

TOBIAS KRETSCHMER

May 2025

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
Co-director, Organizations Research Group (since 01/2015)

03/2024 – NOVA School of Business and Economics, Lisbon, Portugal
Visiting Full Professor of Digital Strategy

Other Professional Affiliations

07/2024 – TIM Division, Academy of Management (AOM)
Chair-Elect

07/2021 – Organization Design Community (ODC)
Chair of the Board (Vice Chair 08/2021-08/2023)

05/2020 – Strategy Science Section, INFORMS
Member of the Board (Chair 06/2023-06/2024)

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

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

10/2006 – LUDWIG-MAXIMILIANS-UNIVERSITÄT MÜNCHEN, Munich, Germany
Member of the faculty board as Vice Dean (2015-16, 2019-20), Dean (2016-2019)
Coordinator, Master of Business Research and PhD Program (2010-2024)

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

01/2019 – 12/2021 Strategic Management Society
Chair, Knowledge & Innovation Interest Group

09/2019 – 09/2020 UNIVERSITY COLLEGE LONDON, London, UK
Visiting Professor, School of Management

Previous Affiliations (ctd.)

02/2015 – 07/2015	Bocconi University, Milan, Italy <i>Visiting Professor, Department of Management and Technology</i>
08/2014 – 08/2020	Ifo Institute for Economic Research, Munich <i>Research Professor, Industrial Organization and New Technologies</i>
9/2004 – 4/2018	HEC, Paris, France. <i>Visiting Professor, Strategy</i>
10/2003 – 09/2015	Centre for Economic Performance, LSE, London, UK <i>Research Affiliate, Productivity and Innovation Programme</i>
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

- Digital Markets, esp. Platforms
- Organization Design
- Competitive Strategy

Impact metrics (01/05/2025)

- Google Scholar: 9979 citations (5838 since 2020), h-index 39
- Web of Science: 3214 citations (2118 since 2020), h-index 23

Refereed Journal Articles (* denotes FT-50 Journals)

- [1] Is Competition Policy fit for the Digital Economy? A European Perspective (with Saul Estrin and Klaus Meyer). Forthcoming, *Academy of Management Perspectives*.
 - [2] * Competing for Attention on Digital Platforms: The Case of News Outlets (with Tim Meyer, Anna Kerkhof, Carmelo Cennamo). *Strategic Management Journal*, 45/9 (2024), 1731-1790.
 - [3] Absorptive capacity components: Performance effects in related and unrelated diversification (with Pavlos Symeou). *Long Range Planning*, 57/2 (2024).
-

Refereed Journal Articles (ctd.)

- [4] What drives project success in online labor markets? A bilateral perspective on freelancers and clients (with Mareike Seifried, Pooyan Khashabi, Jörg Claussen). *Industry and Innovation*, 31/1 (2024), 75-104.
- [5] In Pursuit of Fairness? Infrastructure Investment in Digital Markets. *Journal of European Competition Law & Practice*, 14/7 (2023), 439-447.
- [6] *Knowledge Seeking and Anonymity in Digital Work Settings (with Maren Mickeler, Pooyan Khashabi, Marco Kleine). *Strategic Management Journal*, 44/10 (2023), 2413-2442.
- [7] Digital platforms regulation: An innovation-centric view of the EU's Digital Markets Act (with Carmelo Cennamo, Panos Constantinides, Juan Santalo, Cristina Alaimo). *Journal of European Competition Law & Practice*, 14/1 (2023), 44-51.
- [8] *Hyperspecialization and Hyperscaling: A Resource-based Theory of the Digital Firm (with Gianluigi Giustiziero, Deepak Somaya, Brian Wu). *Strategic Management Journal*, 44/6 (2023), 1391-1424.
- [9] *Online Communities on Competing Platforms: Evidence from Game Wikis (with Johannes Loh). *Strategic Management Journal*, 44/2 (2023), 441-476.
- [10] Digital "is" Strategy: The Role of Digital Technology Adoption in Strategy Renewal (with Nicolas Van Zeebroeck and Jacques Bughin). *IEEE Transactions in Engineering Management*, 70/9 (2023), 3183-3197.
- [11] Learning to search collaboratively: How dyads overcome complexity and misaligned incentives in imperfect modular decompositions (with Stefan Billinger, Stefano Benincasa, Oliver Baumann, Terry Schumacher). *Industrial and Corporate Change*, 32/1 (2023), 208-233.
- [12] *Regulatory Spillovers and Data Governance: Evidence from the GDPR (with Christian Peukert, Stefan Bechtold, Michail Batikas). *Marketing Science*, 41/2 (2022), 318-340.
- [13] *Platform Ecosystems as Metaorganizations: Implications for Platform Strategies (with Aija Leiponen, Melissa Schilling, Gurneeta Vasudeva Singh). *Strategic Management Journal*, 43/3 (2022), 405-424.
- [1] Performance-based Incentives and Innovative Activity in Small Firms – Evidence from German Manufacturing (with Karl Aschenbrücker). *Journal of Organization Design*, 11/2 (2022), 47-64.
- [2] Competition, Formal Governance and Trust in Alliances: An Experimental Study (with Giulia Solinas, Debrah Melo, Albert Banal-Estanol, Jo Seldeslachts). *Long Range Planning*, 55/5 (2022).
- [3] *Market Competition and the Effectiveness of Performance Pay (with Khashabi, P., Heinz, M., Zubanov, N., Kretschmer, T., & Friebe, G). *Organization Science*, 32/2 (2021), 334-351.
- [4] Digital Transformation and Organization Design – an Integrated Approach (with Pooyan Khashabi). *California Management Review*, 62/4 (2020), 86-104.
- [5] *Video Killed the Radio Star? Online Music Videos and Recorded Music Sales (with Christian Peukert). *Information Systems Research*, 31/3 (2020), 776-800.
- [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] Multisided Platforms as New Organizational Forms (with David McIntyre, Arati Srinivasan, Allan Afuah and Annabelle Gawer). *Academy of Management Perspective*, 35/4 (2020), 566-583.
- [8] 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.
- [9] *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.
- [10] Competitive Pressure: Competitive Reactions at the Group-Level (with Leon Zucchini and Stephan Böhmer-Horländer). *Industry and Innovation*, 26/6 (2019), 643-666.
- [11] 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.

