



# HARVARD | BUSINESS | SCHOOL

March 2022

**Thomas R. Eisenmann**  
Harvard Business School  
Soldiers Field, Rock 216  
Boston, MA 02163

## **HARVARD BUSINESS SCHOOL**

### **Appointments**

8/11-	Howard H. Stevenson Professor of Business Administration
7/08-7/11	William J. Abernathy Professor of Business Administration
7/04-6/08	Associate Professor of Business Administration
9/97-6/04	Assistant Professor of Business Administration

### **MBA Elective Curriculum Teaching Assignments**

Entrepreneurial Failure: fall 2019; winter 2021 and 2022  
Making Markets: winter 2018  
Scaling Technology Ventures: winter 2017  
Entrepreneurial Sales and Marketing: winter 2016  
Product Management 101/102: fall and winter terms 2012/13 through 2015/16  
Launching Technology Ventures: winter terms 2011, 2012, and 2014  
I-Lab Immersion Trip—Cultural Entrepreneurship in New York City: January terms 2013 and 2014  
Silicon Valley Immersion Trip: January terms 2009-2012  
Managing Networked Businesses: winter terms 2002-2006 and 2008  
Managing Marketplace Businesses: winter terms 1999-2001  
Service Management: winter term 1998

### **MBA Required Curriculum Teaching Assignments**

Startup Bootcamp: January terms 2017 and 2018  
The Entrepreneurial Manager: 2008, 2009, co-course head in 2010, course head in 2012 and 2013; winter term all years

### **MS/MBA-Engineering Sciences Core Curriculum Teaching Assignments**

MS/MBA Seminar: fall and winter terms 2018/19 through 2021/22  
Technology Venture Immersion: fall and January terms 2018/19 through 2021/22  
Launch Lab 2: winter terms 2020 and 2021

T. Eisenmann  
5/6/2021

## Principal Administrative Assignments

2021-	Peter O. Crisp Faculty Chair, Harvard Innovation Labs
2018-	Faculty Co-Chair, Harvard College Technology Innovation Fellows Program
2017-	Faculty Co-Chair, Harvard MS/MBA-Engineering Sciences Program
2015-2021	Faculty Chair, HBS California Research Center
2011-	Faculty Co-Chair, Arthur Rock Center for Entrepreneurship
2010-2013	Chair, MBA Elective Curriculum
2009-2022	Director, Harvard Business Publishing
2009-2011	Faculty Chair, MBA Field-Based Learning

## BUSINESS EXPERIENCE

2006-	Director, <b>Brilliant Film Fund LLC</b> , London, England BFF is a limited partnership engaged in feature film development.
1999-2000	Director, <b>OneMain.com</b> , Vienna, Virginia OneMain.com was a public company and one of the ten largest U.S. Internet service providers prior to its acquisition in 9/00.
1983-1994	Principal (1989-94), Associate (1983-88), <b>McKinsey &amp; Company</b> , New York City and London, England Co-led this management consulting firm's media practice from 1991 through 1994.
1979-1981	Research Associate, <b>Booz, Allen &amp; Hamilton, Inc.</b> , New York City

## AWARDS AND HONORS

2012	Apgar Award for Innovation in Teaching, Harvard Business School
2012, 2019	Robert F. Greenhill Award for significant contributions to Harvard Business School
1983	Baker Scholar, Harvard Business School
1982	Century Club, Harvard Business School.

## EDUCATION

1998	D.B.A., Business Policy, Harvard Graduate School of Business Administration
1983	M.B.A. with High Distinction, Harvard Graduate School of Business Administration
1979	B.A., <i>magna cum laude</i> , Economics, Harvard College; spent junior year studying development economics at Stanford University's Food Research Institute

## PUBLICATIONS AND PAPERS

### Refereed Journals

Eisenmann, T.R., Parker, G., Van Alstyne, M. "Platform Envelopment." *Strategic Management Journal* 32, no. 12 (December 2011): 1270-1285.

Eisenmann, T.R. "Review of 'Blue Skies: A History of Cable Television'." *Business History Review* 83, no. 2 (Summer 2009).

Eisenmann, T.R. "Internet Companies' Growth Strategies: Determinants of Investment Intensity and Long Term Performance." *Strategic Management Journal* 27, no. 12 (December 2006): 1183-1204.

Eisenmann, T.R. "The Effects of CEO Equity Ownership and Firm Diversification on Risk Taking." *Strategic Management Journal* 23, no. 6 (June 2002): 513-534.

Eisenmann, T.R. and Bower, J.L. "The Entrepreneurial M-Form: Strategic Integration in Global Media Firms." *Organization Science* 11, no. 3 (May-June 2000): 348- 355.

