efficiency," Harvard Business School Working Paper, No. 07-095 (2007).

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*.

PRESENTATIONS

2015-2016

“Enabling vs. Controlling”

MIT Organizational Economics lunch seminar, September 2015

Harvard Business School’s Strategy seminar, September 2015

Platform Strategy Research Symposium, Boston University, July 2015

2014-2015

“Multi-sided Platforms”

Sixth Annual Conference on Internet Search and Innovation, Northwestern University School of Law, June 2015

Seminar at UCLA Anderson School of Management, March 2015

Seminar at the Stanford Institute for Economic Policy Research, April 2015

Invited presentation at the Annual Meeting of the Toulouse Network for Information Technology, Cambridge, MA, October 2014

2013-2014

“Multi-sided Platforms, Resellers, Input Suppliers and Vertical Integration”

Invited presentation at the annual conference of the European Association for Research in Industrial Economics, Bocconi University, Milan, August 2014

“Merchants vs. Two-Sided Platforms – Competing Intermediation Models”

Foundations of Business Strategy Conference, Washington University in Saint Louis Olin Graduate School of Business, May 2014

“Marketplace or Reseller?”

Fifth Annual Conference on Internet Search and Innovation, Northwestern University School of Law, June 2014

Seminar at University of Texas at Austin McCombs School of Business, May 2014

Seminar at University of California at Davis Graduate School of Management, April 2014

Seminar at ESMT Berlin, December 2013

Seminar at INSEAD, Fontainebleau, France, December 2013

Seminar at University of California at Berkeley Haas School of Business, October 2013

Strategic Management Society session on Competing Through Platforms, Ecosystems and Open Innovation, Atlanta, September 2013

“The New Patent Intermediation Business Models”

Roundtable on Innovation and Technology Standards, Northwestern University School of Law, Chicago, October 2013

2012-2013

“Marketplace or Reseller?”

Academy of Management PDW on Business Model Innovation for Platform Markets, Orlando, August 2013

Platform Strategy Research Symposium, Boston University, July 2013

Networks & Marketplaces Summit, Palo Alto, May 2013

Seminar at Bocconi University School of Management, Milan, Italy, May 2013

Strategy Unit short seminar presentation, Harvard Business School, April 2013

Seminar at University of Chicago Booth School of Business, April 2013

Organizational Economics lunch seminar, MIT Sloan School of Management, February 2013

“Information and Two-Sided Platform Profits”

Fourth Annual Conference on Internet Search and Innovation, Northwestern University School of Law, June 2013

“Search Diversion, Product Affiliation and Platform Competition”

Seminar at the Institute for Strategy, Technology and Organization, Ludwig Maximilians University, Munich, Germany, December 2012

2011-2012

“The New IP Intermediaries”

Fifth Annual Conference on Innovation and Entrepreneurship, Northwestern University School of Law, June 2012

Seminar at ETH Zurich, November 2011

Seminar at Sloan School of Management, MIT, November 2011

“Search Diversion, Rent Extraction and Competition”

Third Annual Conference on Internet Search and Innovation, Northwestern University School of Law, June 2012

Foundations of Business Strategy Conference, Washington University in Saint Louis Olin Graduate School of Business, May 2012

“Multi-Sided Platforms”

Sumantra Ghoshal Conference on Managerially Relevant Research, London Business School, May 2012

Intuit Corporation’s Annual CTOF Conference, San Francisco, March 2012

20th Annual ACETECH Symposium, Whistler, Canada, March 2012

The Digital Inventor Conference, George Mason University School of Law, February 2012

Seminar at ETH Zurich, November 2011

Strategy Conference, Harvard Business School, November 2011

“Expectations, Network Effects and Platform Pricing”

Annual International Industrial Organization Conference, March 2012

2010-2011

“First-Party Content, Commitment and Coordination in Two-Sided Markets”

Second Annual Conference on Internet Search and Innovation, Northwestern University School of Law, June 2011

“Quality vs. Quantity: Exclusion by Platforms With Network Effects”

Foundations of Business Strategy Conference, Washington University in Saint Louis Olin Graduate School of Business, May 2011

University of California San Diego Rady School of Management, May 2011

2009-2010

“Why Do Intermediaries Divert Search?”

Department of Economics, Yonsei University, Seoul, South Korea, June 2010

AEA Annual Meetings – Session on two-sided markets, Atlanta, January 2010

“Economics & Strategy for Multi-Sided Platforms”

Department of Economics, Yonsei University, Seoul, South Korea, June 2010

IE Business School, Madrid, Spain, March 2010

“Emergence of Intellectual Property Intermediation Models”

Hong Kong Business of Design – Panel on innovation – December 2009

2008-2009

“Playing with Multi-Sided Platforms”

Hong Kong Harvard Business School Alumni Association, July 2009

“Why Do Intermediaries Divert Search?”

