

## Desmond (Ho-Fu) Lo

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### ACADEMIC AND ADMININSTRATIVE APPOINTMENTS

Santa Clara University:

2008 – 2010 Visiting Assistant Professor of Marketing  
2010 – 2017 Assistant Professor of Marketing  
2017 – Associate Professor of Marketing  
2018 – Chair, Marketing Department  
2022 – William T. Cleary Professor

### VISITING POSITIONS

2017 (Mar.) Visiting Research Professor, University of Jean Monnet - University of Lyon, France  
2018 (Jan.-Mar.) Visiting Research Professor, Columbia University, New York  
2022 (Nov.-Dec.) Visiting Researcher, Kobe University, Japan  
2023 (July-Aug.) Visiting Researcher, Waseda University, Japan (scheduled)

### EDUCATION

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

### RESEARCH INTERESTS

Organizational Governance in Distribution Channels; Business Marketing; Salesforce Management; Contracting; Organizational Economics. Current focus: coordination; allocation of authority; managerial style and attention; effect of weather and climate on the firm

### PUBLICATIONS

“[The Incentive and Selection Roles in Sales Force Compensation Contracts](#),” Desmond Lo, Mrinal Ghosh, and Francine Lafontaine (2011), *Journal of Marketing Research*, 48(4), 781-798.

“[Pricing Formats for Branded Components in Business-to-Business Markets: An Integration of Transaction Cost Economics and the Resource-Based View](#),” Desmond Lo, Kellilynn Frias, and Mrinal Ghosh (2012), *Organization Science*, 23(5), 1282-1297.

“[The Double-Edged Effect of Knowledge Acquisition: How Contracts Safeguard Pre-Existing Resources](#),” Giorgio Zanarone, Desmond Lo, and Tammy Madsen (2016), *Strategic Management Journal*, 37(10), 2104-2120.

[“Price Delegation and Performance Pay: Evidence from Industrial Sales Force,”](#) Desmond Lo, Wouter Dessein, Mrinal Ghosh, and Francine Lafontaine (2016), *Journal of Law, Economics, and Organization*, 32(3), 508-544.

[“The Strategic Use of Early Bird Discounts for Dealers,”](#) Desmond Lo and Stephen Salant (2016), *Quantitative Marketing and Economics*, 14(2), 97-127.

[“Contracting to \(Dis\)incentivize? An Integrative Transaction-cost Approach on How Contracts Govern Specific Investments,”](#) Desmond Lo, Giorgio Zanarone, and Mrinal Ghosh (2022), *Strategic Management Journal*, 43(8), 1528-1555.

[“Coordination and Organization Design: Theory and Micro-Evidence,”](#) Wouter Dessein, Desmond Lo, and Chieko Minami (2022), *American Economic Journal: Microeconomics*, 14(4), 804-843.

[“Managing with Style? Micro-evidence on the Allocation of Managerial Attention,”](#) Desmond Lo, Francisco Brahm, Wouter Dessein, and Chieko Minami (2022), *Management Science*, 68(11), 8261-8285.

## **WORKING PAPERS**

“The Management of Knowledge Work” (with Wouter Dessein, Ruo Shangguan, and Hideo Owan)

“Effort and Compensation in Relational Contracts” (with Heikki Rantakari)

“Delegation, Centralization, and Productivity in Industrial Salesforce” (with Richard Tang and Mrinal Ghosh)

“Early Bird Discounts for Heterogeneous Dealers” (with Stephen Salant)

“The Effect of Ownership Size and Proximate Customers on Establishment Survival” (with Nydia MacGregor and Richard Tang)