- [12] Balanced Control as an Enabler of Organizational Ambidexterity (with Karl Aschenbrücker). *Advances in Strategic Management*, 40 (2018), 115-144.
- [13] * Platform Architecture and Quality Tradeoffs of Multihoming Complements (with Carmelo Cennamo and Hakan Özalp). *Information Systems Research*, 29/2 (2018), 461-478.

Refereed Journal Articles (ctd.)

- [14] 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.
- [15] Piracy and Box Office Movie Revenues: Evidence from Megaupload (with Christian Peukert and Jörg Claussen). *International Journal of Industrial Organization*. 52 (2017), 188-215.
- [16] Competition with Aftermarket Power when Consumers are Heterogeneous (with Dainis Zegners). *Journal of Economics and Management Strategy*. 26/2 (2017), 96-122.
- [17] Generational Transitions in Platform Markets – The Role of Backward Compatibility (with Jörg Claussen). *Strategy Science*. 2/1 (2016), 90-104.
- [18] Cloud Readiness Across Industry Sectors – Measurement and Observations (with Katharina Candel Haug and Thomas Strobel). *Telecommunications Policy*. 40/4 (2016), 291-306.
- [19] * Vertical Scope, Turbulence and the Benefits of Commitment and Flexibility (with Jörg Claussen and Nils Stieglitz). *Management Science*. 61/4 (2015), 915-929.
- [20] * 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.
- [21] Public R&D as a Standard-Setting Device (with Achim Hecker): *Industry and Innovation* 7-8/21 (2014), 599-615.
- [22] * Trust over Time in Exchange Relationships: Meta-Analysis and Theory (with Bart Vanneste and Phanish Puranam). *Strategic Management Journal*. 12/35 (2014), 1891-1902.
- [23] The Contribution of ICT to Productivity – Key Conclusions from Surveying the Empirical Literature (with Mélisande Cardona and Thomas Strobel). *Information Economics and Policy*. 3/25 (2013), 109-125.
- [24] 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.
- [25] * 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.
- [26] 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.
- [27] Identifying Critical Mass in the Global Cellular Telephony Market (with Michał Grajek). *International Journal of Industrial Organization*. 30 (2012), 496-507.
- [28] * Competitive Pressure and the Adoption of Complementary Technologies (with Eugenio Miravete and José Pernías). *American Economic Review*. 2/104 (2012), 1540-1570.
- [29] The Dynamics of Pre-Market Standardization (with Sven Kerstan and Katrin Mühlfeld). *Information Economics and Policy*. 1/24 (2012), 105-119.
- [30] Firm Innovativeness Across Cluster Types (with Andreas Eisingerich, Oliver Falck and Stephan Heblich). *Industry and Innovation*. 3/19 (2012), 233-248.
- [31] Broadband Infrastructure and Economic Growth (with Nina Czernich, Oliver Falck and Ludger Wößmann). *Economic Journal*. 5/121 (2011), 505-532.
- [32] * Are Family-Friendly Workplace Practices a Valuable Firm Resource? (with Nick Bloom and John Van Reenen). *Strategic Management Journal* 4/32 (2011), 343–367.
- [33] Outsourcing Decisions: The Effect of Scale Economies and Market Structure (with Achim Hecker). *Strategic Organization* 2/8 (2010), 155–175
- [34] New Product Development and Firm Value in Mobile Handset Production (with Heli Koski). *Information Economics and Policy* 1/22 (2010), 42-50.
- [35] Usage and Diffusion of Cellular Telephony, 1998-2004 (with Michał Grajek). *International Journal of Industrial Organization* 2/27 (2009), 238-249.

