

V. BRIAN VIARD

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ACADEMIC POSITIONS

Assistant Professor of Strategy and Economics, Cheung Kong Graduate School of Business, July 2007 to present

Visiting Assistant Professor of Strategy and Economics, Yale School of Management, April to May 2009.

Assistant Professor of Strategic Management, Stanford Graduate School of Business, July 2000 to July 2007

Visiting Assistant Professor of Economics, Yale School of Management, July 2005 to July 2006.

Fletcher Jones Faculty Scholar, Stanford Graduate School of Business, September 2001 – June 2002

Management Consultant, Deloitte & Touche, 1992-1995

Systems Consultant, Andersen Consulting, 1987-1990

EDUCATION

Ph.D. Business Economics, University of Chicago Graduate School of Business, August 2000

M.B.A., Stanford Graduate School of Business, June 1992

B. S. Electrical Engineering, Yale University, May 1987, *cum laude*

RESEARCH INTERESTS

Industrial Organization, Applied Microeconomics, Economics of Competitive Strategy, Telecommunications, Information Goods, Pricing, Entry, Switching Costs, Loyalty Programs

FELLOWSHIPS AND AWARDS

Inaugural recipient of the MBA Best Teaching Award at Cheung Kong Graduate School of Business, 2009.

NET Institute Research Grant, Summer 2003

Fletcher Jones Faculty Scholar, 2001-2002

State Farm Companies Foundation Doctoral Dissertation Award, 1999-2000

Oscar Mayer Fellowship, 1999-2000

University of Chicago GSB Fellowship, 1995-1999

PUBLICATIONS

- “The Effect of Market Structure on Cellular Technology Adoption and Pricing” (with Katja Seim, The Wharton School, University of Pennsylvania) – *American Economic Journal: Microeconomics*, Vol. 3, No. 2, May 2011, 221-251.
- “Quantifying the Benefits of Entry into Local Phone Service,” (with Nicholas Economides, Stern School of Business, New York University and Katja Seim, The Wharton School, University of Pennsylvania) – *The RAND Journal of Economics*, Vol. 39, No. 3, 699 – 730, Autumn 2008.
- “Do Frequency Reward Programs Create Switching Costs?,” (with Wesley Hartmann, Stanford Graduate School of Business, Stanford University) – *Quantitative Marketing and Economics*, Vol. 6, No. 2, June 2008, 109 – 137 (lead article), June 2008.
- “Do Switching Costs Make Markets More or Less Competitive?: The Case of 800-Number Portability” – *The RAND Journal of Economics*, Vol. 38, No. 1, 146 – 163, Spring 2007.
- “Information Goods Upgrades: Theory and Evidence” – *The B.E. Journal of Theoretical Economics*, Vol. 7, Issue 1 (Contributions), Article 3, 2007.
- “Recent Advances in Structural Econometric Modeling: Dynamics, Product Positioning and Entry,” (with Jean-Pierre Dube, K. Sudhir, Andrew Chiang, Greg Crawford, Michaela Draganska, Jeremy Fox, Wesley Hartmann, Gunter Hitsch, Miguel Villas-Boas, and Naufel Vilcassim) – invited in *Marketing Letters*, Vol. 16, Issue 3 – 4, December 2005, 209 – 224.
- “Pricing of Complements and Network Effects” (with Nicholas Economides, Stern School of Business, New York University) in *Regulation and the Economic Performance of Communication and Information Networks*, edited by Gary Madden, Edward Elgar, 2011 – forthcoming.

UNPUBLISHED PAPERS

- “The Effect of Content on Global Internet Adoption,” (with Nicholas Economides, Stern School of Business, New York University) – submitted.
- “The Effect of Beijing’s Driving Restrictions on Pollution and Economic Activity,” (with Shihe Fu, Southwestern University of Finance and Economics) – working paper.

WORK IN PROGRESS

- “Competition and Broadband Internet Adoption” (with Nicholas Economides, Stern School of Business, New York University and Katja Seim, The Wharton School, University of Pennsylvania)
- “Quantity-Based Price Discrimination using Frequency Reward Programs,” (with Wesley Hartmann, Stanford Graduate School of Business, Stanford University and Xing Li, Guanghua School of Management, Beijing University)
- “Bargaining for Access Rates in International Long Distance.”

