

## Curriculum Vitae

Jorge Tarzijan M.

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### I. Academic Activities

#### **Pontificia Universidad Catolica de Chile (PUC). School of Management**

**2009-Present:** Full Professor.

**2003-2009:** Associate Professor.

**1999-2003:** Assistant Professor.

**Main courses:** General Management (MBA), Business Models Innovation (MBA).  
Corporate Strategy and Strategic Management (Senior Undergraduate Level)

Average Students evaluation of Professor/Instructor (last 5 years) (6.85/7.0) (top 4%)  
Different Teaching awards in elections made by students in the MBA program.

Instructor of different Executive Education courses in Business Model Innovation,  
Corporate Strategy and General Management.

#### **Service positions at PUC (examples)**

Director of the School of Management (2006-2009), Director of Research (2003-2005),  
Director of MBA Programs (Graduate Studies) (2014-2017). Member of Faculty  
Evaluation Committee (2014-2018). Member of the Faculty Council (2019 -).

Member of the committee in charge of curriculum development of the MBA program at  
PUC (2013-2014). Head of the curriculum development committee: 2015-2017.

#### **Harvard University**

**Summers 2011-2014:** Professor of the course: Corporate Strategy. Graduate-level course.  
Summer Program. Students evaluation of Professor/Instructor\* 2011: 4.7/5.0. 2012:  
4.9/5.0. 2013: 4.8/5.0. 2014: 5.0/5.0.

**Summers 2010-2014:** Professor of the course: Strategic Management. Graduate-level  
course. Summer Program. Students evaluation of Professor/Instructor\* 2010: 4.7/5.0. 2011:  
4.5/5.0. 2012: 4.9/5.0. 2013: 4.9/5.0. 2014: 4.9/5.0.

\*Ratings based on the question: Was the Professor effective overall?

**August 2009-January 2011:** Visiting Scholar. David Rockefeller Center. Harvard University.

## **Babson College**

**Fall 2010:** Professor of the Independent Research MBA Course: Platform Competition: Managerial and Antitrust Issues (ECN7580-01).

## **Florida Gulf Coast University**

Spring 2019 (Jan-May): Visiting Full Professor. Professor of MBA courses: Global Business Strategy and Seminar in Management: Business Model Innovation. Students recommendation of Professor/Instructor: 100%.

## **II. Education:**

Ph.D. in Managerial Economics and Strategy. Kellogg Graduate School of Management. Northwestern University. USA.

Concentration: Corporate Strategy, Industrial Organization.

MBA. Leuven University. Belgium.

Concentration: Corporate Finance and Industrial Organization.

Commercial Engineer and Bachelor in Economics. Universidad Católica de Chile.

## **III. Publications**

### **1. Articles in academic journals and book chapters**

“Can firms be both broad and deep? Exploring interdependencies between horizontal and vertical firm scope” (with Anne Parmigiani and Francisco Brahm). *Journal of Management*. Forthcoming.

“Socially responsible firms outsource less” (with María Jose Murcia and Rajat Panwar). *Business & Society*. Forthcoming.

“Stakeholder value appropriation: the case of labor in the worldwide mining industry” (with Cristian Ramirez). *Strategic Management Journal*. 39:1496–1525. **2018**.

**“When one Business Model Isn’t enough.”** (also included in **HBR's 10 Must Reads on Business Model Innovation**. *Harvard Business Review Press*. Boston, Massachusetts. 2019. Pp. 127-138). Originally, in **Harvard Business Review (USA)**. Vol. 90 (1). 2012.

**“Managing complexity in a Multi-Business Model Organization”** (with Yuliya Snihur). *Long Range Planning*. 51(1):50-63. 2018.

**“The impact of frictions in routine execution on economies of scope”** (with Francisco Brahm and Marcos Singer). *Strategic Management Journal*. Volume 38 (10), pp 2021-2042. October, 2017.

