



HARVARD | BUSINESS | SCHOOL

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Ramon Casadesus-Masanell

Morgan Hall 233
Harvard Business School
Soldiers Field Rd.
Boston, MA 02163
617.496.0176

EDUCATION

- 2000 Ph.D., Managerial Economics and Strategy, Kellogg Graduate School of Management, Northwestern University (Evanston, IL)
Dissertation: The Economics of Trust
Committee: Professor Daniel Spulber (chair)
Professor Brian Uzzi
Professor Sandeep Baliga
Professor Morton Kamien
- 1996 Doctoral Program in Strategy and International Management,
Massachusetts Institute of Technology (Cambridge, MA)
- 1993 Licenciatura en Economia (B.A., Economics), Universitat Autònoma de Barcelona (Spain)
- 1991 Diplomatura en Administració d'Empreses (Business Administration),
Universitat Autònoma de Barcelona (Spain)

TEACHING EXPERIENCE

- 2003 - 2005 Assistant Professor of Business Administration, IESE Business School
- 1999 - 2000 Lecturer, Kellogg Graduate School of Management (Evanston, IL)
- 1996 - 1999 Teaching Assistant, Kellogg School of Management (Evanston, IL)
- 1996 Teaching Assistant, Massachusetts Institute of Technology

HARVARD UNIVERSITY

Appointments

- 2007 - Present Associate Professor of Business Administration, Harvard Business School
- 2000 - 2006 Assistant Professor of Business Administration, Harvard Business School

Teaching Assignments

2006 - Present	MBA Elective Curriculum <i>Competing through Business Models</i>
2005 - Present	Several editions of McKinsey's Mini-MBA – Strategy Module
2005 - Present	Executive Education Open Enrollment <i>Strategy: Building and Sustaining Competitive Advantage</i>
2004 - Present	Various Executive Education Custom programs for companies such as Pfizer, IBM, AREVA, RBS, Thomson, Kaiser Permanente...
2008 - 2009	Executive Education HBS <i>Young Presidents' Organization (YPO)</i>
2008	Executive Education HBS <i>Program for Leadership Development (PLD)</i>
2008	Executive Education HBS <i>CEO/WPO Presidents' Seminar</i>
2005	MBA Elective Curriculum <i>Competitive Dynamics</i>
2003	PhD Game Theory
2002 - 2003	MBA Required Curriculum Strategy
2001/2003	PhD Foundations of Strategy
2001	MBA Required Curriculum Competition and Strategy

AWARDS AND HONORS

2007	Caixa Catalunya Research Chair, Antoni Serra Ramoneda
2005	Fundación BBVA, Proyecto de investigación "Empresas y Efectos Externos ("Spillovers"): Efectos Sobre la Organización y la Conducta"
2004/2005	Investigador científico, Beca "Ramón y Cajal"
2004	Fundación BBVA, Proyecto de investigación "Contratos e Incentivos en la Empresa: La Influencia del Entorno"

FELLOWSHIPS AND GRANTS

2007 - Present	Junior Research Fellow, Public/Private Sector Research Center (IESE)
2010	The Networks, Electronic Commerce and Telecommunications (NET) Institute "When Does a Platform Create Value by Limiting Choice?"
2009	The Networks, Electronic Commerce and Telecommunications (NET) Institute "Strategies to Fight Ad-sponsored Rivals" and "Mixed Source"
2008	The Networks, Electronic Commerce and Telecommunications (NET) Institute "Platform Competition, Compatibility, and Social Efficiency"
2007	The Networks, Electronic Commerce and Telecommunications (NET) Institute "Competing Complements"
2006	The Networks, Electronic Commerce and Telecommunications (NET) Institute "Peer-to-Peer File Sharing and the Market for Digital Information Goods"
1996 - 1999	University Fellow (Northwestern University)
1994 - 1996	"La Caixa" Fellow (Barcelona, Spain)
1991 - 1992	Erasmus Fellow (European Union)

PUBLICATIONS

Articles:

Coauthored: Casadesus-Masanell, Ramon and Feng Zhu. "Strategies to Fight Ad-sponsored Rivals." *Management Science* (forthcoming)

Coauthored: Casadesus-Masanell, Ramon, and Andres Hervas-Drane. "Peer-to-Peer File Sharing and the Market for Digital Information Goods." *Journal of Economics & Management Strategy* 19, no. 2 (Summer 2010): 333-373

Coauthored: Casadesus-Masanell, Ramon, and Joan E. Ricart. "From Strategy to Business Models and onto Tactics." Special Issue on Business Models. *Long Range Planning* 43, no. 2 (April 2010)

Coauthored: Almirall, Esteve and Ramon Casadesus-Masanell. "Open vs. Closed Innovation: A Model of Discovery and Divergence." *The Academy of Management Review* 35, no. 1 (January 2010): 27-47