Refereed Journal Articles (ctd.)

- [36] Corporate Productivity Growth: Champions, Leaders and Laggards (with Paul Geroski and Chris Walters). *Economic Inquiry* 1/47 (2009), 1-17.
- [37] *Integration Through Incentives Within Differentiated Organizations (with Phanish Puranam). *Organization Science* 6/19 (2008), 860-875.
- [38] 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.*
- [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] Digital technology adoption drives strategic renewal for successful digital transformation (with Jacques Bughin and Nicolas van Zeebroeck). *IEEE Engineering Management Review*, 49/3 (2021), 103-108.
- [47] ICT and Innovation: Editorial (with Carlo Cambini and Michael Ward). *Information Economics and Policy* 3/25 (2013), 107-108.
- [48] 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*.
- [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] *Don't Worry About Micro: An Easy Guide to Understanding the Principles of Microeconomics* (with Dominik Heckner). Springer, Heidelberg (2007).
- [52] 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.
- [53] 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*.
- [54] The Role of Product Complexity and Firm Competency on the Diffusion of User-Customized Systems (with Benedikt Gamharter). *Proceedings of the Multikonferenz Wirtschaftsinformatik, Munich*.
- [55] In E-Commerce, More is More (with Andreas Eisingerich). *Harvard Business Review*, March 2008, 20-21.

Books, Conference Proceedings and Other Publications (ctd.)

- [56] Catching up? Differences in 2G mobile diffusion in industrialized and developing countries (with Heli Koski). *Journal of Scientific & Industrial Research*, 66 (2007), 305-311.
- [57] 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

Full list of current unpublished working papers can be found at:

<http://ssrn.com/author=350496>
<http://econpapers.repec.org/RAS/pkr60.htm>

Professional Roles

- Editorial Positions: Senior Editor, *Strategy Science* (01/2022 –)
Associate Editor, *International Journal of Industrial Organization* (09/2009 –)
Editorial Advisory Board, *Industry and Innovation* (9/2015 –)
Associate Editor, *Strategic Management Journal* (09/2014 – 12/2020)
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* (07/2012 –)
- Funding Bodies: ERC Starting Grant (STG), Panel Chair (2024), Panel Member (2018, 2020, 2022)
ERC-Portugal Pre-Assessment Programme, Annual College of Reviewers (2024 –)
Research Council of Finland, Review Panel on Economics, and Business and Management (2025 –)
Ad-Hoc Reviewer for numerous National Funding Bodies (ESRC (UK), NBER (US), SNF (CH), DFG (DE), NFSR (BE), DNRF (DK), Shota Rustaveli National Science Foundation (GE))
- Seminar Organization: Co-organized/-organizing several regular seminar series (ORG LMU, Management and Microeconomics (M&M) LMU, Platforms of Organizational Form (LMU), Technology, Innovation, and Entrepreneurship (TIME) (LMU/TU/Max-Planck), CEP/IIM Seminar (LSE))
- 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
- Referee: Journals: Referee for over 90 academic journals in Economics, Strategy, Organization, Media Economics, Human Resources, Innovation, Marketing, Information Systems etc..
Conferences: Regular reviewer for AOM, SMS, EARIE, DRUID, ITS etc.
Publishers: Palgrave MacMillan, Pearson Education, Routledge, Cambridge University Press.
- Member: AOM, SMS, ODC, EARIE, AEA