Eisenmann, T.R. "The U.S. Cable Television Industry, 1948-1995: Managerial Capitalism in Eclipse." *Business History Review* 74, no.1 (Spring 2000).

### **Working Papers**

"Determinants of Early-Stage Startup Performance: Survey Results." Harvard Business School Working Paper 21-057 (October 2020).

### **Proceedings**

"Governance and Risk Taking in the U.S. Cable Television Industry." *1998 Annual Proceedings of the Academy of Management*. Awarded "Best Paper" distinction by the Business Policy & Strategy Division.

### **Practitioner Publications**

Eisenmann, T.R. "Why Start-ups Fail." *Harvard Business Review* (May-June 2021).

Eisenmann, T.R. "Managing Proprietary and Shared Platforms." *California Management Review* (Summer 2008).

Eisenmann, T.R. and Hagi, A. "A Staged Solution to the Catch-22." *Harvard Business Review* (November 2007).

Eisenmann, T.R., Parker, G., and van Alstyne, M. "Strategies for Two-Sided Markets." *Harvard Business Review* (October 2006).

Eisenmann, T.R. "Manager's Journal: Betting on Google's Future," *Wall Street Journal* (Aug. 24, 2004).

Eisenmann, T.R. "Navigating the Multimedia Landscape," *McKinsey Quarterly* (Spring 1994).

### **Books**

*Why Startups Fail: A New Roadmap for Entrepreneurial Success*. Crown Currency, 2021.

Editor, *Managing Startups: Best Blog Posts*. O'Reilly Media, 2013.

Editor, *Internet Business Models: Text and Cases*. McGraw-Hill/Irwin, 2002.

### **Book Chapters**

Eisenmann, T.R., Parker, G., and van Alstyne, M. "Opening Platforms: When, How and Why?" in A. Gawer (Ed.), *Platforms, Markets, and Innovation*. Edward Elgar, 2009.

Eisenmann, T.R. "Valuation Bubbles and Broadband Deployment" in R. Austin & S. Bradley, (Eds.), *The Broadband Explosion: Leading Thinkers on the Promise of a Truly Interactive World*. Harvard Business School Press, 2005.

Eisenmann, T.R. "Corporate Intervention in Resource Allocation" in J. Bower & C. Gilbert (Eds.), *From Resource Allocation to Strategy*. Oxford University Press, 2005.

Eisenmann, T.R. and Bower, J.L. "The Entrepreneurial M-Form: A Case Study of Strategic Integration in a Global Media Firm" in J. Bower & C. Gilbert (Eds.), *From Resource Allocation to Strategy*. Oxford University Press, 2005.

## Teaching Cases and Teaching Notes

Lindsay N. Hyde, Thomas R. Eisenmann, and Tom Quinn. "Agora (A)." Harvard Business School Case 822-022, February 2022.

Lindsay N. Hyde, Thomas R. Eisenmann, and Tom Quinn. "Agora (B)." Harvard Business School Case 822-026, February 2022.

Eisenmann, Thomas R., Lindsay N. Hyde, and Tom Quinn. "Ample Hills Creamery." Harvard Business School Case 822-073, February 2022.

Eisenmann, Thomas R., Lindsay N. Hyde, and Tom Quinn. "Launching the Social." Harvard Business School Case 822-074, February 2022.

Eisenmann, Thomas R. and Lindsay N. Hyde. "Dating Ring." Harvard Business School Case 822-013, January 2022.

Eisenmann, Thomas R., Lindsay N. Hyde, and Olivia Graham. "Troverie (A)." Harvard Business School Case 822-068, December 2021.

Eisenmann, Thomas R., Lindsay N. Hyde, and Olivia Graham. "Troverie (B)." Harvard Business School Case 822-069, December 2021.

Lindsay N. Hyde, Thomas R. Eisenmann, and Tom Quinn. "Katterra (A)." Harvard Business School Case 822-021, December 2021.

Lindsay N. Hyde, Thomas R. Eisenmann, and Tom Quinn. "Katterra (B)." Harvard Business School Case 822-025, December 2021.

Eisenmann, Thomas R. and Olivia Graham. "uBiome." Harvard Business School Case 821-076, January 2021.

Eisenmann, Thomas R. and Olivia Graham. "YogaSmoga." Harvard Business School Case 821-075, January 2021.

Eisenmann, Thomas R., Allison M. Ciechanover, and George Gonzalez. "Anthony Soohoo at Dot & Bo: Bringing Storytelling to Furniture E-Commerce." Harvard Business School Case 820-036, September 2019. (Revised December 2019.)