Coauthored: Casadesus-Masanell, Ramon, Michael Croke, Forest Reinhardt, and Vishal Vasishth. "Households' Willingness to Pay for 'Green' Goods: Evidence from Patagonia's Introduction of Organic Cotton Sportswear." *Journal of Economics & Management Strategy* 18, no. 1 (spring 2009): 203-233

Coauthored: Creus-Mir, Albert, Ramon Casadesus-Masanell and Andres Hervas-Drane. "Bandwidth allocation in peer-to-peer file sharing networks." *Computer Communications* 31, no. 2 (February 2008): 257-265

Coauthored: Casadesus-Masanell, Ramon and David Yoffie. "Wintel: Cooperation and Conflict." *Management Science* 53, no. 4 (April 2007): 584-598

Coauthored: Casadesus-Masanell, Ramon and Pankaj Ghemawat. "Dynamic Mixed Duopoly: A Model Motivated by Windows vs. Linux," *Management Science* 52, no. 7 (July 2006): 1072-1084

Coauthored: Casadesus-Masanell, Ramon and Daniel F. Spulber. "Trust and Incentives in Agency," *USC Interdisciplinary Law Journal* 15, no. 1 (2005): 45-104

Authored: "Trust in Agency," *Journal of Economics & Management Strategy*, vol. 13(3) (2004): 1-23

Coauthored: Al-Najjar, Nabil, Ramon Casadesus-Masanell and Emre Ozdenoren. "Probabilistic Representation of Complexity," *Journal of Economic Theory*, vol. 111 (2003): 49-87

Coauthored: Casadesus-Masanell, Ramon and Daniel F. Spulber. “The Fable of Fisher Body,” *The Journal of Law and Economics*, vol. XLIII (1) (April 2000): 67-104

Coauthored: Casadesus-Masanell, Ramon, Peter Klibanoff and Emre Ozdenoren. “Maxmin Expected Utility over Savage Acts with a Set of Priors,” *Journal of Economic Theory*, vol. 92 (1) (2000): 35-65

Coauthored: Casadesus-Masanell, Ramon, Peter Klibanoff and Emre Ozdenoren. “Maxmin Expected Utility through Statewise Combinations,” *Economics Letters*, vol. 66 (1) (2000): 49-54

Authored: “Ford’s Model-T: Pricing over the Product Life Cycle,” *ABANTE – Studies in Business Management*, vol. 1(2) (1998): 143-165

Book Chapters:

Coauthored: Casadesus-Masanell, Ramon and Joan E. Ricart. “Company Strategy: Business Model Reconfiguration for Innovation and Internationalization.” In *Competitiveness in Catalonia: Looking Ahead—A Report of the Center SP-SP at IESE Business School*. University of Navarra (2009)

WORKING PAPERS

Coauthored: Casadesus-Masanell, Ramon and Feng Zhu. “Business Model Innovation and Competitive Imitation.” Harvard Business School Working Paper, No. 11-002 (2010) (Submitted to *Management Science*)

Coauthored: Casadesus-Masanell, Ramon and Gaston Llanes. “Mixed Source.” Harvard Business School Working Paper, No. 10-022 (2009) (Revision invited at *Management Science*)

Coauthored: Casadesus-Masanell, Ramon and Francisco Ruiz-Aliseda. “Platform Competition, Compatibility, and Social Efficiency.” Harvard Business School Working Paper, No. 09-058 (2008) (Revision invited at *Journal of Economics & Management Strategy*)

Coauthored: Casadesus-Masanell, Ramon, Barry Nalebuff and David B. Yoffie. “Competing Complements.” Harvard Business School Working Paper, No. 09-009 (2008) (Revision invited at *RAND*)

Coauthored: Al-Najjar, Nabil I. and Ramon Casadesus-Masanell. “Discretion in Agency Contracts” Harvard Business School Working Paper, No. 02-015 (2006) (Submitted to *The Journal of Economic Theory*)

Coauthored: Casadesus-Masanell, Ramon and Tarun Khanna. “Globalization and Trust: Theory and Evidence from Cooperatives” (2004)

Coauthored: Casadesus-Masanell, Ramon and Daniel F. Spulber. “Agency Revisited” (2002)

Coauthored: Casadesus-Masanell, Ramon and Daniel F. Spulber. “The Fable of Fisher Body Revisited” (2000)

WORKS IN PROGRESS

Coauthored: Casadesus-Masanell, Ramon and Hanna Halaburda. “When Does a Platform Create Value by Limiting Choice?”

Coauthored: Casadesus-Masanell, Ramon and Andres Hervas-Drane. “Competing Against Online Sharing.”

Coauthored: Casadesus-Masanell, Ramon and Joan Enric Ricart. “Competitiveness: Business Model Reconfiguration for Innovation and Internationalization.”

