

Desmond (Ho-Fu) Lo

Leavey School of Business, Lucas Hall 221K, Santa Clara University
500 El Camino Road, Santa Clara, CA 95053
Email: hlo@scu.edu Tel: 408-554 4716

ACADEMIC AND ADMINISTRATIVE APPOINTMENTS

2008 – 2010 Visiting Assistant Professor of Marketing, Santa Clara University
2010 – 2017 Assistant Professor of Marketing, Santa Clara University
2017 – Associate Professor of Marketing, Santa Clara University
2018 – Chair, Marketing Department, Santa Clara University

VISITING SCHOLAR POSITIONS

2015 – Graduate School of Business Administration, Kobe University, Japan
2017 (March) Institute of the Analysis of Theoretical Economics, University of Lyon, France
2018 – Research Institute of Socionetwork Strategies, Kansai University, Osaka, Japan
2018 (January-March) Economics Division, Graduate School of Business, Columbia University, New York

EDUCATION

1993 B.A., Economics, Chinese University of Hong Kong
1997 M.A., Economics, University of California, Santa Barbara
2008 Ph.D., Business Administration in Marketing, University of Michigan, Ann Arbor

RESEARCH INTERESTS

Organizational Governance in Distribution Channels; Business Marketing; Salesforce Management; Contracting;
Organizational Economics

PUBLICATIONS

- Lo, Desmond, Mrinal Ghosh, and Francine Lafontaine (2011), “The Incentive and Selection Roles in Sales Force Compensation Contracts,” *Journal of Marketing Research*, 48(4), 781-798.
- Lo, Desmond, Kellilynn Frias, and Mrinal Ghosh (2012), “Pricing Formats for Branded Components in Business-to-Business Markets: An Integration of Transaction Cost Economics and the Resource-Based View,” *Organization Science*, 23(5), 1282-1297.
- Lo, Desmond, Wouter Dessen, Mrinal Ghosh, and Francine Lafontaine (2016), “Price Delegation and Performance Pay: Evidence from Industrial Sales Force,” *Journal of Law, Economics, and Organization*, 32(3), 508-544.
- Zanarone, Giorgio, Desmond Lo, and Tammy Madsen (2016), “The Double-Edged Effect of Knowledge Acquisition: How Contracts Safeguard Pre-Existing Resources,” *Strategic Management Journal*, 37(10), 2104-2120.
- Lo, Desmond and Stephen Salant (2016), “The Strategic Use of Early Bird Discounts for Dealers,” *Quantitative Marketing and Economics*, 14(2), 97-127.

SUBMITTED AND WORKING PAPERS

- “Contracting to Dis-Incentivize” (with Giorgio Zanarone and Mrinal Ghosh), reject and resubmit
- “Delegation, Centralization, and Productivity in Industrial Salesforce” (with Richard Tang, Mrinal Ghosh, and Arti Gandhi, revise and resubmit
- “Effort and Compensation in Relational Contracts” (with Heikki Rantakari)
- “Coordination and Organization Design: Theory and Micro-Evidence” (with Wouter Dessein and Chieko Minami)
- “The Effect of Ownership Size and Proximate Customers on Establishment Survival” (with Nydia MacGregor & Richard Tang)
- “Early Bird Discounts for Heterogeneous Dealers” (with Stephen Salant)

WORK-IN-PROGRESS

- “Experience and Attention: Evidence from Sales Force” (with Francisco Brahm and Wouter Dessein)
- “Arbitrary Rules in Capacity-Constrained Oligopoly Games with Perfect Substitutes: Did Maggi Improve on Kreps and Scheinkman?” (with Stephen Salant)

CONFERENCE PRESENTATIONS

- Future of Distribution Channels Conference, Philadelphia, Pennsylvania, May 2006
- Marketing Science Conference, Pittsburgh, Pennsylvania, June 2006
- Haring Symposium, Indiana University, Bloomington, Indiana, April 2007
- Marketing Science Conference, Singapore, June 2007
- International Industrial Organization Conference, Arlington, Virginia, May 2008
- Marketing Science Conference, Vancouver, Canada, June 2008
- International Society of New Institutional Economics, Toronto, Canada, June 2008
- Academy of Management Conference, Anaheim, California, August 2008
- Marketing Science Conference, Ann Arbor, Michigan, June 2009
- International Society of New Institutional Economics, Berkeley, California, June 2009
- Organizational Economics and Organizational Capabilities Workshop, Bergen, Norway, May, 2010
- European School on New Institutional Economics, Workshop on salesforce contracts, Corsica, France, May 2011
- National Bureau of Economic Research, Workshop on organizational economics, Boston, Massachusetts, May 2011
- International Society of New Institutional Economics, Palo Alto, California, June 2011
- American Economic Association Annual Meeting, Chicago, Illinois, January, 2012
- American Marketing Association Winter Conference, St. Petersburg, Florida, February, 2012
- International Society of New Institutional Economics, Los Angeles, California, June 2012
- Institute for the Study of Business Markets Conference, Chicago, Illinois, August, 2012
- American Marketing Association Winter Conference, Las Vegas, Nevada, February 2013
- International Society of New Institutional Economics, Durham, North Carolina, June 2014
- Institute for the Study of Business Markets Conference, San Francisco, California, July 2014
- Organizations and Institutions Workshop, University of Pompeu Fabra, Barcelona, June 2015
- Bass INFORMS Conference, University of Texas, Dallas, Texas, February 2016
- Conference on Contracts, Procurement, and Public-Private Arrangements, Paris, June, 2016
- Conference of the Society for Institutional and Organizational Economics, Paris, June, 2016
- Institute for the Study of Business Markets Conference, Atlanta, Georgia, August 2016