Eisenmann, Thomas R., Allison M. Ciechanover, and George Gonzalez. "Anthony Soohoo: Retrospection on Dot & Bo." Harvard Business School Supplement 820-037, September 2019. (Revised December 2019.)

Eisenmann, Thomas R., and Jacey Taft. "Aereo." Harvard Business School Case 820-043, March 2020.

Eisenmann, Thomas R., and Susie L. Ma. "Baroo (A): Pet Concierge." Harvard Business School Case 820-011, August 2019.

Eisenmann, Thomas R., and Susie L. Ma. "Baroo (B)." Harvard Business School Supplement 820-026, August 2019.

Eisenmann, Thomas R. "Rand Fishkin at Moz (A)." Harvard Business School Case 820-002, August 2019.

Eisenmann, Thomas R. "Rand Fishkin at Moz (B)." Harvard Business School Supplement 820-003, August 2019.

Eisenmann, Thomas R. "Rand Fishkin at Moz (C)." Harvard Business School Supplement 820-004, August 2019.

Eisenmann, Thomas R., Jeffrey J. Bussgang, and David Lane. "Analytical Space: The Next Frontier?" Harvard Business School Case 819-089, January 2019.

Eisenmann, Thomas R. "Analytical Space, Inc." Harvard Business School Case 819-026, July 2018.

Eisenmann, Thomas R., Scott Duke Kominers, and David Lane. "Cadre." Harvard Business School Case 818-058, March 2018. (Revised July 2018.)

Eisenmann, Thomas R., Scott Duke Kominers, Allison Ciechanover, and Jeff Huizinga. "Long-Term Stock Exchange." Harvard Business School Case 818-114, January 2018.

Eisenmann, Thomas, and Jeff Huizinga. "Poppy: A Modern Village for Childcare." Harvard Business School Case 818-075, November 2017.

Eisenmann, Thomas R., Scott Duke Kominers, Jeff Huizinga, and Allison Ciechanover. "Poppy (B)." Harvard Business School Case 820-715, March 2020.

Eisenmann, Thomas, and Nicole Tempest Keller. "Shift Technologies, Inc." Harvard Business School Case 818-002, October 2017.

Eisenmann, Thomas R., Scott Duke Kominers, and Alan Lam. "Updating Dating." Harvard Business School Case 818-052, October 2017.