## **CONFERENCE / SEMINAR 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, 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  
 University of Lyon, Institute of the Analysis of Theoretical Economics, St. Etienne, France, March 2017  
 Thought Leadership on the Sales Profession Conference, Paris, France, May 2017  
 Marketing Science Conference, Los Angeles, California, June 2017  
 University of Minnesota, Marketing Department, Twin Cities, Minnesota, November 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  
 Kansai University, Department of Economics, Osaka, Japan, December 2018  
 Workshop on Contract Theory and Organizational Economics, Waseda University, Tokyo, Japan,  
 December 2018  
 American Marketing Association Winter Conference, Austin, Texas, February 2018  
 Paris-Berkeley Organizational Economics Workshop, Berkeley, California, March 2019  
 Contract Theory Workshop, Osaka & Waseda Universities, Osaka, Japan, March 2019  
 Strategy Science Conference, Salt Lake City, May, 2019  
 Thought Leadership on the Sales Profession Conference, Palo Alto, California, May 2019  
 Empirical Management Conference at the World Bank, Washington D.C., December, 2019  
 Strategy Science Conference, online, May 2020.  
 American Marketing Association Summer Conference, online, August, 2020  
 Strategic Management Society Annual Conference, online, October, 2020  
 Empirical Management Conference at Cornell University, online, December, 2020  
 Strategy Science Conference, online, May, 2021  
 University of Barcelona, Graduate School of Business, summer workshop, online, June, 2021  
 Conference of the Society for Institutional and Organizational Economics, online, June 2021  
 University of Oklahoma, Department of Marketing, Research Seminar, October, 2021  
 American Marketing Association Winter Conference, online, February 2022  
 Enhancing Sales Force Productivity Conference, Lawrence, Kansas, April 2022  
 Paris Dauphine University, Chairs and Regulation Unit, France, October 2022  
 University of Lausanne, Department of Strategy, Switzerland, October 2022  
 Kobe University, Department of Economics, Japan, November 2022

## TEACHING

Santa Clara University:

*Business-to-Business Marketing* (bachelor's). Winter 2013

*Competitive Marketing Strategy* (MBA). Fall 2008 – ongoing  
*Marketing Channels* (MBA). Fall 2013 – Spring 2018  
*Marketing Analysis and Decisions* (MS – Business Analytics). Fall 2016.  
*Salesforce Management* (MS – Marketing; online program). Spring 2021  
*Distribution Channels* (MS – Marketing; online program). Spring 2021  
*Go-to-Market Strategy* (MBA). Winter 2023 - ongoing.

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

Kobe University, 2015, 2016, 2018, 2020, 2021. *Marketing Channels and Organizational Economics*;  
*Marketing Strategy and Management*. Guest lecturer

University of Michigan, *Marketing Management* (Bachelor's). Winter 2005. Instructor

University of California, Santa Barbara, *Intermediate Microeconomics* (Bachelor's). Winter and Spring,  
 1997. Teaching Assistant. 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 – 2019	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 –	Recruiting Committee, <i>ex officio</i> , Marketing Department
2018 (summer)	Chair, Graduate Policy Committee
2018 –	Chair, 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 – 2015 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 – 2020 *Journal of Marketing Channels*, member, Editorial Review Board

2017 – 2019 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

2020 – *Journal of Inter-Organizational Relationships*, member, Editorial Review Board

**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, & 2017-2021
- 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, 2016-2021, principal investigator, Chieko Minami, Kobe University
- Invitational Fellowship for Research in Japan, July 2023, host by Hideo Owan, Waseda University

## Kobe University, Japan

- Strategic International Collaborative Research Grant, 2022, jointly with Chieko Minami

## Waseda University, Japan

- Waseda Institute for Advanced Study, Grant for Visiting Researcher, jointly with Hideo Owan

**AD HOC REVIEWER:** *Marketing Science; Journal of Marketing Research; Journal of Marketing; Management Science; Organization Science; Strategic Management Journal; Journal of Law, Economics, & Organization; International Journal of Industrial Organization; Journal of Management Studies; Journal of Economic & Management Strategy; Journal of Retailing; Cornell Hospitality Quarterly; Managerial and Decision Economics; Southern Economic Journal; Small Business Economics; Journal of Marketing Channels; Journal of Institutional Economics.*

**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, Central and 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