Honours and Awards

- Keynotes etc.: *3rd Workshop on Digital Economics*, CMA/UEA/CCP, November 2024, Keynote
AFREN (L'Association Francophone de Recherche en Economie Numérique) Annual Conference, June 2024, Keynote
VU (Free University of Amsterdam) Ecosystems Day, June 2024, Keynote
24th Annual University of Utah Winter Strategy Conference, March 2024, Plenary Speaker
6th International Conference on Management and Organization Slovenian Academy of Management, June 2022, Keynote
LISER IAB Conference 2020 at the Luxembourg Institute of Socio-Economic Research, February 2020, Keynote
Annual Conference of the Associazione Italiana di Ingegneria Gestionale, October 2019, Keynote
Strategic Management Society Special Conference, Copenhagen Business School, June 2014, Plenary Lecture
ICTNET Final Conference, OECD Paris, June 2012, Keynote
Florence School of Regulation Academic Conference, May 2012, Keynote

Best Paper: Finalist, Best Paper Prize, SMS Special Conference Berkeley, March 2020. *Platform Competition and User-Generated Content: Evidence from Game Wikis* (with Johannes Loh). 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). EARIE Young Economists Essay Competition (08/01): Competition, Inertia, and Network Effects. RES Young Economists' Award (04/01): Competition, Inertia, and Network Effects.

Major Projects (selection, funder listed if applicable)

2024 –	RESilient REGulation (RESREG) (Financed by Bavarian Institute for Digital Transformation (bidt), <i>Principal Investigator</i>
2022 –	DIGItal COoperation Platforms (DIGICOP) (Financed by Bavarian Institute for Digital Transformation (bidt), <i>Principal Investigator</i>
2015 –	<i>Organizations Research Group</i> (Financed by German Excellence Initiative), <i>Co-Director</i>
2019 – 2023	<i>First-party complements in platform markets: a dynamic perspective</i> (Financed by German Research Foundation (DFG), Bonn), <i>Principal Investigator</i> .
2019	<i>Workshop on Information Systems and Economics (WISE)</i> , Munich, <i>Co-Organizer</i> .
2016 –	<i>Munich Summer Institute (MSI)</i> , <i>Co-Organizer</i> .
2015	<i>European Association for Research in Industrial Economics Annual Conference</i> (Munich), <i>Local Organizer</i> .
2013 – 2015	<i>The Role of Interdependencies and Fit in M&A Performance</i> (Financed by German Research Foundation (DFG), Bonn), <i>Principal Investigator</i> .
2010 – 2012	<i>ICT and Productivity Growth</i> (Financed by Deutsche Telekom AG, Bonn), <i>Project Leader</i> .
2011	<i>Workshop: Patente in der IKT</i> (Financed by Federal Ministry of Economics and Technology, Berlin), <i>Project Leader</i> .
2011	<i>Roundtable on Measuring the Internet Economy</i> (organized by OECD, Paris), <i>Invited Expert</i> .
2010	<i>Munich Conference on ICT and Economic Growth</i> (supported by Deutsche Telekom, ifo Institute, LMU Munich, Microsoft), <i>Conference Organizer</i> .
2009 – 2010	<i>The Economic Impact of ICT</i> (Commissioned by DG INFSOC, Brussels), <i>Subproject Leader</i> .
2006 – 2009	<i>Explaining Productivity and Growth in Europe, the US and Asia</i> (Financed by Anglo-German Foundation, London/Berlin), <i>Principal Investigator</i> .

Invited Seminars

Over 100 invited seminars at academic institutions in Europe, Asia, Australia and the US, and numerous talks, panel discussions at international conferences

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

Undergraduate:	Strategy (LSE), Competition & Strategy (LMU), Economics for Management (LSE), Management and Economics of Platforms (LMU), Organisationsökonomie* (LMU), Grundlagen der Betriebswirtschaftslehre* (LMU), Wissenschaftstheorie* (LMU), Competitive Strategy and Game Theory (LSE Summer School), Principles of Marketing (LSE Summer School)
----------------	---

Teaching (ctd.)

MSc/MBA:	Analysis of Strategy (LSE), Advanced Management and Economics of Network Industries (LMU), Innovation and Information: New Products (LMU), Thinking Strategically (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).
Online:	Three MOOCs on Coursera (Competitive Strategy, Advanced Competitive Strategy, Strategic Organization Design), total number of learners: >1.5m Online course on Digital Markets and Platforms, Virtual University Bavaria (vhb), launch date 10/2024

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 too much)
- Football (exclusively 1. FC Nürnberg)