

JOOST RIETVELD

University College London
UCL School of Management, Strategy & Entrepreneurship
Level 38, SW5
One Canada Square, Canary Wharf
London E14 5AA, UK

+44 (0) 20 3108 6092 | j.rietveld@ucl.ac.uk

[Strategy Guide](#) | [Platform Papers](#) | [Substack](#) | [Scholar](#) | [SSRN](#) | [LinkedIn](#) | [Twitter](#)

ACADEMIC APPOINTMENTS

UCL School of Management, University College London

Associate Professor of Strategic Management	2022-present
Assistant Professor of Strategic Management	2018-2022

Rotterdam School of Management, Erasmus University

Assistant Professor of Strategic Management	2015-2018
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EDUCATION

2015 City, University of London, Bayes Business School (formerly Cass)

Doctor of Philosophy (PhD), Management

Dissertation: *Value Creation from Complements in Platform Markets: Studies on the Video Game Industry* Committee: Stefan Haefliger, Melissa Schilling, JP Eggers

- Best Dissertation Award Finalist, TIMES Division, INFORMS (2016)
- Best Dissertation Award Finalist, TIM Division, AoM (2016)

2015 New York University, Stern School of Business

Visiting Doctoral Student, department of Management

Courses audited: *Creativity & Innovation* (spring 2013; JP Eggers); *Econometrics* (fall 2013; William Greene); *Econometrics II* (spring 2014; William Greene); *Strategic Management* (spring 2015; Melissa Schilling); *Digital Economics* (spring 2015; Arun Sundararajan). Sponsor: Melissa Schilling

2010 University of Groningen, Faculty of Economics and Business

Master of Science (MSc), Strategy and Innovation (*cum laude*)

2008 University of Groningen, Faculty of Economics and Business

Bachelor of Science (BSc), Business Administration

PEER REVIEWED PUBLICATIONS

Benischke M, **Rietveld J**, Slangen A (2023) Within-Firm Variation in the Liability of Foreignness: A Demand-Based Perspective. *Journal of Management*, 49(5): 1738-1765.

Rietveld J, Ploog, JN (2022) On Top of the Game? The Double-Edged Sword of Incorporating Social Features into Freemium Products, *Strategic Management Journal*, 43(6):1182-1207. ([Video abstract](#))

- Media coverage: [Dutch Financial Times \(Financieel Dagblad\)](#), [SMS blog](#)

- Rietveld J**, Seamans R, Meggiorin K (2021) Market Orchestrators: The Effects of Certification on Platforms and Their Complementors. *Strategy Science*, 6(3): 244-264.
- Media coverage: [Talking About Platforms \(podcast\)](#)
- Rietveld J**, Schilling MA (2021) Platform Competition: A Systematic and Interdisciplinary Review of the Literature. *Journal of Management*, 47(6): 1528–1563.
- Companion websites: platformpapers.com/ | platformpapers.substack.com
- Rietveld J**, Ploog J, Nieborg D (2020) Coevolution of Platform Dominance and Governance Strategies: Effects on Complementor Performance Outcomes. *Academy of Management Discoveries*, 6(3): 488-513. ([Animated abstract](#), [Interactive data visualizations](#))
- Best Paper Finalist, *SMS Special Conference Oslo* (2018)
 - Media coverage: [Mobile Marketing](#), [Business Computing](#), [Business of Apps](#), [UK Tech News](#), [Medium](#), [Acquisition International](#), [TechCrunch](#), [Competition and Markets Authority \(CMA\) - Digital Markets Taskforce](#), [Concurrences Antitrust](#), [National Technology News \(NTN\)](#), Department of Play ([1](#)), ([2](#)), [Cory Doctorow](#).
- Bellavitis C, **Rietveld J**, Filatotchev I (2020) The Effects of Repeated Co-Investments on the Performance of VC Syndicates: A Relational Agency Perspective. *Strategic Entrepreneurship Journal*, 14(2): 240-264.
- Media coverage: The European, [BizEd](#), [SMS blog](#)
- Rietveld J**, Schilling MA, Bellavitis C (2019) Platform Strategy: Managing Ecosystem Value Through Selective Promotion of Complements. *Organization Science*, 30(6): 1232-1251.
- An abbreviated version is published in [Management Insights](#)
 - Media coverage: [Vox Recode](#)
- Rietveld J**, Eggers JP (2018) Demand Heterogeneity in Platform Markets: Implications for Complementors. *Organization Science*, 29(2): 304-322.
- Nominated by INFORMS for the *Gomory Industry Studies Award* (2019)
- Rietveld J** (2018) Creating and Capturing Value from Freemium Business Models: A Demand-Side Perspective. *Strategic Entrepreneurship Journal*, 12(2): 171-193.
- Lead article
 - Among the Top 20 most downloaded papers published in 2018 (2019)
 - *Academy of Management (AoM) Best Paper Proceedings* (2016)
 - Media coverage: [RSM Discovery](#), [BNR Radio](#), [Gamekings](#)
- Broekhuizen TLJ, Lampel J, **Rietveld J** (2013) New Horizons or a Strategic Mirage? Artist-led-distribution Versus Alliance Strategy in the Video Game Industry. *Research Policy*, 42(4): 954-964.