TEACHING EXPERIENCE

MBA Strategy Courses:

- “Competitive Strategy” (CKGSB MBA): June 2009, May 2010, and March-May 2011.
- “Applied Game Theory” (CKGSB MBA): April 2010.
- “E-Commerce Strategy” (Yale): April/May 2009.
- “Business Strategy” (CKGSB MBA): January 2008.
- “Strategy in Information Goods Markets” (Stanford): Spring 2004 (newly-designed course), Spring 2005, Spring 2007.
- “Competitive Strategy” (Yale): Fall 2005.
- “Strategy and Organization in the Global Economy” (Stanford): Spring 2001, Spring 2002, Winter 2003, core course coordinator in Winter 2003.

MBA Economics Courses:

- “Managerial Economics” (CKGSB MBA): November 2007, November/December 2008, November/December 2009, and November/December 2010.
- “Management Economics” (CKGSB Finance MBA): November 2009, November 2010, and June/July 2011.

Ph.D. Economics Courses:

- “Economics of Strategy and Organizations” (Stanford): Spring 2003, Winter 2004, Winter 2005, Winter 2007.

PROFESSIONAL ACTIVITIES

- Referee for *American Economic Review*, *Journal of Political Economy*, *RAND Journal of Economics*, *National Science Foundation*, *American Economic Journal*, *Management Science*, *Economic Journal*, *Journal of Industrial Economics*, *Journal of Economics & Management Strategy*, *International Journal of Industrial Organization*, *Marketing Science*, *Journal of Business*, *Southern Economic Journal*, *The B.E. Journals in Economic Analysis & Policy*, *NET Institute*, *Review of Network Economics*, *Naval Research Logistics*, *Information, Economics and Policy*, *Journal of Industry, Competition and Trade*, *American Law and Economics Review*, and *Social Sciences and Humanities Research Council of Canada*.
- Organized the Stanford 2002 Conference on Strategic Management, Stanford, California.
- Co-organized the Applied Microeconomics Seminar, Stanford Graduate School of Business, Fall 2000, Spring 2001, Fall 2001, Spring 2002, Fall 2002, Spring 2003, Winter 2004.

PUBLISHED CASE STUDIES

- “Blizzard Feels the Heat in China: Choosing a Local Partner for *World of Warcraft* (B)” (supervised Richard Bethune). Cheung Kong GSB Case #2011-09-1-195-2e. Available through CKGSB Case Center ([click here](#)).