School of Economics and Finance, Hong Kong University, July 2009
Summer Workshop in Industrial Organization and Management Strategy, School of Economics and Management, Tsinghua University, Beijing, China, June 2009
Haas School of Business, University of California at Berkeley, February 2009
Conference of the European Association for Research in Industrial Economics, Toulouse, France, September 2008
University of Virginia Economics Seminar, September 2008

“Capitalizing On Innovation: The Case of Japan”

Stanford Program on Regions of Innovation and Entrepreneurship Seminar, Stanford University, February 2009
Business Law and Innovation Conference, Columbia Law School, November 2008

“Platform Rules: Multi-Sided Platforms As Regulators”

Academy of Management Professional Development Workshop on “Industry Architecture Dynamics: The Questions We Ask, the Theory-Practice Frontier and the Agenda,” Anaheim, CA, August 2008
“Platforms, Markets and Innovation” Conference, Imperial College Tanaka Business School, London, UK, June 2008

“Strategic Interactions In Two-Sided Market Oligopolies”

Toulouse School of Economics Theory Seminar, June 2008

2007 – 2008

“Designing A Two-Sided Platform: When To Divert Search?”

Columbia Business School Seminar, February 2008
University of North Carolina at Chapel Hill Economics Seminar, December 2007
Hong Kong University of Science and Technology Economics Seminar, November 2007
Tokyo University Economics Seminar, November 2007

“Strategic Interactions In Two-Sided Market Oligopolies”

Sixth Annual International Industrial Organization Conference, Arlington, Virginia, May 2008
University of Calgary Economics Seminar, April 2008

“Animation and Videogames: Creativity and Market Failures in Japan’s Content Industries”

Stern School of Business US-Japan Center, New York University, February 2008

“Multi-Sided Platforms: From Invisible Engines to Merchants”

Chinese University of Hong Kong Faculty of Business Administration, November 2007

“Merchants vs. Two-Sided Platforms”

The Economics of the Internet and Communication Technologies Conference, Telecom Paris, June 2007

2006 – 2007

“Merchants vs. Two-Sided Platforms”

Industrial Organization and Management Strategy Summer Workshop, Shanghai, China, June 2007

Fifth Annual International Industrial Organization Conference, Savannah, Georgia, April 2007

Toulouse Network for Information Technology Meetings, Toulouse, France, January 2007

“Multi-Sided Platforms: From Invisible Engines to Merchants”

Harvard Business School Research Symposium, May 2007

Graduate School of International Corporate Strategy, Hitotsubashi University, Tokyo, November 2006

“Multi-Sided Platforms: A New Way to Innovate and Achieve Industry Leadership”

Harvard Business School Alumni Association of Hong Kong Guest Seminar, May 2007

Harvard Business School Tokyo Research Symposium, March 2007

The Academic Association for Organization Science Guest Seminar, Tokyo, March 2007

Japan Marketing Research Institute Annual Symposium, Tokyo, November 2006

“Animation and Videogames: Creativity and Market Failures in Japan’s Content Industries”

Temple University Japan Business Economics Seminar, Tokyo, March 2007

Japanese Fair Trade Commission Seminar, Tokyo, July 2006

“Exclusivity and Control”

National University of Singapore industrial organization seminar, Singapore, June 2007

Fourth Bi-Annual Conference on The Economics of the Software and Internet Industries, Toulouse, France, January 2007

MIT Sloan Marketing Seminar, November 2006

“Proprietary vs. Open Two-Sided Platforms and Social Efficiency”

U.S. Department of Justice Antitrust Division, Washington DC, December 2006

2005 – 2006

“Two-Sided Platforms, Product Variety and Social Efficiency”

Fourth Annual International Industrial Organization Conference, Boston, April 2006

American Economic Association Meetings, Chicago, January 2006

“Merchant or Two-Sided Platform?”

Telecom Paris Workshop on “The economics of e-intermediation: What is specific in digital business models?” Paris, France, June 2005

2004 – 2005

“The Importance of Multi-Sided Platforms for Innovation and Competitive Advantage in Industries Related to the Digital Home”

Research Institute of Economy Trade and Industry International Symposium, Tokyo, Japan, February 2005

“Two-Sided Platforms, Product Variety and Social Efficiency”

Third Bi-Annual Conference on the Economics of the Software and Internet Industries, Toulouse, France, January 2005

Tokyo University Economics Seminar, October 2004

Japan Fair Trade Commission Seminar, October 2004

“The Economic Role of Software Platforms in Computer-Based Industries and Implications for Japan’s High-Technology Sectors”

Research Institute of Economy Trade and Industry seminar, Tokyo, Japan, November 2004

2003 – 2004

“Pricing and Commitment by Two-Sided Platforms”

First Conference on the Economics of Two-Sided Markets, Toulouse, France, January 2004