- Kominers, Scott Duke, Thomas R. Eisenmann, and Alan Lam. "Updating Dating." Harvard Business School Teaching Note 821-025, August 2020.
- Eisenmann, Thomas, Jeffrey F. Rayport, and Christine Snively. "Catalant: The Future of Work?" Harvard Business School Case 817-103, March 2017.
- Eisenmann, Thomas, and Halah AlQahtani. "Flatiron School." Harvard Business School Case 817-114, January 2017.
- Eisenmann, Thomas, Allison Ciechanover, and Jeff Huizinga. "thredUP: Think Secondhand First." Harvard Business School Case 817-083, December 2016.
- Eisenmann, T.R. and Herman, K. "HBS and SEAS in Allston" Harvard Business School Case 817-064, December 2016.
- Eisenmann, T.R. and Herman, K. "HBS in 2016" Harvard Business School Case 817-062, December 2016.
- Eisenmann, T.R. and Herman, K. "SEAS in 2016" Harvard Business School Case 817-063, December 2016.
- Cespedes, F., Eisenmann, T.R., Fernanda Miguel, M., Urdapilleta, L. "IguanaFix" Harvard Business School Case 817-056, November 2016. (Revised April 2017)
- Ghosh, S., Eisenmann, T.R. and Payton, C. "Ryan Greene at Rainier Wearables" Harvard Business School Case 817-069, November 2016.
- Eisenmann, T.R., Ghosh, S., and Payton, C. "Triangulate: Stay, Pivot or Exit?" Harvard Business School Case 817-059, November 2016.
- Eisenmann, T.R. and Barley, L. "Triangulate" Harvard Business School Case 811-055, January 2011.
- Eisenmann, Thomas, and Lauren Barley. "Triangulate (B) Post Mortem." Harvard Business School Supplement 819-080, November 2018.
- Eisenmann, T.R., Weiss, M., and Alqahtani, H. "Mark43" Harvard Business School Case 817-016, November 2016.
- Roberge, M.N. and Eisenmann, T.R. "eSig: Conversion Funnel Analysis" Harvard Business School Case 817-009, August 2016.
- Roberge, M.N. and Eisenmann, T.R. "eSig: Conversion Funnel Analysis" Harvard Business School Spreadsheet Supplement 817-701, August 2016.
- Roberge, M.N., Cespedes, F., and Eisenmann, T.R. "InsightSquared: Developing the Sales and Marketing Plan" Harvard Business School Case 816-074, February 2016.
- Eisenmann, T.R. and Mazzanti, L.C. "Quincy Apparel (A)" Harvard Business School Case 815-067, February 2015.
- Eisenmann, T.R. and Mazzanti, L.C. "Quincy Apparel (B)" Harvard Business School Case 815-095, February 2015.
- Eisenmann, T.R. and Mazzanti, L.C. "Quincy Apparel" Harvard Business School Teaching Note 815- 118, June 2015.
- Eisenmann, T.R., Barley, L., and Kind, L. "Google Glass" Harvard Business School Case 814-102, April 2014. (Revised June 2014.)
- Eisenmann, T.R. "Google Glass" Harvard Business School Teaching Note 814-116, June 2014.
- Eisenmann, T.R. and Ciechanover, A.M. "Clegg, Inc.: Building the Student Hub" Harvard Business School case 814-035, February 2014. (Revised April 2014.)
- Eisenmann, T.R., Sahlman, W.A., and Richardson, E.W. "Clegg: Textbook Rental Takes Flight," Harvard Business School Case 811-077, February 2011.
- Eisenmann, T.R. and Kind, L. "Andreessen Horowitz" Harvard Business School Case 814-060, January 2014. (Revised October 2014.)
- Eisenmann, T.R. "Andreessen Horowitz" Harvard Business School Teaching Note 814-117, June 2014.
- Eisenmann, T.R. and Godden, A. "CloudFlare, Inc.: Running Hot?" Harvard Business School case 813-145, January 2013 (Revised October 2014).
- Eisenmann, T.R. "CloudFlare, Inc.: Running Hot?" Harvard Business School Teaching Note 814-118, June 2014.
- Eisenmann, T.R. and Godden, A. "MuMaté" Harvard Business School Case 813-085, January 2013.
- Eisenmann, T.R. and Godden, A. "MuMaté (B-1): Confidential for Maxwell" Harvard Business School Supplement 813-149, January 2013. (Revised March 2013.)
- Eisenmann, T.R. and Godden, A. "MuMaté (B-2): Confidential for Cantor" Harvard Business School Supplement 813-150, January 2013. (Revised March 2013.)

Eisenmann, T.R. “MuMaté” Harvard Business School Teaching Note 815-065, October 2014.

Eisenmann, T.R. and Barley, L. “Edison Schools, Inc.” Harvard Business School Case 813-113, November 2012.

Eisenmann, T.R. and Godden, A. “Lit Motors” Harvard Business School Case 813-079, December 2012.

Eisenmann, T.R. “Lit Motors” Harvard Business School Teaching Note 814-120, June 2014.

Eisenmann, T.R. and Bijlani, T. “Intuit Inc.: Project AgriNova” Harvard Business School Case 813-062, August 2012.

Eisenmann, T.R. “Intuit Inc.: Project AgriNova PowerPoint Supplement” Harvard Business School PowerPoint Supplement 814-125, June 2014.

Eisenmann, T.R. “Intuit Inc.: Project AgriNova” Harvard Business School Teaching Note 814-119, June 2014.

Eisenmann, T.R. and Barley, L. “People Express Airline” Harvard Business School Case 812-134, April 2012.

Eisenmann, T.R., Pao, M., and Barley, L. “Dropbox: It Just Works” Harvard Business School Case 811-065, January 2011. (Revised October 2014). *Winner of the 2015 Case Centre Award in the Entrepreneurship Category.*

Eisenmann, T.R. “Dropbox: It Just Works” Harvard Business School Teaching Plan 813-007, July 2012.

Eisenmann, T.R., Marshall, P.W., Ghosh, S., and Barley, L. “Keurig and Green Mountain Coffee Roasters” Harvard Business School Case 812-101, December 2011.

Eisenmann, T.R., Ghosh, S., and Sebenius, J.K. “Keurig: Confidential Information for Negotiation with Green Mountain Coffee Roasters” Harvard Business School Case 812-102 (2011).

Eisenmann, T.R., Ghosh, S., and Sebenius, J.K. “Green Mountain Coffee Roasters: Confidential Information for Negotiation with Keurig” Harvard Business School Case 812-103 (2011).

Eisenmann, T.R. and Sesia, A. “Keurig and Green Mountain Coffee Roasters” Harvard Business School Teaching Plan 814-018, August 2013.