Coauthored: Casadesus-Masanell, Ramon and Eyal Ert. “Learning to Compete and to Cooperate with A/Symmetric Business Models: An Experiment.”

Coauthored: Casadesus-Masanell, Ramon, Emili Grifell, and Humberto Brea. “Quantifying Wal-Mart’s Sources of Competitive Advantage.”

Coauthored: Casadesus-Masanell, Ramon and Francisco Ruiz-Aliseda. “Partial Vertical Integration in Aftermarkets.”

COURSE DEVELOPMENT MATERIALS

Authored: Casadesus-Masanell, Ramon. “Competing Through Business Models – Course Note for Educators.” Harvard Business School Module Note 710-470 (2010) [81]

Coauthored: Casadesus-Masanell, Ramon, and C.J. Wise. “Sotheby’s & Christie’s Inc.” Harvard Business School Case 710-412 (2009: *rev. 3/15/2010*) [21]

Coauthored: Casadesus-Masanell, Ramon, and C.J. Wise. “Sotheby’s & Christie’s Inc. (TN)” Harvard Business School Teaching Note N5-710-473 (2010) [22]

Authored: Casadesus-Masanell, Ramon. “Strategy Simulation: Competitive Dynamics and Wintel.” Harvard Business School HBSP Online Case Product 710-802 (2009)

Coauthored: Casadesus-Masanell, Ramon and Ann Winslow. “Strategy Simulation: Competitive Dynamics and Wintel (TN).” Harvard Business School Teaching Note 710-403 (2009: *rev. 3/30/2010*) [54]

Coauthored: Casadesus-Masanell, Ramon and Maxime Aucoin. “Cirque du Soleil – The High-Wire Act of Building Sustainable Partnerships.” Harvard Business School Case 709-411 (2008: *rev. 2/10/2010*) [21]

Coauthored: Casadesus-Masanell, Ramon, Jorge Tarzijan and Jordan Mitchell. “Lan Airlines in 2008: Connecting the World to Latin America.” Harvard Business School Case 709-410 (2008: *rev. 8/4/2009*) [26]

Coauthored: Casadesus-Masanell, Ramon, Jorge Tarzijan, and Jordan Mitchell. “Lan Airlines in 2008: Connecting the World to Latin America (TN).” Harvard Business School Teaching Note 709-492 (2009: *rev. 3/26/2010*) [15]

Coauthored: Casadesus-Masanell, Ramon, Tarun Khanna, Samuli Skurnik, and Jordan Mitchell. “Finland’s S Group: Competing with a Cooperative Approach to Retail.” Harvard Business School Case 709-409 (2008: *rev. 3/8/2010*) [39]

Coauthored: Casadesus-Masanell, Ramon, Jordan Mitchell, and Samuli Skurnik. “Finland’s S Group: Competing with a Cooperative Approach to Retail (TN).” Harvard Business School Teaching Note 709-507 (2009: *rev. 3/29/2010*) [22]

Coauthored: Casadesus-Masanell, Ramon, Joan Jove and Claudia Paniker Rumeu. “OSHO®: From Spirituality to Business.” Harvard Business School Case 709-408 (2008: *rev. 12/4/2009*) [17]

Coauthored: Casadesus-Masanell, Ramon, Joan Jove and Claudia Paniker Rumeu. “OSHO®: From Spirituality to Business (TN).” Harvard Business School Teaching Note 710-404 (2009: *rev. 3/29/2010*) [23]

Coauthored: Casadesus-Masanell, Ramon and Neil Campbell. “Betfair vs. UK Bookmakers.” Harvard Business School Case 709-417 (2008: *rev. 9/10/2009*) [23]

Coauthored: Casadesus-Masanell, Ramon and Neil Campbell. “Betfair vs. UK Bookmaker (TN).” Harvard Business School Teaching Note 709-418 (2008: *rev. 3/31/2010*) [15]

Coauthored: Casadesus-Masanell, Ramon, Karla Ingrid Gravis, and Annette Kristine Rodriguez. “McDonald’s Plan to Win (A).” Harvard Business School Case 709-419 (2008: *rev. 3/15/2010*) [22]

Coauthored: Casadesus-Masanell, Ramon, Jorge Tarzijan, and Jordan Mitchell. “Arauco (A): Forward Integration or Horizontal Expansion?” Harvard Business School Case 705-474 (2008: *rev. 3/25/2009*) [34]

Coauthored: Casadesus-Masanell, Ramon, Jorge Tarzijan, and Jordan Mitchell. “Arauco (B): ‘Papel’ in Brazil.” Harvard Business School Supplement 709-416 (2008: *rev. 9/10/2009*) [7]

Coauthored: Casadesus-Masanell, Ramon, Jorge Tarzijan, and Jordan Mitchell. “Arauco (A) and (B) (TN).” Harvard Business School Teaching Note 706-439 (2008: *rev.* 3/30/2010) [20]