**“Toward an integrated theory of the firm: The interplay between internal organization and vertical integration”** (with Francisco Brahm). *Strategic Management Journal*. Volume 37, N, 12, pp. 2481-2502. 2016.

**“Relational Contracts and Collaboration in the Supply Chain: Impact of Expected Future Business Volume on the Make-or-Buy Decision”** (with Francisco Brahm). *Journal of Supply Chain Management*. Volume 52, No. 3. Pp. 48-67. 2016.

**“A corporate view of business model innovation”** (with Ramón Casadesus- Masanell and Joan Enric Ricart). In: Nicolai Foss, Tina Saebi, editors. Business model innovation. Estados Unidos: *Oxford University Press*; p. 64-84. 2015.

**“Does Complexity and Prior Interactions Affect Project Procurement? Evidence from Mining Mega-Projects”** (with Francisco Brahm). *International Journal of Project Management*. 33, p. 1851-1862. November, 2015.

**“Transactional Hazards, Institutional Change, and Capabilities: Integrating the Theories of the Firm”** (with Francisco Brahm). *Strategic Management Journal*, 35, p. 224-245. 2014.

**“Subcontracting in project-based firms: Do you follow the same pattern across your different projects?”** (with Francisco Brahm): *International Journal of Project Management*, 32 (6), p. 995-1006. 2014.

**“Boundary Choice Interdependency: Evidence from the Construction Industry”** (with Francisco Brahm). *Industrial and Corporate Change*. 2013, pp. 1229-1271

**“The emergence of world-class companies in Chile: Analysis of cases and a framework to analyze integration decisions”**. *Journal of Business Research* 66, pp. 1728-1735. 2013.

**“The impact of complexity and managerial diseconomies on hierarchical governance”** (with Francisco Brahm). *Journal of Economic Behavior and Organization* 84 (2012) 586–599. 2012.

**“Limit pricing with complementary goods”**. *Journal of Modeling in Management*, Vol. 6 Issue: 2, pages.215 – 224. **2011**.

**“Firm, industry and corporation effects revisited: A mixed multi-level analysis for Chilean companies”** (with Cristian Ramirez). *Applied Economic Letters*, Volume 18, Issue 1 , pages 95 – 100. **2011**.

**“Persistence of profitability: Explaining the differences among countries and industries”** (with Ingrid Eyleerts). *Academia: Revista Latinoamericana de Administración*. Vol. 44. pp. 99-114. May, **2010**.

**“Determinants of Entrepreneurial Profitability and its Persistence: The Case of Chile versus US”** (with Francisco Brahm and Felipe Daiber). *Journal of Business Research*. Vol. 61, Number 6, pp. 599-608. **2008**.

**“Capital Structure and Entry Deterrence with Multiple Incumbents”**. *The B.E. Journal of Economic Analysis & Policy*. Vol. 7. N° 1. **2007**.

**“Should National Brand Manufacturers Produce Private Labels? *Journal of Modeling in Management***. Vol. 2 N° 1, **2007**.

**“Jurisprudencia sobre precios predatorios en Chile ¿Han sido uniformes los criterios aplicados?”** (with José Hevia). *Abante, Studies in Business Management*. Vol.8 N° 2. October, **2005**.

**“Strategic Effects of Private Labels and Horizontal Integration”**. *International Review of Retail, Distribution and Consumer Research*, Vol. 14, N° 3, 321-335. July, **2004**.

**“Regulación: Objetivos, Problemas y Opciones que se abren en el Mercado de la Telefonía Fija Local”** (coauthor Fernando Coloma). *Abante: Studies in Business Management*. Vol. 7, Octubre, **2004**.

**“Explicando la Rentabilidad de la Empresa y su Sustentación”** (with Francisco Brahm and Felipe Daiber). *Abante: Studies in Business Management*. **2004**.

**“Private Labels and Retail Market Concentration”**. *Abante: Studies in Business Management*. Vol. 6, N° 1, Abril **2003**.