American Marketing Association Summer Conference, Atlanta, Georgia, August 2016
 Thought Leadership on the Sales Profession Conference, Paris, France, May 2017
 Marketing Science Conference, Los Angeles, California, June 2017
 Enhancing Sales Force Productivity Conference, Columbia, Missouri, March, 2018
 Conference of the Society for Institutional and Organizational Economics, Montreal, June, 2018
 Workshop on Relational Contracts, Chicago, Illinois, September, 2018
 Waseda University Workshop on Contract Theory and Organizational Economics, Tokyo, Japan, December, 2018

TEACHING

Santa Clara University,

Business-to-Business Marketing (bachelor's). Winter 2013. Student evaluations: 4.9/5.0

Competitive Marketing Strategy (MBA). Fall 2008 – Winter 2013, Student evaluations: 4.5/5.0

Marketing Strategy and Decisions (MBA). Fall 2013 – ongoing. Student evaluations: 4.6/5.0

Marketing Channels (MBA). Fall 2013 – ongoing. Student evaluations: 4.5/5.0

Marketing Analysis and Decisions (MS – Business Analytics). Fall 2016. Student evaluations: 4.3/5.0

University of Minnesota, Fall 2017, *Inter-Organizational Relations in Marketing* (Ph.D.). Invited guest lecturer

Kobe University, Fall 2015 & 2016, *Marketing Channels and Organizational Economics* (Ph.D.). Invited guest lecturer

University of Michigan, *Marketing Management* (bachelor's). Winter 2005. Student evaluations: 4.9/5.0

University of California, Santa Barbara, Teaching Assistant, *Intermediate Microeconomics* (bachelor's). Winter and Spring, 1997. Nominated for the University Excellence in Teaching Award

INTERNAL SERVICES (Santa Clara University)

2008 –	Coordinator, MBA core marketing course
2009 – 2012 & 2016 – 2017	Department representative, Faculty Senate
2009 – 2013	Coordinator and organizer, Bay Area Marketing Symposium
2012	Outside member, recruiting committee (OMIS department)
2012 – 2013	Member, University Admission Task Force
2013 – 2015	Coordinator, MBA Concentration, Managing Customer Relationship
2015 –	Coordinator, MBA Channel and Sales Management Track
2016 – 2017	Departmental research seminar organizer
2017	Member, review committee of Leavey Grant
2018 – 2019	Member, Rank and Tenure Committee, Leavey School of Business
2018 – 2019	Co-chair, Recruiting Committee, Marketing Department
2018 –	Chairperson, Marketing Department

EXTERNAL SERVICES

2010	European School on New Institutional Economics, organizing committee member & seminar chair, May, Corsica, France
2011	International Society for New Institutional Economics Conference, program committee member, June, Stanford University, Palo Alto
2012 – 2014	Society for Institutional and Organizational Economics (formerly International Society for New Institutional Economics), elected member, Board of Directors.
2014	Institute for the Study of Business Markets Conference, Ph.D. camp counselor, San Francisco
2014 –	<i>Journal of Marketing Channels</i> , member, Editorial Review Board
2017 –	Vice Chair, Inter-Organizational Research Special Interest Group, American Marketing Association
2018	Society for Institutional and Organizational Economics Conference, program committee member, HEC Montreal, Canada

AWARDS AND HONORS

University of Michigan

- Dykstra Award for Excellence in Teaching and Research, 2007, Ross School of Business
- John M. Olin Center for Law and Economics, Student Fellow, summer 2006, Law School

Santa Clara University

- Extraordinary Faculty Performance, 2009-10, Leavey School of Business
- University President Research Grant, 2010, 2012, 2015
- Leavey School of Business Grant, 2009-2015, 2017
- University Faculty Senate Recognition Award, 2014
- Sustainability Research Grant (\$25,000), 2016

Ministry of Science and Innovation, Spain

- Research Grant, 2011-13, “The Determinants of Institutional Performance: Organizations, Contracts, and Legal Institutions,” principal investigator, Benito Arruñada, University of Pompeu Fabra
- Research Grant, 2015-17, “Organizational and Institutional Challenges: Innovation and Governance,” principal investigator, Benito Arruñada, University of Pompeu Fabra

Japan Society for the Promotion of Science, Japan

- Grants-in-Aid for Scientific Research, 2016-18, principal investigator, Chieko Minami, Kobe University

AD HOC REVIEWER: *Marketing Science; Journal of Marketing Research; Journal of Marketing; Management Science; Organization Science; Strategic Management Journal; Journal of Law, Economics, & Organization; Journal of Economic & Management Strategy; Journal of Management Studies; Journal of Retailing; Cornell Hospitality Quarterly; Managerial and Decision Economics; Southern Economic Journal; Journal of Marketing Channels; Journal of Institutional Economics; International Society of Franchising Conferences; American Marketing Association Conferences*

MEMBERSHIP: American Marketing Association, American Economic Association, Society for Institutional and Organizational Economics

CORPORATE EXPERIENCE

- 1993-1995 Toshiba Hong Kong Ltd., Sales Executive & Sales Supervisor – East China
- 1995-1996 LG Electronics Hong Kong Ltd., Sales Manager, China.
- 1998-2001 Agfa Hong Kong Ltd., Business Manager (Department Head), Consumer Digital Imaging, China, Hong Kong, Vietnam, & the Philippines
- 2001 Hewlett-Packard China Ltd., Business Manager (Department Head), Home PC, China