Coauthored: Casadesus-Masanell, Ramon, Kevin Boudreau, and Jordan Mitchell. “Palm (A): The Debate on Licensing Palm’s OS (1997).” Harvard Business School Case 708-514 (2008: *rev.* 3/8/2010) [14]

Coauthored: Casadesus-Masanell, Ramon, Kevin Boudreau, and Jordan Mitchell. “Palm (B): 2001.” Harvard Business School Supplement 708-515 (2008: *rev.* 3/8/2010) [6]

Coauthored: Casadesus-Masanell, Ramon, Kevin Boudreau, and Jordan Mitchell. “Palm (C): 2005.” Harvard Business School Supplement 708-516 (2008: *rev.* 3/8/2010) [5]

Coauthored: Casadesus-Masanell, Ramon, Kevin Boudreau, and Jordan Mitchell. “Palm (D): Epilogue as of 2008.” Harvard Business School Supplement 708-517 (2008: *rev.* 3/8/2010) [3]

Coauthored: Casadesus-Masanell, Ramon and Joan E. Ricart. “Competing through Business Models (A).” Harvard Business School Module Note 708-452 (2007: *rev.* 8/31/2009) [23]

Coauthored: Casadesus-Masanell, Ramon and Joan E. Ricart. “Competing through Business Models (B): Competitive Strategy vs. Business Models.” Harvard Business School Module Note 708-475 (2007: *rev.* 8/31/2009) [10]

Coauthored: Casadesus-Masanell, Ramon and Joan E. Ricart. “Competing through Business Models (C): Business Model Evaluation - Analysis in Interaction.” Harvard Business School Module Note 708-476 (2007: *rev.* 8/31/2009) [10]

Coauthored: Casadesus-Masanell, Ramon and Taylor Larson. “Competing through Business Models (D).” Harvard Business School Module Note 710-410 (2009: *rev.* 3/8/2010) [58]

Authored: “Competing Through Business Models: Introductory Note for Students.” Harvard Business School Module Note 710-409 (2009: *rev.* 2/9/2010) [8]

Coauthored: Casadesus-Masanell, Ramon and Jordan Mitchell. “Note on the Bus Industry.” Harvard Business School Case 708-435 (2007: *rev.* 3/15/2010) [6]

Coauthored: Casadesus-Masanell, Ramon and Jordan Mitchell. “Greenpeace.” Harvard Business School Case 708-418 (2007: *rev.* 11/28/2009) [25]

Coauthored: Casadesus-Masanell, Ramon and Jordan Mitchell. “World Wildlife Fund for Nature (WWF).” Harvard Business School Case 708-417 (2007: *rev.* 11/17/2009) [24]

Coauthored: Casadesus-Masanell, Ramon and Jordan Mitchell. “Greenpeace and WWF (TN).” Harvard Business School Teaching Note 708-513 (2008: *rev. 3/26/2010*) [18]

Coauthored: Casadesus-Masanell, Ramon, Celso Fernandez and Moritz Jobke. “Launching Telmore (A).” Harvard Business School Case 708-414 (2007: *rev. 2/8/2010*) [14]

Coauthored: Casadesus-Masanell, Ramon, Celso Fernandez and Moritz Jobke. “Launching Telmore (B).” Harvard Business School Supplement 708-415 (2007: *rev. 2/8/2010*) [3]

Coauthored: Casadesus-Masanell, Ramon, Celso Fernandez, and Moritz Jobke. “Launching Telmore (C).” Harvard Business School Supplement 708-416 (2007: *rev. 2/8/2010*) [2]

Authored: “Launching Telmore (A) and (B) (TN).” Harvard Business School Teaching Note 708-520 (2008: *rev. 3/26/2010*) [30]

Coauthored: Casadesus-Masanell, Ramon, Tarun Khanna, Jorge Tarzijan, and Jordan Mitchell. “Two Ways to Fly South: Lan Airlines and Southwest Airlines,” Harvard Business School Case 707-414 (2006: *rev. 3/15/2010*) [26]

Coauthored: Casadesus-Masanell, Ramon, Tarun Khanna, Jorge Tarzijan, and Jordan Mitchell. “Two Ways to Fly South: Lan Airlines and Southwest Airlines,” Harvard Business School Teaching Note 710-422 (2009: *rev. 3/29/2010*) [25]

Coauthored: Casadesus-Masanell, Ramon, Jordan Mitchell and Erich Alexander Voigt. “Airbus vs. Boeing (A).” Harvard Business School Case 707-447 (2006: *9/18/2007*) [19]

Coauthored: Casadesus-Masanell, Ramon, Jordan Mitchell and Erich Alexander Voigt. “Airbus vs. Boeing (B): Should Airbus Build the VLCT Alone?” Harvard Business School Supplement 707-448 (2006: *rev. 9/18/2007*) [3]