**“Reasons for Conglomeration: Empirical Analysis of Management Responses in Chile”** (with José Rivera). *Abante: Studies in Business Management*. Vol.3 N° 2, pp.203-226. October, **2000**.

**“Internal Capital Markets and Multimarket Contact as Explanations for Conglomerates in Emerging Markets”**. *Abante: Studies in Business Management*, Vol. 2, N° 1. **1999**.

## 2. Academic articles under preparation (examples)

**Value-based outsourcing** (with Joaquín Poblete). In preparation.

**Human Capital Strategies and Firm Performance** (with Cristián Ramirez). In preparation.

**New Product Introductions and formal and informal Corporate Social Responsibility** (with María José Murcia and Rajat Panwar). In preparation.

## 3. Books:

**-Fundamentos de Estrategia Empresarial. (Fundamentals of Business Strategy)**  
Editorials: Ediciones Universidad Católica de Chile (Chile) and Editorial Alfaomega (Mexico).

**First Edition:** 2008.

**Second Edition:** 2009.

**Third Edition:** 2010.

**Fourth Edition:** 2013

**Fifth Edition:** 2019

**-Organización Industrial para la Estrategia Empresarial (Industrial Organization for Business Strategy)** (Jorge Tarzizán and Ricardo Paredes). Prentice Hall (Pearson).

**First edition:** 2001. Second reprint: 2003.

**Second Edition:** 2006. Reprint of second edition: 2007.

**Third edition:** 2012.

## 4. Harvard Business School Publishing (HBSP) Teaching Cases and Course Materials:

**Lan Airlines: Connecting the World to Latin America** (with Ramón Casadesus-Masanell and Jordan Mitchell). Harvard Business School. Case N° 9-709-410. **2009**.

**LAN Airlines: Connecting the World to Latin America (B)** (with Ramon Casadesus). Harvard Business School Case. Case N° 9-711-461. **2010**.

**Lan Airlines in 2008: Connecting the World to Latin America, Teaching Note** (with Ramón Casadesus-Masanell and Jordan Mitchell). Harvard Business School. Case N° 709-492. **2010**.

**Arauco: Forward Integration or Horizontal Expansion?** (with Ramón Casadesus-Masanell and Jordan Mitchell). Harvard Business School. Case N° 705-474. **2009** (revised version, 2008). This case has a Spanish version. HBS Case No. 706-S35. This case is in the HBS Premier Case Collection (associated with bestselling cases).

**Arauco (B): “Papel” in Brazil** (with Ramón Casadesus-Manasell and Jordan Mitchell). Harvard Business School. Case N° 709-416. **2009**.

**Arauco: Forward Integration or Horizontal Expansion?** (with Ramón Casadesus-Manasell). Harvard Business School. **Teaching Note**. N° 706-439. **2010**.

**Two ways to fly south: Lan Airlines and Southwest Airlines** (with Ramón Casadesus-Masanell and Tarun Khanna). Harvard Business School. Case N° 9-704-414. **2009**.

**Two ways to fly south: Lan Airlines and Southwest Airlines** (with Ramón Casadesus-Masanell). Harvard Business School. **Teaching Note**. Case 710-422. July, **2009**.

**Regulating Broadband in Chile: The Debate Over Open Access** (with José Gómez-Ibañez). Kennedy School of Government. Case Program. Harvard University. **2012**. Case Number: 1955.0

**Regulating Broadband in Chile: The Debate Over Open Access** (with José Gómez-Ibañez). **Teaching Note**. Kennedy School of Government. Case Program. Harvard University. **2012**. Case number: 1955.2

**LAN Airlines Takes on the World: 2010 Acquisition of TAM** (with Fernando Suarez and Greg Collier). Boston University. Ibook case collection. **2014**.

**Sky Airlines: Business Model Transformation and Future Challenges** (with Matko Koljatic and Joan Enric Ricart). IESE Business School, University of Navarra. Case number: SM-1682-E. **July 2019**.