WORK-IN-PROGRESS

- Ploog J, **Rietveld J**. Network Effects by Choice: Evidence from the Board Games Industry. First revision submitted, *Academy of Management Journal*.
- Khanagha S, Snihur Y, Ansari S, **Rietveld J**. Navigating Nascent Platform Legitimacy: A Framework for the Dynamic Deployment of Framing Strategies. First revision submitted, *Academy of Management Review*.

Haans R, **Rietveld J.** Is Comparison the Thief of Joy? Antecedents and Consequences of Getting Compared by Information Intermediaries. Reject and resubmit, *Strategic Management Journal*.

- Winner of the SMS CSIG Best Proposal Award for Creativity in Research

Forti E, Piazza A, **Rietveld J.** A Community-Embedded Theory of Organizational Responsiveness to Social Issues: CrossFit in the Crosshair. First revision invited, *Administrative Science Quarterly*.

Rietveld J. Digital Dominance: How Market Leaders Use Digital Technologies for Sustained Competitive Advantage. Working paper.

Schilling MA, **Rietveld J.** To the Beat of the Same Drum: Causal Factors in Strategic Synchronization. Working paper.

Ishihara M, **Rietveld J.** The Effect of Mergers on Product Quality, Innovativeness, and Performance: Evidence from the UK Video Game Industry. Working paper.

BOOK CHAPTERS, CONFERENCE PROCEEDINGS, AND OTHER PUBLICATIONS

Rietveld J (2023) Microsoft and Activision: the big questions that will decide whether the US\$68 billion deal goes ahead. *The Conversation*.

Rietveld J (2016) Creating Value through the Freemium Business Model: A Consumer Perspective. *Academy of Management Best Paper Proceedings*.

Rietveld J (2014) Nintendo: Fighting the Video Game Console Wars, in Mintzberg H *et al.* *The Strategy Process*, Fifth Edition, Pearson Education (under supervision of J. Lampel).

Rietveld J (2011) Profiting from Digitally Distributed Cultural Products: The Case of Content Producers in the Video Games Industry. In: *The Nature of the New Firm* (eds. KJ McCarthy, M Fiolet, W Dolfsma). Edward Elgar, 100-120.

GRANTS

2017 ERIM funding for Research Assistance (€5,000)

2017 ERIM funding for Outward Research Visit (€2,300)

2016 ERIM funding for Outward Research Visit (€4,000)

2015 NYU Adjunct Faculty Professional Development Fund (\$1,000)

INVITED TALKS

2023 Syracuse University, Whitman School of Management (scheduled)

University of Zurich, department of Business Administration (scheduled)

UK Digital Markets Competition Regulation Forum 2023, London

Ecosystems and their Role in Competition Law, British Institute of International and Comparative Law (BIICL), London

Cloud gaming as a new frontier: Competition and Regulatory challenges, London Stockholm School of Economics, House of Innovation