Eisenmann, T.R., and Winig, L. “Rent the Runway” Harvard Business School Case 812-077, November 2011. (Revised December 2012.)

Eisenmann, T.R., Goldfarb, B., and Kirsch, D.A. “Rent the Runway (Abridged)” Harvard Business School Case 815-055, August 2014.

Eisenmann, T.R. “Rent the Runway” Harvard Business School Teaching Plan 813-008, September 2012.

Eisenmann, T.R., Piskorski, M.J., and Bussgang, J. “foursquare” Harvard Business School Case 711-418, January 2010.

Eisenmann, T.R. “foursquare” Harvard Business School Teaching Plan 813-010, July 2012.

Eisenmann, T.R., Bussgang, J., and Kiron, D. “Predictive Biosciences” Harvard Business School Case 811-015, January 2011.

Eisenmann, T.R. and Go, R. “Product Development at OPOWER” Harvard Business School Case 811-075, February 2011. (Revised November 2012.)

Eisenmann, T.R. and Kiron, D. “Aquion Energy” Harvard Business School case 811-047 (2011) (28 p.).

Eisenmann, T.R. and Kind, L. “RentJuice” Harvard Business School Case 811-069, February 2011. (Revised December 2014.)

Eisenmann, T.R., Wagonfeld, A.B., and Barley, L. “Aardvark” Harvard Business School Case 811-064, January 2011.

Eisenmann, T.R., and Jain, A. “Mochi Media” Harvard Business School Case 811-056, January 2011. (Revised November 2014.)

Eisenmann, T.R. “Steven Carpenter at Cake Financial” Harvard Business School Case 811-041, December 2010.

Eisenmann, T.R., Fuller, J.B., and Ghosh, S. “Steven Carpenter at Cake Financial (Abridged)” Harvard Business School Case 814-054, January 2014.

Eisenmann, T.R. “Steve Carpenter at Cake Financial” Harvard Business School Teaching Note 814-121, June 2014.

Eisenmann, T.R. and Stuart, T.E., and Kiron, D. “The Huffington Post” Harvard Business School Case 810-086, March 2010.

Eisenmann, T.R. “The Huffington Post” Harvard Business School Teaching Plan 815-052, August 2014.

Eisenmann, T.R. and Leamon, A. "AME Learning Inc." Harvard Business School Case 810-065, November 2009. (Revised October 2010).

Eisenmann, T.R., Stuart, T.E., Chakravorti, B., Dessain, V.M., Harrow, S., and Corsi, E. "Orange: Read&Go" Harvard Business School Case 809-122, February 2009. (Revised May 2010).

Eisenmann, T.R., Stuart, T.E., and Barley, L. "Talent Agencies" Harvard Business School Case 810-104, April 2010.

Eisenmann, T.R. and Ghosh, S. "Skyhook Wireless" Harvard Business School Case 809-142, April 2009. (Revised April 2016).

Eisenmann, T.R. and Wagonfeld, A.B. "Linden Lab: Crossing the Chasm" Harvard Business School Case 809-147, 2009 (Revised August 2009.)

Eisenmann, T.R. and Wagonfeld, A.B. "Linden Lab: Opening Second Life" Harvard Business School Case 808-114, 2008. (Revised August 2009)

Eisenmann, T.R. "Linden Lab: Crossing the Chasm" Harvard Business School Teaching Plan 815-053, 2014.

Eisenmann, T.R. and Nielsen, L.P.C. "Sermo, Inc" Harvard Business School Case 809-142, 2009.

Eisenmann, T.R. and Vivero, D.A. "Visions of Web 3.0" Harvard Business School Case 808-147, 2008 (Revised May 2010.)

Eisenmann, T.R. and Piskorski, M.J. "Facebook's Platforms" Harvard Business School Case 808-128, 2008 (Revised November 2011). *Winner of ECCH 2011 Award for Outstanding Contribution to the Case Method – Strategy and General Management.*

Eisenmann, T.R. and Piskorski, M.J. "Facebook's Platforms (Abridged)" Harvard Business School Case 709-496, 2008.

Eisenmann, T.R. and Barley, L. "PayPal Merchant Services" Harvard Business School Case 806-188, 2006. (Revised March 2007).

Eisenmann, T.R. "PayPal Merchant Services" Harvard Business School Teaching Note 808-031, 2007.

Eisenmann, T.R. and Coles, P.A. "Skype" Harvard Business School Case 806-165, 2006. (Revised December 2009.)