**Sky Airlines: Business Model Transformation and Future Challenges: Teaching Note** (with Matko Koljatic and Joan Enric Ricart). IESE Business School, University of Navarra. Case number: SMT-128-E. **July 2019**.

## **5. Other publications:**

Integration decisions and the emergence of world-class companies in Chile. *Revista Economía y Administración UC*. 2014.

Integrando las teorías de la firma para entender las decisiones de integración de las empresas (con Francisco Brahm). *Revista Economía y Administración UC*. 2013.

Tienen las grandes empresas Chilenas un tamaño desproporcionado? Revista Economía y Administración UC. 2013.

The success of department stores in Chile: Regulation or good management? (with Juan Pablo Montero). Working Paper N 565. Central Bank of Chile. 2010.

Un Enfoque Multinivel a los Efectos Corporación, Industria y Empresa (with Cristián Ramirez). Revista Administración y Economía UC. 2010.

Determinantes de la Rentabilidad Empresarial y de su Persistencia: Revista Administración y Economía UC. N° 65, 2008.

Competencia en el Mercado de AFP. Revista Administración y Economía UC. N° 61, 2006.

Ideas para aumentar la competencia en el mercado de AFP (Pension Fund Administrators). Expansiva. En Foco. ISSN 0717-9987. 2006.

Clínicas Baratas y Remedios Caros ¿Cuasi monopolios de información? Department of Industrial and Systems Engineering. PUC. Working Paper N° 179. 2005.

Evaluación de la Autorización de Planes de Precio por Permanencia a las AFP. Document N° 10. Superintendency of AFPs. 2005

Análisis de la Sustitución entre la Telefonía Fija Local y la Telefonía Móvil en Chile y alguna Evidencia Internacional (with Fernando Coloma). Working Paper N°. 233. Institute of Economics. PUC. December 2003.

Regulación: Objetivos, Problemas y Opciones que se abren en el Mercado de la Telefonía Fija Local (with Fernando Coloma). Working Paper N° 232. Institute of Economics. PUC. December 2003.

Revisando la Teoría de la Firma. Abante: Studies in Business Management. Vol. 6, N° 2, Octubre, 2003.

Operaciones de concentración horizontal. Chapter in: “La Libre Competencia en el Chile del Bicentenario” (pp 285-323) (con Maria de la Luz Domper). Court for the Defense of Free Competition (Tribunal de Defensa de la Libre Competencia de Chile). 2011. ISBN 978-956-337-066-9

La ventaja competitiva de la empresa revisada. Abante: Studies in Business Management. Vol. 5. 2001.

Fusiones Horizontales y Regulación. Revista Administración y Economía UC. N° 42. Año 2000.

Fusiones entre bancos ¿Concentración excesiva? Revista Administración y Economía UC. Winter, 1999.

Diversificación Internacional de Portfolios: Una metodología de análisis y medición empírica para un inversionista chileno”. Cladea. 1995.

Reflexiones sobre la rentabilidad mínima exigida a las AFP. Revista Administración y Economía UC. Summer, 1995.

Evasión y déficit fiscal en el sistema previsional de capitalización individual: El caso Chileno. Published by Cepal. 1994 (with Osvaldo Macías).

### **External Research grants**

**Fondecyt (Chilean government):** Main Researcher. 2017-2020. Project name: Human Capital Strategies and Firm Performance.

**Fondecyt (Chilean government):** Main researcher: 2013-2016. Project name: The theory of the firm’s boundaries. Project number: #1141101.