Coauthored: Casadesus-Masanell, Ramon, Jordan Mitchell and Erich Alexander Voigt. “Airbus vs. Boeing (C): Developments from 1996 to 1999.” Harvard Business School Supplement 707-449 (2006: *rev. 2/12/2010*) [4]

Coauthored: Casadesus-Masanell, Ramon, Jordan Mitchell and Erich Alexander Voigt. “Airbus vs. Boeing (D): 2000.” Harvard Business School Supplement 707-450 (2006: *rev. 2/12/2010*) [3]

Coauthored: Casadesus-Masanell, Ramon, Jordan Mitchell and Erich Alexander Voigt. “Airbus vs. Boeing (E): 2001.” Harvard Business School Supplement 707-451 (2006: *rev. 2/12/2010*) [3]

Coauthored: Casadesus-Masanell, Ramon, Jordan Mitchell and Erich Alexander Voigt. “Airbus vs. Boeing (F): 2002-2006.” Harvard Business School Supplement 707-452 (2006: *rev. 2/12/2010*) [4]

Coauthored: Casadesus-Masanell, Ramon, Jordan Mitchell and Erich Alexander Voigt. “Airbus vs. Boeing (A - F) (TN).” Harvard Business School Teaching Note 5-710-405(2009: *rev. 3/29/2010*) [25]

Coauthored: Casadesus-Masanell, Ramon and Jordan Mitchell. “Irizar in 2005.” Harvard Business School Case 706-424 (2006: *rev. 9/14/2006*) [26]

Coauthored: Casadesus-Masanell, Ramon and Jordan Mitchell. “Irizar in 2005 (TN).” Harvard Business School Teaching Note 706-446 (2006: *rev. 3/31/2010*) [34]

Coauthored: Casadesus-Masanell, Ramon and Jordan Mitchell. “Linux vs. Windows.” Harvard Business School Case 707-465 (2006: *rev. 2/9/2010*) [25]

Coauthored: Casadesus-Masanell, Ramon and Jordan Mitchell. “Linux vs. Windows (TN).” Harvard Business School Teaching Note 709-431 (2008: *rev. 3/26/2010*) [19]

Coauthored: Casadesus-Masanell, Ramon and Jordan Mitchell. “Symantec vs. McAfee: Competing in the Consumer Anti-virus Industry.” Harvard Business School Case 707-413 (2006: *rev. 3/25/2010*) [27]

Coauthored: Casadesus-Masanell, Ramon, Andres Hervas-Drane and Jordan Mitchell. “Peer-to-Peer File Sharing and the Market for Digital Information Goods.” Harvard Business School Case 706-479 (2006: *rev. 2/8/2010*) [26]

Coauthored: Casadesus-Masanell, Ramon, Andres Hervas-Drane and Jordan Mitchell. “Peer-to-Peer File Sharing and the Market for Digital Information Goods (TN).” Harvard Business School Teaching Note 706-487 (2006: *rev. 3/30/2010*) [18]

Coauthored: Casadesus-Masanell, Ramon and Adam Mendelson. “Microeconomics for Strategists.” IESE Business School Courseware (2004)

Coauthored: Yoffie, David, Ramon Casadesus-Masanell and Sasha Mattu. “Wintel (A): Cooperation or Conflict.” Harvard Business School Case 704-419 (2003: *rev. 3/16/2004*) [27]

Coauthored: Casadesus-Masanell, Ramon and David Yoffie. “Wintel (A), (B), (C), (D), (E), and (F) (TN).” Harvard Business School Teaching Note 706-495 (2006: *rev. 3/31/2010*) [21]

Coauthored: Casadesus-Masanell, Ramon, Forest L. Reinhardt and Deborah Freier. “E.ON AG.” Harvard Business School Case 703-415 (2003: *rev. 7/14/2003*) [34]

Coauthored: Reinhardt, Forest L., Ramon Casadesus-Masanell and Deborah Freier. “Patagonia.” Harvard Business School Case 703-035 (2003: *rev. 1/20/2010*) [33]

Coauthored: Casadesus-Masanell, Ramon and Forest L. Reinhardt. “Patagonia (TN).” Harvard Business School Teaching Note 705-028 (2005: *rev. 3/29/2010*) [22]

Coauthored: Casadesus-Masanell, Ramon, David Yoffie and Saha Mattu. “Intel Corporation: 1968-2003.” Harvard Business School Case 703-427 (2002: *rev. 2/08/2010*) [25]

Coauthored: Casadesus-Masanell, Ramon, David Yoffie and Jordan Mitchell. “Intel Corporation: 1968-2003 (TN).” Harvard Business School Teaching Note 704-465 (2004: *rev. 3/26/2010*) [28]

Coauthored: Casadesus-Masanell, Ramon, Nabil Al-Najjar and James Pyke. “The Newsprint Industry.” Harvard Business School Case 703-404 (2002: *rev. 3/25/2010*) [39]

Authored: Casadesus-Masanell, Ramon. “The Newsprint Industry (TN).” Harvard Business School Teaching Note 710-406 (2009: *rev. 3/29/2010*) [13].