Eisenmann, T.R. and Edelman, B. "Google, Inc." Harvard Business School Case 910-036, 2010. (Revised March 2011). *Winner of ECCH 2011 Award for Outstanding Contribution to the Case Method – Strategy and General Management.*

Eisenmann, T.R. and Edelman, B. "Google, Inc. (Abridged)" Harvard Business School Case 910-032, 2010. (Revised December 2010)

Eisenmann, T.R. and Edelman, B. "Google, Inc." Harvard Business School Teaching Note 910-050, 2006. (Revised September 2007.)

Eisenmann, T.R. and Herman, K. "Podcasting" Harvard Business School Case 806-109, 2006.

Eisenmann, T.R. and Barley, L. "Atheros Communications" Harvard Business School Case 806-093, 2006. (Revised June 2007.)

Eisenmann, T.R. "Atheros Communications" Harvard Business School Teaching Note 807-174, 2007.

Eisenmann, T.R., Egawa, M., and Ota, A. "eAccess, Ltd." Harvard Business School Case 805-117, 2005. (Revised March 2017.)

Eisenmann, T.R. and Vivero, D.A. "Monster Networking" Harvard Business School case 805-145, 2005. (Revised February 2006.)

Eisenmann, T.R. "Monster Networking (TN)" Harvard Business School Teaching Note 807-138, 2007.

Eisenmann, T.R., Bradley, S.P., Egawa, M., and Kanno, A. "NTT DoCoMo, Inc.: Mobile FeliCa" Harvard Business School Case 805-124, 2005. (Revised June 2006.)

Eisenmann, T.R. "NTT DoCoMo, Inc.: Mobile FeliCa" Harvard Business School Teaching Note 807-116, 2006. (Revised November 2007.)

Eisenmann, T.R. and Suarez, F. "Sun Microsystems, Inc.: Web Services Strategy" Harvard Business School Case 805-095, 2005 (Revised June 2006)

Eisenmann, T.R. "Sun Microsystems, Inc.: Web Services Strategy" Harvard Business School Teaching Note 808-080, 2007.

Eisenmann, T.R. and Wagonfeld, A.B. "Yahoo! Messenger: Network Integration" Harvard Business School Case 805-102, 2005. (Revised June 2006.)

Eisenmann, T.R., McFarlen, F.W., and McAfee, A.P. "Rakuten" Harvard Business School Case 305-050, 2004. (Revised December 2005.)

Eisenmann, T.R., Edelman, B., and Van Den Steen, E. "Akamai Technologies" Harvard Business School Case 804-158, 2004 (Revised June 2010.)

Eisenmann, T.R. "Akamai Technologies" Harvard Business School Teaching Note 808-024, 2007. (Revised October 2007.)

Eisenmann, T.R. and Willis, R.W. "Blackout: August 14, 2003" Harvard Business School Case 804-156, 2004.

Eisenmann, T.R. and Gibbons, J. "Cox Communications" Harvard Business School Case 804-192, 2004. (Revised September 2005)

Eisenmann, T.R. and Wong, J. "Electronic Arts in Online Gaming" Harvard Business School Case 804-140, 2004. (Revised October 2006.)

Eisenmann, T.R. "Electronic Arts in Online Gaming" Harvard Business School Teaching Note 807-066, 2006 (Revised September 2007.)

Eisenmann, T.R. and Willis, R.M. "Fuel Cells: The Hydrogen Revolution?" Harvard Business School Case 804-144, 2004.

Eisenmann, T.R. and Carpenter, S. "RealNetworks Rhapsody" Harvard Business School Case 804-142, 2004. (Revised September 2005.)

Eisenmann, T.R. "RealNetworks Rhapsody" Harvard Business School Teaching Note 808-069, 2007.

Eisenmann, T.R. "Scientific-Atlanta, Inc." Harvard Business School Case 804-191, 2004. (Revised June 2006.)

Eisenmann, T.R. "Scientific-Atlanta, Inc." Harvard Business School Teaching Note 808-081, 2007.

Eisenmann, T.R. and Lovelock, C. "Federal Express: Early History" Harvard Business School Case 804-095, 2003. (Revised March 2004.)

Eisenmann, T.R. "High-Definition TV: The Grand Alliance" Harvard Business School Case 804-103, 2003. (Revised October 2005.)

Eisenmann, T.R. and Suarez, F. "Symbian: Setting the Mobility Standard" Harvard Business School Case 804-076, 2003 (Revised March 2004.)

Eisenmann, T.R. and Brown, A. "Satellite Radio" Harvard Business School Case 802-175, 2002. (Revised October 2003.)

Eisenmann, T.R. and Kind, E. "NeoPets, Inc." Harvard Business School Case 802-100, 2002. (Revised March 2003.)