- “Blizzard Feels the Heat in China: Choosing a Local Partner for *World of Warcraft* (A)” (supervised Richard Bethune). Cheung Kong GSB Case #2010-09-1-190-2e. Available through CKGSB Case Center ([click here](#)).
- “Baidu: Searching for Truth? (C)” (supervised Arthur Chengchun Qi). Cheung Kong GSB Case #2010-09-1-189-2e. Available through CKGSB Case Center ([click here](#)).
- “Baidu: Searching for Truth? (B)” (supervised Arthur Chengchun Qi). Cheung Kong GSB Case #2010-09-1-179-2e. Available through CKGSB Case Center ([click here](#)).
- “Baidu: Searching for Truth?” (supervised Arthur Chengchun Qi). Cheung Kong GSB Case #2010-09-1-177-2e. Available through CKGSB Case Center ([click here](#)).
- “Gushan and the Biodiesel Market (A): Is the Engine Running out of Gas?” (supervised Yunfei Feng). Cheung Kong GSB Case #2010-09-1-173-1e. Available through CKGSB Case Center ([click here](#)).
- “Gushan and the Biodiesel Market (B): A Major Roadblock” (supervised Yunfei Feng). Cheung Kong GSB Case #2010-09-1-174-1e. Available through CKGSB Case Center ([click here](#)).
- “Third-Party Payment Systems in China” (with Arar Han). Cheung Kong GSB Case #2010-09-1-163-1e. Available through CKGSB Case Center ([click here](#)).
- “The Instant Messaging Battle: New Enemies and Widening Conflict.” Cheung Kong GSB Case #2010-09-1-162-1e. Available through CKGSB Case Center ([click here](#)).
- “Blizzard v. bnetd.org: Managing Intellectual Property” (supervised Pamela Yatsko). Stanford GSB Cases #SM-154 (A) and (B), 2007. Available through Harvard Business School Publishing ([click here](#)).
- “ezboard: Making Customers Pay” (supervised Pamela Yatsko). Stanford GSB Case #SM-142, 2005. Available through Harvard Business School Publishing ([click here](#)).
- “The Long Battle for an Instant Messaging Standard” (supervised Steven Fan). Stanford GSB Case #SM-138, 2005. Available through Harvard Business School Publishing ([click here](#)).
- “Netflix: Opening or Closing Credits in Online Movie Distribution?” (supervised Jessica Phillips Patrick). Stanford GSB Case #SM-131, 2004. Available through Stanford GSB ([click here](#)).
- “Tata Consultancy Services: Globalization of Software Services” (with Sanjeev Dheer and John Roberts). Stanford GSB case #S-SM-18, 1993. Available through Harvard Business School Publishing ([click here](#)).
- “EDS: Information Technology Outsourcing” (with Sanjeev Dheer and Garth Saloner). Stanford GSB case #S-SM-3, 1992. Reprinted in *Strategic Management of Technology and Innovation*, Robert A. Burgelman, Modesto A. Maidique and Steven C. Wheelwright, Irwin, 2nd edition, 1996.

OTHER PUBLICATIONS

- “A Physically-Based Navigation Strategy for Sonar-Guided Vehicles” (with Roman Kuc). *The International Journal of Robotics Research*, 10, 1991.

POLICY CONSULTING

- Worked on filing for Federal Communications Commission, Notice of Proposed Rulemaking, “In the Matter of Preserving the Open Internet,” GN Docket No. 09-1914.

CONFERENCE PRESENTATIONS

- Presented “‘Trading-Up’ and ‘Trading-In’ Durable Goods: Version and Competitive Upgrades in the Software Industry” at the 1999 Midwest Economics Association meetings, Nashville, Tennessee.
- Presented “Do Switching Costs Make Markets More or Less Competitive?: The Case of 800-Number Portability” at the 2000 Western Economics Association meetings, Vancouver, Canada.
- Discussant for “Search Costs, Prices and Price Dispersion in Monopolistically Competitive Markets: Some Empirical Evidence,” (by Beck A. Taylor, John M. Barron and John R. Umbeck) at the 2000 Western Economics Association meetings, Vancouver, Canada.
- “Do Switching Costs Make Markets More or Less Competitive?: The Case of 800-Number Portability” discussed at the 2001 NBER Winter Industrial Organization meetings, Stanford, California.
- Presented “Do Switching Costs Make Markets More or Less Competitive?: The Case of 800-Number Portability” at the 2001 Telecommunications Policy Research Conference, Alexandria, Virginia.
- Presented “Do Switching Costs Make Markets More or Less Competitive?: The Case of 800-Number Portability” at the Stanford 2002 Conference on Strategic Management, Stanford, California.
- Presented “The Effect of Entry and Market Structure on Cellular Pricing Tactics” at the 2003 International Industrial Organization Conference, Boston, Massachusetts.
- Discussed “Welfare Effects of Third Degree Price Discrimination: Evidence from the Introduction of DVDs,” (by Julie Holland Mortimer) at the 2003 International Industrial Organization Conference, Boston, Massachusetts.
- Presented “Bargaining for Access Rates in International Long Distance” at the 2003 Telecommunications Policy Research Conference, Alexandria, Virginia.
- Presented “The Effect of Entry and Market Structure on Cellular Pricing Tactics” at the 2003 Quantitative Marketing and Economics Conference, Chicago, Illinois.
- Presented “Quantifying the Benefits of Entry into Local Phone Service” at the 2003 NET Institute Conference, New York, New York.
- Presented “Quantifying the Benefits of Entry into Local Phone Service” at the 2004 North American Winter Meeting of the Econometric Society, San Diego, California.
- Discussed “Does the New York Times Spread Apathy and Ignorance?” (by Lisa George and Joel Waldfogel) at the 2004 Workshop on the Media and Economic Performance, Palo Alto, California.
- Presented “Quantifying the Benefits of Entry into Local Phone Service” at the 2004 International Industrial Organization Conference, Chicago, Illinois.