Coauthored: Reinhardt, Forest L., Ramon Casadesus-Masanell and David J. Hanson. “BP and the Consolidation of the Oil Industry, 1998-2002.” Harvard Business School Case 702-012 (2002: *rev. 1/20/2010*) [37]

Coauthored: Reinhardt, Forest L., Ramon Casadesus-Masanell and David J. Hanson. “BP and the Consolidation of the Oil Industry, 1998-2002 and Supplement (TN).” Harvard Business School Teaching Note 706-048 (2006: *rev. 3/31/2010*) [39]

Coauthored: Khanna, Tarun and Ramon Casadesus-Masanell. “Mondragon Corporacion Cooperativa (MCC).” Harvard Business School Case 702-457 (2002: *rev. 3/8/2010*) [22]

Coauthored: Khanna, Tarun, and Ramon Casadesus-Masanell. “Mondragon Corporacion Cooperativa (MCC) (TN).” Harvard Business School Teaching Note 705-483 (2005: *rev. 3/26/2010*) [22]

Coauthored: Casadesus-Masanell, Ramon and Michael G. Rukstad. “Intel Corporation: 1997-2000.” Harvard Business School Case 702-420 (2001: *rev. 2/8/2010*) [12]

OTHER PUBLICATIONS

Authored: “Compitiendo en Modelos de Negocio,” *Universia Business Review* (Fall 2004)

Authored: “Dinámica Competitiva y Modelos de Negocio,” *Expansión* (August 17, 2004)

Authored: “Juegos de Negocio,” *Expansión* (2003)

PRESENTATIONS

“Strategies to Fight Ad-sponsored Rivals” Goizueta Business School, Emory University (January 2010)

“Mixed Source” IO lunch, MIT Department of Economics, Cambridge, Massachusetts (October 2009)

“From Strategy to Business Models and to Tactics” The Academy of Management, Chicago, Illinois (August 2009)

“Strategies to Fight Ad-sponsored Rivals” Strategic International Management Seminar, London Business School (May 2009)

“Peer-to-Peer File Sharing and the Market for Digital Information Goods” Wharton, University of Pennsylvania (April 2009)

“Platform Competition, Compatibility, and Social Efficiency” International Industrial Organization Conference, Northeastern University (April 2009)

“Strategy vs. Business Model vs. Tactics.” LRP Special Issue on Business Models - Cass Workshop (December 2008)

“Platform Competition, Compatibility, and Social Efficiency” MIT, 2008 Organizational Economics Seminar (October 2008)

“Peer-to-Peer File Sharing and the Market for Digital Information Goods” Seminar Talk at UM Ross School of Business (September 2008)

“Peer-to-Peer Filesharing and the Market for Digital Information Goods,” Summer Institute in Competitive Strategy, Haas School of Business, University of California, Berkeley, California (July 2008)

“Competing through Business Models,” Summer Seminar for Spanish Management Scholars, Harvard University, Cambridge, Massachusetts (July 2008)

“Platform Competition, Compatibility, and Social Efficiency,” “Competing Through Business Models,” and “Peer-to-Peer Filesharing and the Market for Digital Information Goods,” IESE Catalonia Workshop, Barcelona, Spain (June 2008)

“Platform Competition, Compatibility, and Social Efficiency,” “Competing Through Business Models,” and “Peer-to-Peer Filesharing and the Market for Digital Information Goods,” Conference on Platforms, Markets, & Innovation,” Imperial College, London, United Kingdom (June 2008)

“Competing Complements,” CRES Business Strategy Conference, Olin Business School, Washington University, St. Louis, MO (May 2008)

“Competing Complements,” BEPP Micro/IO Seminar, Kelley School of Business, Bloomington, Indiana (May 2008)

“Peer-to-Peer Filesharing and the Market for Digital Information Goods,” SIM Seminar, London Business School, London, United Kingdom (April 2008)

“Competing Complements,” Duke Strategy Conference, Durham, North Carolina (April 2008)

“Competing Complements,” London School of Economics, Competitions and Capabilities Seminar, London, United Kingdom (November 2007)

“Competing Complements,” IESE Business School, Barcelona, Spain (October 2007)

“Competing Complements,” Harvard-MIT Organizational Economics Seminar, Cambridge, Massachusetts (September 2007)

“Competing Complements,” Yale University, New Haven, Connecticut (August 2007)

“Wintel: Cooperation or Conflict,” London Business School, London, United Kingdom (May 2007)