Eisenmann, T.R. "NeoPets, Inc." Harvard Business School Teaching Note 803-106, 2003. (Revised October 2007.)

Eisenmann, T.R. and Green, D.J. "The Telecommunications Act of 1996" Harvard Business School Case 802-144, 2002.

Eisenmann, T.R. and Hackett, C. "Qwest Communications International, Inc." Harvard Business School Case 802-133, 2001.

Eisenmann, T.R. and Darwall, C.L. "Sigma Networks, Inc." Harvard Business School Case 802-103, 2001.

Eisenmann, T.R. and Fischer, P.M. "BET.com" Harvard Business School Case 800-283, 2000. (Revised March 2001.)

Eisenmann, T.R. and Fischer, P.M. "BET.com" Harvard Business School Teaching Note 801-196, 2000.

Eisenmann, T.R. and Rust, J.K. "Boston.com" Harvard Business School Case 800-165, 2000.

Eisenmann, T.R. and Rust, J.K. "Boston.com" Harvard Business School Teaching Note 800-215, 2000.

Eisenmann, T.R. and Morris, G. "CarPoint in 1999" Harvard Business School Case 800-328, 2000.

Eisenmann, T.R. and Morris, G. "CarPoint in 1999" Harvard Business School Teaching Note 801-246, 2000.

Eisenmann, T.R. and Fischer, P.M. "CNET 2000" Harvard Business School Case 800-284, 2000. (Revised April 2001.)



- Eisenmann, T.R. and Fischer, P.M. "CNET 2000" Harvard Business School Teaching Note 801-195, 2000.
- Eisenmann, T.R. "eBricks.com" Harvard Business School Case 800-327, 2000. (Revised March 2001.)
- Eisenmann, T.R. "eBricks.com" Harvard Business School Teaching Note 801-245, 2000.
- Eisenmann, T.R., Darwall, C.L., and Kind, E. "Geocast Network Systems, Inc." Harvard Business School Case 801-211, 2000
- Eisenmann, T.R. and Darwall, C.L. "Geocast Network Systems, Inc." Harvard Business School Teaching Note 801-301, 2000.
- Eisenmann, T.R. "Petstore.com" Harvard Business School Case 801-044, 2000.
- Eisenmann, T.R. and Hansen, A.J. "Petstore.com" Harvard Business School Teaching Note 801-197, 2000.
- Eisenmann, T.R. and Rust, J.K. "Priceline WebHouse Club" Harvard Business School Case 800-287, 2000. Reprinted in Journal of Interactive Marketing, August 2000.
- Eisenmann, T.R. and Hansen, A.J. "Priceline WebHouse Club" Harvard Business School Teaching Note 801-206, 2000.
- Eisenmann, T.R. and Rust, J.K. "StarMedia: Launching a Latin American Revolution" Harvard Business School case 800-166, 2000.
- Eisenmann, T.R. and Rust, J.K. "StarMedia: Launching a Latin American Revolution" Harvard Business School Teaching Note 801-207, 2000.
- Eisenmann, T.R., Green, D.J., and Rogers, D.R. "Teledesic" Harvard Business School Case 800-057, 2000. (Online multimedia case.)
- Eisenmann, T.R., Green, D.J., and Rogers, D.R. "Teledesic" Harvard Business School case 802-154, 2002.
- Eisenmann, T.R. "Teledesic (Abridged)" Harvard Business School Case 804-096, 2003.
- Eisenmann, T.R. and Green, D.J. "Teledesic" Harvard Business School Teaching Note 801-078, 2000.
- Eisenmann, T.R. and Tempest, N. "Tellme Networks, Inc." Harvard Business School Case 801-319, 2000 (Revised November 2005.)
- Eisenmann, T.R. and Tempest, N. "Tellme Networks, Inc." Harvard Business School Teaching Note 801-320, 2000. (Revised October 2007.)
- Eisenmann, T.R., Bradley, S.P., Ogborne, S.M., and Toscano, J.C. "Quokka Sports" Harvard Business School Case 701-011, 2000.
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Eisenmann, T.R. "Online Content Providers" Harvard Business School Technical Note 801-261, 2000.

Eisenmann, T.R. "Online Market Makers" Harvard Business School Technical Note 801-308, 2000.

Eisenmann, T.R. "Online Portals" Harvard Business School Technical Note 801-305, 2000.

Eisenmann, T.R. "Online Retailers" Harvard Business School Technical Note 801-306, 2000.

## PRESENTATIONS

“Lean Startups and Innovation Strategy,” Professional Development Workshop, Academy of Management Meeting, Boston, MA (August 2019).