**Fondecyt (Chilean government):** Main researcher: 2002-2005.

### **IV. Academic Presentations (examples)**

Florida Gulf Coast University (2019), University of Miami (2017), University of Puerto Rico (2017), Ecole Polytechnique Federale de Lausanne (EPFL) (2015), Insper, Sao Paulo, Brazil (2015), Katholieke Universiteit Leuven (2014), Harvard University (2011 and 2014), Babson College (2010), Strategic Management Society Conferences (Madrid, Santiago, St Gallen, Denver, Berlin) (2012-2018), Universidad Adolfo Ibañez (2011), Universidad del Desarrollo (2012), ESE, Universidad de los Andes (2016). Academy of Management (Atlanta 2017, Chicago, 2018).

### **V. Other academic activities**

2017: Member of the Advisory Board. Strategic Management Conference. Costa Rica.

2015: Co-Chair (with Sergio Lazzarini and Luiz Mesquita) and organizer of the Strategic Management Society Special Conference. Santiago. 2015.

2013-2018: Member of the Faculty evaluation committee. Economics and Management Faculty. PUC.



2016-2017: Member of the Economics and Management Study Group, FONDECYT.

## **VI. Speaker in different seminars (examples)**

Instructor in different seminars to business executives in topics such as Business Model Innovation, Mergers and Acquisitions, New Challenges in Strategic Management, and Corporate Strategy.

Instructor for programs organized by Harvard Business School Publishing.

International Deans' Program. Organized by the European Foundation of Management Development and the Business Schools Association.

Invited as the main speaker to the inauguration of the academic year in: Facultad de Ciencias Económicas y Administrativas, Pontificia Universidad Católica de Valparaíso, Facultad de Ciencias Empresariales, Universidad Austral de Chile.

## **VIII. Professional projects (examples)**

2013 - present: Member of the Auto-regulation and Ethics Committee. Bolsa de Comercio de Santiago.

2013 – present: Member of the Auto-regulation and Ethics Committee. Bolsa Electrónica de Chile.

2019: Expert Witness. Termination charges in mobile communications. VTR Mobile.

2019: Economic consultant to Abastible.

2018: Economic Report ITAU Bank: Analysis of interbank charges for electronic transfers.

2018: Economic Consultant to Zurich-Santander and Chilena Consolidada in their merger with EuroAmerica (Insurance and Investment funds).

2017: Economic consultant to Atlantia in proposed merger with Abertis.

2017: Expert witness in determination of access charges. Ministry of Transportation and Telecommunications and VTR Global Com.

2013-2018: Consultant of companies such as Empresas Copec, Abastible, Arauco, Soquimich in different projects (mainly related to Corporate Strategy and Industrial Organization/Antitrust).

2014-2015: Member of the Presidential Committee for the Reform of the Chilean Social Security system.

2014- 2015 Expert Witness in cases related to the determination of interconnection charges in the Telecommunication Industry. Cases: Entel and Vice-Minister of Telecommunications; Telefónica del Sur and Vice-Minister of Telecommunications.

Different dates: Consultant to the Central Bank of Chile. Advisor to different governmental agencies in countries such as: Dominican Republic, El Salvador, Nicaragua, Peru, Bolivia, Mexico, Argentina, Chile and Bolivia.

Different dates: Studies related to competition, strategy and antitrust in markets such as healthcare services, telecommunications, electricity, dairy products, pharmacies, pension funds and retail, among others. Several of these studies have been presented to the antitrust authorities whereas others have served to assess the regulatory and competitive position of companies.

Different dates: Economic expert in litigations in mining, energy, retail and other industrial and financial service companies.

Different dates: Member of the Commission that authorizes the investments of the pension funds in Chile.

Center for International Financial Analysis & Research. Visiting Fellow. Princeton. USA. Internship.

Superintendency of Pension Funds. Analyst. Financial Division.

## **IX: Member Ph.D. Committees**

- Maria Jose Murcia: University of British Columbia. Canada. 2015-2018.
- Angel Servin. Universidad Austral de Argentina. 2016-2018.

## **X. Other:**

**2010-2020:** Listed Who's who in the world (Marquis).

**2010-2020:** Listed in Who's Who Legal: Specialist in the field of competition economics.