- Discussed “Product Variety and Competition in the Retail Market for Eyeglasses” (by Randall Watson) at the 2004 International Industrial Organization Conference, Chicago, Illinois.
- Presented “Quantifying the Benefits of Entry into Local Phone Service” at the 2004 Triennial Choice Conference, Boulder, Colorado.
- Presented “Quantifying the Benefits of Entry into Local Phone Service” at the UBC 2004 Summer Conference on Industrial Organization, Vancouver, British Columbia.
- Presented “Quantifying the Benefits of Entry into Local Phone Service” at the 2004 Summer Institute in Competitive Strategy, Berkeley, California.
- Presented “Quantifying the Benefits of Entry into Local Phone Service” at the CEPR Conference on The Economics of Electronic Communication Markets, Toulouse, France.
- Discussed “An Empirical Analysis of Cellular Voice and Data Services” (by Rahul Telang) at the 2005 NET Institute Conference, New York, New York.
- Presented “Quantity-Based Price Discrimination Using Frequency Reward Programs,” at the 2005 International Industrial Organization Conference, Atlanta, Georgia.
- Discussed “Scale vs. Scope: Complementarities and Technology Adoption in the Automobile Industry,” (by Johannes Van Biesebroeck) at the 2005 International Industrial Organization Conference, Atlanta, Georgia.
- Presented “Quantity Based Price Discrimination Using Frequency Reward Programs” at the 2005 Summer Institute in Competitive Strategy, Berkeley, California.
- Discussed “Do Entry Conditions Vary Over Time? Entry and Competition in the Broadband Market: 1999-2003,” (by Mo Xiao and Peter F. Orazem) at the 2006 Annual Meeting of the American Economics Association, Boston, Massachusetts.
- Presented “Quantifying the Benefits of Entry into Local Phone Service” at the 2006 Utah Winter Business Economics Conference, Salt Lake City, Utah.
- Presented “Quantifying the Benefits of Entry into Local Phone Service” at the 2006 International Industrial Organization Conference, Boston, Massachusetts.
- Presented “Quantity Based Price Discrimination Using Frequency Reward Programs” at the 2006 International Industrial Organization Conference, Boston, Massachusetts.
- Discussed “Forward Markets, Market Power, and Capacity Investment” (by Nodir Adilov) at the 2006 International Industrial Organization Conference, Boston, Massachusetts.
- Discussed “Competing Technologies in the Database Management Systems Market,” (by Tobias Kretschmer) at the 2006 NET Institute Conference, New York, New York.
- “Do Frequency Reward Programs Create Switching Costs?” discussed at the 2006 NBER Summer Institute Industrial Organization meetings, Boston, Massachusetts.
- Presented “Determinants of the ‘Digital Divides’ in Internet Access” at the 2007 International Industrial Organization Conference, Savannah, Georgia.
- Discussed “Network Effects, Compatibility Choice, and Industry Dynamics” (by Jiawei Chen, Ulrich Doraszelski, and Joseph Harrington) at the 2007 International Industrial Organization Conference, Savannah, Georgia.
- Presented “Competition and Broadband Internet Adoption” at the 2008 Summer Workshop in Industrial Organization and Management Strategy, Singapore.