“Peer-to-Peer Filesharing and the Market for Digital Information Goods,” Net Institute Conference on Network Economics, Stern School of Business, New York (April 2007)

“Competing Complements,” International Industrial Organization Conference, Statesboro, Georgia (April 2007)

“Competing through Business Models,” EDEN Doctoral Seminar on Competitive Strategy, INSEAD, Fontainebleau, France (February 2007)

“Peer-to-Peer Filesharing and the Market for Digital Information Goods,” University of Venice, Italy (December 2006)

“Peer-to-Peer Filesharing and the Market for Digital Information Goods,” Universitat Autònoma de Barcelona, Barcelona, Spain (December 2006)

“Wintel: Cooperation or Conflict,” Universitat Autònoma de Barcelona, Barcelona, Spain (December 2006)

“Patagonia,” BGIE Brown Bag Lunch, Harvard Business School, Boston, Massachusetts (September 2006)

"Open vs. Integrated Innovation: A Model of Discovery and Confinement," The Academy of Management, Atlanta, Georgia (August 2006)

"Peer-to-Peer Filesharing and the Market for Digital Information Goods," CRES-Second Annual Foundations of Business Strategy Conference, Olin School of Business, Washington University in St. Louis, St. Louis, Missouri (May 2006)

"Peer-to-Peer Filesharing and the Market for Digital Information Goods," Massachusetts Institute of Technology, Cambridge, Massachusetts (April 2006)

"Peer-to-Peer Filesharing and the Market for Digital Information Goods," Strategy Brown Bag Lunch, Harvard Business School, Boston, Massachusetts (March 2006)

"Competing with Business Models," YPO /Harvard Presidents' Seminar, Harvard Business School, Boston, Massachusetts (February 2006).

"Wintel: Cooperation or Conflict," Pontificia Universidad Católica de Chile, Santiago, Chile (January 2006).

"Households' Willingness to Pay for Public Goods: Evidence From Organic Cotton," Annual Meeting, Allied Social Science Associations, Boston, Massachusetts (January 2006).

"Wintel: Cooperation or Conflict," Economics Department, London Business School, London, UK (November 2005).

"Wintel: Cooperation or Conflict," WZB, Wissenschaftszentrum, Berlin, Germany (November 2005).

"Wintel: Cooperation or Conflict," Strategy Conference, Harvard Business School, Boston, Massachusetts (October 2005).

"Wintel: Cooperation or Conflict," Universidad Autonoma de Nuevo Leon, Mexico (August 2005).

"Dynamic Mixed Duopoly: A Model Motivated by Linux vs. Windows," Universidad Autonoma de Nuevo Leon, Mexico (August 2005).

"Wintel: Cooperation or Conflict," Fundacion Rafael del Pino, Madrid, Spain (June 2005).

"Wintel: Cooperation or Conflict," CRES-Foundations of Business Strategy Conference, Olin School of Business, Washington University in St. Louis, St. Louis, Missouri (May 2005).

"Wintel: Cooperation or Conflict," Universidad de Zaragoza, Zaragoza, Spain (May 2005).

“Competing in Business Models,” IESE Business School, Barcelona, Spain (May 2005).

“Wintel: Cooperation or Conflict,” Strategy Research Forum, Athens, Georgia (May 2005).

“Dynamic Mixed Duopoly: A Model Motivated by Linux vs. Windows,” European Centre for Advanced Research in Economics and Statistics (ECARES), Brussels, Belgium (May 2005).

“Wintel: Cooperation or Conflict,” Universitat Autònoma de Barcelona, Barcelona, Spain (April 2005).

“Dynamic Mixed Duopoly: A Model Motivated by Linux vs. Windows,” Academy of Management Annual Conference, New Orleans, Louisiana (August 2004).

“Dynamic Mixed Duopoly: A Model Motivated by Linux vs. Windows,” CEMFI (Centro de Estudios Monetarios y Financieros), Madrid, Spain (March 2004).

“Dynamic Mixed Duopoly: A Model Motivated by Linux vs. Windows,” IESE Business School, Barcelona, Spain (2004).

“Dynamic Mixed Duopoly: A Model Motivated by Linux vs. Windows,” INSEAD, Fontainebleau, France (February 2004).

“Dynamic Mixed Duopoly: A Model Motivated by Linux vs. Windows,” Instituto de Empresa, Madrid, Spain (January, 2004).

“Dynamic Mixed Duopoly: A Model Motivated by Linux vs. Windows,” Universitat de les Illes Balears, Mallorca, Spain (January 2004).

“Dynamic Mixed Duopoly: A Model Motivated by Linux vs. Windows,” Universitat Pompeu Fabra, Barcelona, Spain (December 2003).

“Dynamic Mixed Duopoly: A Model Motivated by Linux vs. Windows,” Universitat Autònoma de Barcelona, Barcelona, Spain (November 2003).

