



## JORGE TARZIJAN

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### I. EDUCATION

- Ph.D. in Managerial Economics and Strategy, Kellogg Graduate School of Management, Northwestern University. USA. 1998
- MBA, Université Catholique de Louvain, Belgium 1991
- Commercial Engineering, Major in Economics, Pontificia Universidad Católica de Chile. 1987

### II. ACADEMIC POSITIONS

- Full Professor, School of Business Administration, Pontificia Universidad Católica de Chile 2009 - Present
- Director of Graduate Studies, School of Business Administration, Pontificia Universidad Católica de Chile 2014 - Present
- Professor of Corporate Strategy. Graduate-level course, Harvard University, Summer school 2011-2014
- Professor of Strategic Management. Graduate-level course, Harvard University, Summer school 2010-2014
- Visiting Scholar, Harvard University 2009 - 2011
- Professor of the Independent Research MBA Course: Platform Competition: Managerial and Antitrust Issues, Babson College 2010
- Director of School of Business Administration, Pontificia Universidad Católica de Chile 2006 - 2009
- Associate Professor, School of Business Administration, Pontificia Universidad Católica de Chile 2003 - 2009
- Director of Research, School of Business Administration, Pontificia Universidad Católica de Chile 2003 - 2005
- Assistant Professor, School of Business Administration, Pontificia Universidad Católica de Chile 1999 – 2003



### III. AREA OF SPECIALIZATION AND MAIN COURSES

- Area: Strategy
- Main Courses: General Management, Innovation in Business Models and Strategy, Business Management and Strategy.

### IV. RESEARCH

#### ***Recent Publications***

- Brahm, F., Parmigiani, A., & Tarzijan, J. (2021). Can firms be both broad and deep? Exploring interdependencies between horizontal and vertical firm scope. *Journal of Management*, 47(5), 1219-1254.
- Murcia, M. J., Panwar, R., & Tarzijan, J. (2021). Socially responsible firms outsource less. *Business & Society*, 60(6), 1507-1545.
- Snihur, Y. & Tarzijan, J. (2018). Managing complexity in multi-business model organization. *Long Range Planning*, 51(1), 60-63. (WoS)
- Ramírez, C. & Tarzijan, J. (2018). Stakeholder value appropriation: the case of labor in the worldwide mining industry. *Strategic Management*, 39(5), 1496-1525. (WoS)
- Brahm, F., Tarzijan, J. & Singer, M. (2017). The impact of frictions in routine execution on economies of scope. *Strategic Management Journal*, 38(10), 2121-2142. (WoS)
- Brahm, F. & Tarzijan, J. (2016). Toward an integrated theory of the firm: The interplay between internal organization and vertical integration. *Strategic Management Journal*. (WoS)
- Brahm, F., Tarzijan, J. (2016). Relational contracts and collaboration in the supply chain: impact of expected future business volume on the make-or-buy decision. *Journal of Supply Chain Management*, 52(3), 48-67. (WoS)

#### ***Working Papers***

- The purpose of a company: Analyzing business and society relationship from a strategy perspective.
- The effect of foreign ownership on corporate environmental performance: An institutional perspective (with Cristián Ramirez and Rajat Panwar).
- Killing two birds with one stone: Companies can increase proportion of female employees by reducing overall wage-dispersion (with Cristián Ramírez and Rajat Panwar).
- The effect of within-firm vertical pay disparity in occupational safety (with Cristián Ramírez y Marcos Singer).
- Resource allocation: the response to exogenous shocks across firm ownership types (with Cristián Ramírez).
- Value-based outsourcing (with Joaquín Poblete).



### ***Books and Book Chapters***

- Fundamentos de Estrategia Empresarial (Fundamentals of Business Strategy) Editorials: Ediciones Universidad Católica de Chile (Chile) and Editorial Alfaomega (México). Fifth Edition: 2019.
- Organización Industrial para la Estrategia Empresarial (Industrial Organization for Business Strategy) (Jorge Tarziján and Ricardo Paredes). Prentice Hall (Pearson). Third edition: 2012. This book is widely used in Latin America as a required textbook in courses related to Industrial Organization; Managerial Economics; and The Economics of the Firm.
- Tarziján, J., Casadesus-Masanell, R. “When one Business Model Isn’t enough.” (2019) HBR’s 10 Must Reads on Business Model Innovation. Pp. 127-138. Harvard Business Review Press. Boston, Massachusetts.
- Tarziján, J., Casadesus-Masanell, R. & Ricart, J. (2015). A Corporate-Level View of Business Model Innovation. In N. Foss & T. Saebi (Ed.), Business Model Innovation: The Organizational Dimension (pp. 64-84). Oxford University Press.

### ***HBS Teaching Cases and Course Materials***

- Falabella: Options to growth in uncertain times. IVEY Case Collection. Ivey Business School. University of Western Ontario. 2021. Product Number: 9B20M205.
- Sky Airlines: Business Model Transformation and Future Challenges (with Matko Koljatic and Joan Enric Ricart). IESE Business School. 2019.
- Falabella. The Latinamerican Giant”. Abante. 2013.
- 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

## **V. SELECTED SCIENTIFIC PRESENTATIONS**

- International Association for Business and Society. 2020  
The effect of foreign ownership on corporate environmental performance: An institutional perspective (with Cristián Ramirez and Rajat Panwar).
- Academy of Management Conference, 2018, USA  
Paper Presented: Corporate Social Responsibility
- 37th Annual Conference Houston, SMS Strategic Management Society, 2017, USA  
Presented Paper: Emerging Complexity and Firm Scope: What is the bearing of CSR on Vertical



Integration? and Human Capital Strategies and Firm Performance (with Cristián Ramírez)

- 77th Annual Meeting of Academy of Management, 2017, USA

Presented Paper: Managing Complexity in a Multi-Business-Model Organization

## VI. ACADEMIC REFEREE

- Strategy Science, Journal of Business Research, Journal of Economics&Management Strategy, The B.E. Journal of Economic Analysis and Policy, Revista Latinoamericana de Administración, Abante: Studies in Business Management, Cuadernos de Economía, Strategic Management Conferences, International Journal of Project Management.

## VII. OTHER RELEVANT POSITIONS AND ACTIVITIES

- Member “Comité de Autorregulación”, Bolsa de comercio Santiago.
- Member “Comité de Autorregulación”, Bolsa Electrónica de Chile.
- Expert Witness in cases related to the determination of interconnection charges in the Telecommunication Industry. Economic expert in litigations in mining, energy, retail and other industrial and financial service companies.
- Advisor to different governmental agencies in countries such as: Dominican Republic, El Salvador, Nicaragua, Peru, Bolivia, Mexico, Argentina, Chile and Bolivia.
- Different 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.
- 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.