Keynote on digital platforms at DIEM and VU Knowledge Hub for Ecosystems

2022 Weizenbaum Institute, TU Berlin (PLAMADISO series)

USC Marshall webinar on Video Games and Competition Program

Rotterdam School of Management, Business Information Management

- University of Groningen, Innovation Management & Strategy
- 2021 HEC Lausanne, department of Strategy, Globalization and Society
IE Business School, Facebook event on Ecosystem Governance
IESEG School of Management, Management and Society department
- 2020 London Business School, Strategy and Entrepreneurship group
USC Marshall, department of Data Sciences and Operations
Oxford University, Platform Economy Interest Group
Technical University of Munich, TUM School of Management
Ludwig Maximilian University (LMU) of Munich, ORG Seminar
ESMT Berlin
New Zealand Commerce Commission (ComCom)
Facebook, Gaming Division
- 2019 Goldsmiths University, Institute of Management Studies
Vrije Universiteit (VU) Amsterdam, KIN Center for Digital Innovation
London50 Conference (London Business School)
NYU Stern Digital Innovation Conference on Platform Strategy
New Technologies and Business Regulation Conference (University of Florida)
- 2017 Harvard Business School, Strategy Unit
University College London, Strategy and Entrepreneurship
INSEAD, Strategy area
IESE Business School, Strategy department
Imperial College London, Entrepreneurship and Innovation
Imperial Innovation & Entrepreneurship Conversation
Guerrilla Games (Sony Computer Entertainment)
- 2016 University of Liverpool Management School, Strategy department
Vrije Universiteit (VU) Amsterdam, KIN Center for Digital Innovation
- 2015 Ludwig Maximilian University (LMU) of Munich, ISTO
Catholic University of Louvain, Economics and Business
- 2014 USC Marshall, department of Management and Organization
LUISS Business School
HEC Montreal, department of International Business
HEC Paris, Strategy & Business Policy
Rotterdam School of Management, Strategic Management & Entrepreneurship

SELECTED CONFERENCE PRESENTATIONS

- 2023 Rolling the Dice: Resolving Demand Uncertainty in Markets with Heterogeneous Network Effects, *AoM 83rd Annual Meeting* (Boston, MA)
Rolling the Dice: Resolving Demand Uncertainty in Markets with Heterogeneous Network Effects, *Sumantra Ghoshal Conference* (London, UK)
Rolling the Dice: Resolving Demand Uncertainty in Markets with Heterogeneous Network Effects, *Imperial Conversations Conference* (London, UK)
Is Comparison the Thief of Joy? Antecedents and Consequences of Getting Compared by Information Intermediaries, *3rd Competitive Dynamics Conference* (London, UK)

- 2022 Panelist, Ecosystem Strategy: Value Creation Outside The Boundaries Of The Firm, *42nd Annual SMS Conference* (London, UK)
 Too Close to the Sun? Antecedents and Implications of Being Compared to Exemplars. *42nd Annual SMS Conference* (London, UK)
 Platform evolution and governance strategy, PDW presentation. *AoM 82nd Annual Meeting* (Seattle, WA)
 Too Close to the Sun? Antecedents and Implications of Being Compared to Exemplars. *5th Annual Strategy Science Conference* (New York, NY)
 Too Close to the Sun? Antecedents and Implications of Being Compared to Exemplars. *Creative Industries Conference (CIC)* (Amsterdam, NL)
- 2021 Paper discussant, *Platform Strategy Research Symposium*,
 Market Orchestrators: The Effects of Certification on Platforms and Their Complementors. Symposium: Platforms, Platform Characteristics, and Complementor Performance and Strategy, *8st Annual AoM Meeting* (Virtual).
 Digital Dominance: How Market Leaders Use Digital Technologies for Sustained Competitive Advantage. Panel: A Demand Side Perspective in Cooperative Strategy: Exploring Research Opportunities, *4st Annual SMS Conference* (Virtual).
- 2019 Freemium Killer Apps. *39th Annual SMS Conference* (Minneapolis, MN)
 Platform Ecosystem Evolution: Implications for Complementors. *79th Annual AoM Meeting* (Boston, MA)
 Market Orchestrators: The Effects of Platform Certification on Complementor Behavior and Performance. *23rd Annual Conference of the Society for Institutional & Organizational Economics* (Stockholm, SE)
- 2018 Platform Ecosystem Evolution: Towards an Integrative Framework and Implications for Complementors. *Digital Transformation and Strategy Forum* (London, UK)
 Market Orchestrators: The effect of platform certification on complementor performance and behavior in the context of Kiva (2010-2013). *Platform Strategy Research Symposium* (Boston, MA)
 Market Orchestrators: The effect of platform certification on complementor performance and behavior in the context of Kiva (2010-2013). *SMS Special Conference Oslo* (Oslo, NOR)
 Platform Ecosystem Evolution: Towards an Integrative Framework and Implications for Complementors. *SMS Special Conference Oslo* (Oslo, NOR)
- 2017 The Effect of Mergers on Product Quality, Innovativeness, and Performance. *77th Annual AoM Meeting* (Atlanta, GA)
 Demand Heterogeneity in Platform Markets: Implications for Complementors. *DRUID Annual Meeting* (New York, NY)
 Creating and Capturing Value in Platform Ecosystems through Selective Promotion of Complements. *Sumantra Ghoshal Conference* (London, UK)
- 2016 Demand Heterogeneity and the Adoption of Platform Complements. *INFORMS Annual Meeting: Emerging Scholars in Technology Management* (Nashville, TN)
 Creating Value through the Freemium Business Model: A Demand Perspective. *36th Annual SMS Conference* (Berlin, DE)