“Dynamic Mixed Duopoly: A Model Motivated by Linux vs. Windows,” Universidad de Navarra, Pamplona, Spain (November 2003).

“Linux vs. Windows: Modeling Competition Between Open-Source and Closed Software,” Society for the Advancement of Economic Theory (SAET), Rodos, Greece (July 2003).

“Linux vs. Windows: Modeling Competition Between Open-Source and Closed Software,” Strategy Research Forum, Washington University, St. Louis, Missouri (May 2003).

“Linux vs. Windows: Modeling Competition Between Open-Source and Closed Software,” First International Industrial Organization Conference, Boston, MA (April 2003).

“Trust and Globalization,” Trust, Institutions, and Globalization Conference, William Davidson Institute, Aspen, Colorado (March 2003).

“Linux vs. Windows: Modeling Competition Between Open-Source and Closed Software,” New York University, New York, New York (January 2003).

“Trust and Globalization,” Trust, Institutions, and Globalization Pre-Conference, University of Michigan, Ann Arbor, Michigan (November 2002).

“Trust and Discretion in Agency Contracts,” The North American Summer Meeting of the Econometric Society, University of California, Los Angeles, California (June 2002).

Discussant for “Implementation with Near-Complete Information” by Kim-Sau Chung and Jeffrey C. Ely, The North American Summer Meeting of the Econometric Society, University of California, Los Angeles, California (June 2002).

“Probabilistic Representation of Complexity,” IESE Business School, Barcelona, Spain (June 2002).

“Probabilistic Representation of Complexity,” Fundación Rafael del Pino, Madrid, Spain (June 2002).

“The Fable of Fisher Body,” Fundación Rafael del Pino, Madrid, Spain (June 2002).

“Trust and Discretion in Agency Contracts,” Incentives and Beyond – The Economics of Personnel and Organizations, Centre for Economic Policy Research, Stockholm School of Economics, Stockholm, Sweden (May 2002).

“Trust and Discretion in Agency Contracts,” NSF Decentralization Conference, Georgetown University, Washington D.C. (April 2002).

“Trust and Discretion in Agency Contracts,” Economics Department, University of Michigan, Ann Arbor, Michigan (2001).

“Trust and Discretion in Agency Contracts,” The Negotiation, Organizations and Markets Unit, Harvard Business School, Boston, Massachusetts (October 2001).

“Trust in Agency”, “The Fable of Fisher Body”, and “Probabilistic Representation of Complexity,” Colegio Complutense at Harvard University, Cambridge, Massachusetts (July 2001).

“Trust and Discretion in Agency Contracts,” Venice (June 2001).

“Trust in Agency,” Society for Economic Dynamics Meetings, San Jose, Costa Rica (June 2000).

“Trust in Agency,” Yale School of Management, Yale University, New Haven, Connecticut (Spring 2000).

“Trust in Agency,” Department of Economics, University of Texas at Austin, Austin, Texas (Spring 2000).

“Trust in Agency,” Harvard Business School, Boston, Massachusetts (Spring 2000).

“Trust in Agency,” Leonard N. Stern School of Business, New York University, New York, New York (Spring 2000).

“Trust in Agency,” McDonough School of Business, Georgetown University, Washington D.C. (Spring 2000).

“Trust in Agency,” Economics Department, University of California at Santa Cruz, Santa Cruz, California (Spring 2000).

“Trust in Agency,” INSEAD, Fontainebleau, France (Spring 2000).

“Trust in Agency,” H. John Heinz III School of Public Policy & Management, Carnegie Mellon University, Pittsburgh, Pennsylvania (Spring 2000).

“Trust in Agency” and “The Fable of Fisher Body,” Pontificia Universidad Catolica de Chile, Santiago, Chile (January 2000).

“Probabilistic Representation of Complexity,” State University of New York at Stony Brook, Stony Brook, New York (August 1999).

PROFESSIONAL ACTIVITIES

- Co-editor for the *Journal of Economics & Management Strategy*
- Associate Editor for *Management Science*
- Associate Editor for *Spanish Economic Review*
- Associate Editor for *Revista de Economia Aplicada*
- Referee for *Academy of Management Review*, *Strategic Management Journal*, *Journal of Economics & Management Strategy*, *Management Science*, *Organization Science*, *Econometrica*, *Journal of Political Economy*, *Journal of Industrial Economics*, *Journal of Economic Behavior and Organization*, *European Economic Review*, *Journal of the European Economic Association* (and many others)
- Co-organizer, with Glenn MacDonald, of the CRES conference on the foundations of business strategy

- Member of the Strategy Research Initiative (SRI)

FIELDS OF SPECIALIZATION

Primary: Competitive Strategy, Industrial Organization, and Microeconomics.

Secondary: Economics of Organization, Managerial Economics, and Business History.