“False Start: Avoiding Entrepreneurial Failure,” Lean Startup Conference, Las Vegas, NV (November 2018).

Faculty Co-Chair, 2016 European Entrepreneurship Colloquium, Boston, MA (July 2016).

Instructor, 2015 European Entrepreneurship Colloquium, Munich, Germany (July 2015).

Keynote, Lean Startup Machine Boston (September 2013).

TiECON East “The Lean Startup” Bootcamp (May 2012).

Keynote, Lean Startup Machine Boston (February 2012).

Commentator, Wharton Technology Conference, Philadelphia, PA (April 2010).

“Managing Proprietary and Shared Platforms,” Conference on Technology-Enabled Business Transformation, Wharton Mack Center for Technology Innovation, Philadelphia, PA (November 2007).

“Platform Envelopment,” Joint Academic-Practitioner Conference on Digital Media, Market Platform Dynamics, London, UK (September 2007).

“Platform Envelopment,” Symposium on Industry Architectures, Academy of Management Meeting, Philadelphia, PA (August 2007).

“The Economics of Internet Advertising: Implications for the Google-DoubleClick Merger,” AEI-Brookings Joint Center, Washington, DC (July 2007).

“Organizing Platform-Mediated Networks,” Collaborative Community Working Group, Boston, MA (December 2005).

Commentator, Fifth Annual Harvard Graduate Student Conference on International History, Cambridge, MA (March 2005).

“VoIP: Cable Industry Plans,” VON Forum on the Next Billion, hosted by Berkman Center for Internet & Society at Harvard Law School, Cambridge, MA (October 2004).

“Internet Companies’ Growth Strategies: Determinants of Investment Intensity and Long Term Performance,” Second West Coast Symposium on Technology Entrepreneurship, University of Washington, Seattle, WA (September 2004).

“Racing: Performance Consequences for Internet Companies,” Business Policy and Strategy Division Program “E-Commerce Strategy,” Academy of Management Meeting, Seattle, WA (August 2003).

“Structure and Strategy: Consolidation Patterns in the U.S. Cable Television Industry,” International Doctoral Consortium on Media Management, University of Cologne, (July 2003).

“Valuation Bubbles and Broadband Deployment,” Fourth Colloquium on Telecommunications, Harvard Business School, Boston, MA (April 2003).

“History of Cable TV,” Cable & Telecommunications Association of Marketing, Eastern Division, Atlanta, GA (November 2001).

“Internet and Strategy: The ‘New’ Reality of the Incumbent,” Strategic Management Society Conference, San Francisco, CA (October 2001).

“New Trends in the New Economy,” Discussant, Business Policy and Strategy Division Program, Academy of Management Meeting, Washington, DC (August 2001).

“Teaching Courses on Internet Businesses,” Business Policy and Strategy Division, New Faculty Consortium, Academy of Management Meeting, Washington, DC (August 2001).

“Teaching Courses on Internet Businesses,” Technology and Innovation Management Program, Academy of Management 2000 Meeting, Toronto, Ontario, Canada (August 2000).

“Structure and Strategy: Explaining Consolidation Patterns in the U.S. Cable Television Industry,” Communications Industries Seminar Series, Fordham University, New York City (April 1999).

“Governance and Risk Taking in the U.S. Cable Television Industry,” Business Policy & Strategy Division Program  
“Understanding Risk,” Academy of Management 1998 Meeting, San Diego, California (August 1998).

“Organizational Form and Risk Taking in the U.S. Cable Television Industry,” Organization & Management Theory Division Program “Organizational Governance and Organizational Action,” Academy of Management 1998 Meeting, San Diego, California (August 1998).

“The Entrepreneurial M-Form,” INSEAD Strategy Process Research Conference, Fontainebleau, France (June 1998).

“Expand, Idle, or Exit? The Relationship Between Organizational Form and Risk Taking in the U.S. Cable Television Industry,” All-Academy Session “Strategy Process Research,” Academy of Management 1997 Meeting, Boston Massachusetts (August 1997).

## **PROFESSIONAL ACTIVITIES**

2007 - 2019                      Editorial Board, Strategic Management Journal  
2000 - 2007                      Editorial Board, International Journal on Media Management

## **COMMUNITY ACTIVITIES**

2008 - 2018                      Director, Harvard Student Agencies  
2013 - 2014                      Mentor, Kaplan TechStars EdTech Accelerator, New York City  
2009 - 2011                      Advisory Board, Niemen Foundation for Journalism at Harvard  
2004                                  Forum Committee, Springboard New England/Center for Women & Enterprise  
2002 - 2003                      Pro-bono consultant, WGBH, Boston, Massachusetts