- Creating Value through the Freemium Business Model: A Demand Perspective. *The 10th Ratio Colloquium for Young Social Scientists* (Stockholm, SE)
- Reload and Relaunch: Strategic Governance of Platform Ecosystems. *Platform Strategy Research Symposium* (Boston, MA).
- Reload and Relaunch: Strategic Governance of Platform Ecosystems. *76th Annual AoM Meeting* (Anaheim, CA).
- Creating Value through the Freemium Business Model: A Consumer Perspective. *76th Annual AoM Meeting* (Anaheim, CA)
- Creating Value through the Freemium Business Model: A Consumer Perspective. *Digital Innovation Workshop* (Amsterdam, NL)
- 2014 Complements Adoption in Two-Sided Markets: Evidence from the UK Market for Console Video Games. *Platform Strategy Research Symposium 2014* (Boston, MA)
- 2013 The Second Time Around: Products Re-release and Resource Complementarity in the Market for Video Games. *23rd Annual AoM Meeting* (Orlando, FL)
- 2012 The Second Time Around: Product Re-releases and Resource Complementarity in the Market for Video Games. *32nd Annual SMS Conference* (Prague, CZ)
- New Horizons or a Strategic Mirage? Artist-led-distribution versus Alliance Strategy in the Video Game Industry. *32nd Annual SMS Conference* (Prague, CZ)

TEACHING

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- Business Strategy*, core course in the Master (MSc) in Management program, UCL School of Management, University College London. Evaluation 2021: 4.45/5
- Nominated for the Inspiring Teaching Delivery award, Students' Union (2023)
- Industrial Organization ('Marktcontext')*, core undergraduate course, Rotterdam School of Management, Erasmus (Rotterdam, NL). Evaluation 2017: 8.4/10
- Professor of the Year, *Student Representative Council* (2016)
- Competitive Strategies Within and Between Platform Markets*, MSc. elective offered in Strategic Management, Strategic Entrepreneurship, and Business Information Management programs, Rotterdam School of Management, Erasmus (Rotterdam, NL). Evaluation 2018: 4.7/5
- Video Games: Culture and Industry*, Undergraduate level, New York University, Dept. of Media Culture and Communication (New York, NY). Evaluation 2015: 4.7/5.
- Industry Analysis*, One-year conservatory Game Design, New York Film Academy (New York, NY). Evaluation 2014: 4.9/5
- Strategic Management*, BSc. Erasmus students, Catholic University of Leuven, VIVES (Kortrijk, BE). Evaluation 2013: 4.6/5

PROFESSIONAL SERVICE

UCL School of Management, Hiring Committee, Chair (2020-2022)

Editorial review board:

Strategy Science (2022-)

Journal of Management (2021-2023)

Strategic Entrepreneurship Journal (2021-2024)

Strategic Management Journal (2020-2023) - Best Reviewer, 2019-2020

Member of the TIM division Research Committee (2022-2024)

Reviewer for Best Student paper, TIM division, AoM 82nd Annual Meeting (2022)

Reviewer for PhD Paper Prize competition at the SMS 41st Annual Conference (2021)

Reviewer for Best Paper Prize competition at the SMS 41st Annual Conference (2021)

Reviewer for INFORMS/Organization Science Dissertation Proposal Competition (2021)

Reviewer for TIM division Best Paper Prize at the AoM 77th Annual Meeting (2017).