- Presented “The Effect of Content on Global Internet Adoption” at the 2009 The Economics of the Software and Internet Industries, Toulouse, France.
- Presented “The Effect of Content on Global Internet Adoption” at the 2009 International Industrial Organization Conference, Boston, Massachusetts.
- Discussed “Is Multimedia Convergence to be Welcomed” (by John Thanassoulis) at the 2009 International Industrial Organization Conference, Boston, Massachusetts.
- Presented “The Effect of Beijing’s Driving Restrictions on Pollution and Economic Activity” at the 2010 Five Star Forum, Beijing, China.
- Presented “The Effect of Content on Global Internet Adoption and the Global ‘Digital Divide’” at the Second Annual Internet Search and Innovation, Chicago, Illinois.
- Presented “The Effect of Beijing’s Driving Restrictions on Pollution and Economic Activity” at the 2011 Zhejiang University Industrial Economics Conference, Hangzhou, China.
- Discussed “Road Investment and Inventory Reduction: Firm Level Evidence from China” (by Han Li and Zhigang Li) at the 2011 Public Finance Issues in China Conference, Beijing, China.

SEMINARS

- “‘Trading-Up’ and ‘Trading-In’ Durable Goods: Version and Competitive Upgrades in the Software Industry:”
 - Yale School of Management, Yale University, January 2000
 - Johnson Graduate School of Management, Cornell University, January 2000
 - The John F. Kennedy School of Government, Harvard University, January 2000
 - Haas School of Business, University of California Berkeley, February 2000
 - Stanford Graduate School of Business, Stanford University, February 2000
 - Olin School of Business, Washington University in St. Louis, February 2000
 - Sauder School of Business, The University of British Columbia, February 2000
 - Kellogg School of Management, Northwestern University, February 2000
 - Columbia Business School, Columbia University, February 2000
- “Do Switching Costs Make Markets More or Less Competitive?: The Case of 800-Number Portability:”
 - Haas School of Business Marketing Seminar, University of California Berkeley, November 2002
 - Stanford Graduate School of Business Marketing Seminar, Stanford University, May 2002
 - University of California at Davis Applied Microeconomics Seminar, May 2001
- “The Effect of Entry and Market Structure on Cellular Pricing Tactics:”
 - Harvard Business School Strategy Seminar, Harvard University, October 2003
- “Quantifying the Benefits of Entry into Local Phone Service:”
 - Stern School of Business, New York University, December 2003
 - Harvard University/MIT Industrial Organization Seminar, February 2004

- Stanford Graduate School of Business OIT Seminar, February 2004
- University of California at Davis Applied Microeconomics Seminar, May 2004
- Global Business Institute Seminars, Stern School of Business, New York University, November 2005.
- Department of Strategic Management Seminar, Guanghua School of Management, Peking University, November 2006.
- Department of Economics Seminar, Tsinghua School of Economics and Management, Tsinghua University, November 2006.
- “Quantity-Based Price Discrimination Using Frequency Reward Programs.”
 - 2005 Joint Marketing Seminar, Santa Clara, California, May 2005.
 - Yale University Applied Microeconomics Seminar, October 2005.
 - Marketing Workshop, Rotman School of Management, February, 2006.
 - Marketing Workshop, University of Chicago Graduate School of Business, April, 2006.
- “Do Frequency Reward Programs Create Switching Costs”
 - Department of Economics Seminar, Eller College of Management, University of Arizona, Tucson, Arizona, November 2006.
- “The Effect of Content on Global Internet Adoption”
 - Department of Applied Economics Seminar, Guanghua School of Management, Peking University, April 2009.
 - Yale University Applied Microeconomics Seminar, April 2009.
 - Economic Theory and Policy Seminar, China Center for Economic Research, May 2009.
 - Research Institute of Economics and Management, Southwestern University of Finance and Economics, December 2009.
 - Center for Research of Private Economy, Zhejiang University, June 2010.
 - ITO Seminar, Rady School of Management, University of California, San Diego, January 2011.
- “The Effect of Beijing’s Driving Restrictions on Pollution and Economic Activity”
 - Research Institute of Economics and Management, Southwestern University of Finance and Economics, October 2010.
 - Economics Seminar, University of International Business and Economics, December 2010.
 - Department of Applied Economics Seminar, Guanghua School of Management, Peking University, December 2010.
 - The Wang Yanan Institute for Studies in Economics, Xiamen University, April 2011.
 - Microeconomics Seminar, Shanghai University of Finance & Economics, April 2011.