Ad-hoc reviewer: *Academy of Management Discoveries* (2019-2020), *Academy of Management Journal* (2019-2020, 2022), *Academy of Management Perspectives* (2022), *Academy of Management Review* (2017, 2021, 2023), *Administrative Science Quarterly* (2018, 2022), *Information Systems Research* (2016, 2017, 2019), *Journal of Management* (2016, 2018-2023), *Journal of Marketing* (2019), *Management Science* (2018-2023), *Organization Science* (2018-2021, 2023), *Research Policy* (2019-2021), *Strategic Entrepreneurship Journal* (2017-2021, 2023), *Strategic Management Journal* (2017-2023), *Strategy Science* (2020-2023), and other journals.

- 2023 Co-organizer and founder of the inaugural summit of the *European Digital Platforms Research Network* (EU-DPRN; Milan, It). Two-day conference and community. Symposium organizer, Platform Strategy in a Global Context. *AoM 83rd Annual Meeting* (Boston, MA). Co-organized with Liang Chen (SMU). Faculty mentor at the STR Dissertation Consortium. *AoM 83rd Annual Meeting* (virtual and Boston, MA)
- 2022 Symposium session chair and organizer, Thinking Strategically about Network Effects, *AoM 82nd Annual Meeting* (Seattle, WA). Co-organized with J. Ploog. Faculty presenter at the SMS London Doctoral Workshop on managing and developing your research agenda. *42nd Annual SMS Conference* (London, UK) Track chair, TIM division, *82nd Annual Meeting of the Academy of Management*
- 2020 Track chair Digital Transformation for *SMS Special Conference* (Hangzhou, China). With W. Wen (co-chair) (cancelled due to the Coronavirus pandemic)
- 2019 Two-day public policy workshop on *Competition and Digital Platforms*. One day with policy makers and one day with academics. Jointly organized with Daniel Sokol (University of Florida) and Renato Nazzini (King's College) (London, UK) Workshop mentor and panelist. *University College London - LUISS Paper Development Workshop for Doctoral Students* (Rome, IT)
- 2018 Extension co-organizer on Navigating the Platform Business Model. *SMS 38th Annual Conference* (Amsterdam, NL). With S. Khanagha, K. Pandza, H. Volberda Organizer for the *7th Technology and Innovation Community (TIC) meeting* (theme Ecosystem Innovation). Rotterdam School of Management (Rotterdam, NL).
- 2017 Showcase Symposium: A Multi-Disciplinary Perspective on Platform Ecosystems Research. *77th Annual Meeting of the Academy of Management* (Atlanta, GA). Co-organized with R. Tee (sponsored by BPS, TIM, OCIS).

- Organizer for TIM Doctoral Research Development Workshop. *77th Annual Meeting of the Academy of Management* (Atlanta, GA).
- 2016 Track chair for BPS division: Competitive Heterogeneity. *76th Annual Meeting of the Academy of Management* (Anaheim, CA).
- 2014 Panel: Competitive Dynamics and Strategy in Platform-Based Markets. *34th SMS Annual Conference* (Madrid, ES). With E. Altman, B. Kijl, I. Visjnic.
- Special Topic Session: Platform Competition and Competition in Two-Sided Markets: Empirical Evidence from the Video Game Industry. *36th INFORMS Marketing Science Conference* (Atlanta, GA). Co-organized with T. Broekhuizen.

STUDENT SUPERVISION

PhD students: Matteo Di Domenico (Co-supervisor, U of Twente, starting year: 2020)
Joe Ploog (First supervisor, UCL, placement: IE Business School)

MSc students: 51 as thesis coach, 34 as thesis co-reader/second marker

SELECTED MEDIA COVERAGE

Reuters, Financial Times, Bloomberg, The Times (Raconteur), TechCrunch, Wired, Polygon, Vox Recode, GamesIndustry.biz, GameSpot, LinkedIn News, Deal Reporter, Seeking Alpha, City AM, Financieel Dagblad (Dutch Financial Times), Business News Radio (Dutch).

INDUSTRY EXPERIENCE

- 2023 - Consultant, Healthy Market Regulation and Competition Policy, Microsoft
- 2022 - Expert witness in US antitrust case concerning a large video game platform
- 2019 - Member of the UK trade association for Interactive Entertainment (Ukie)
- 2010 - 2013 Strategy Consultant in the video games industry, Strategy Guide, London, UK
- 2012 - 2013 Business Model Researcher, Ukie, London, UK
- 2008 - 2011 Strategic Manager, Two Tribes B.V. (Games developer), Harderwijk, NL