

Francisco José Brahm Morales

Curriculum Vitae

Updated: September 2, 2021

JOB POSITIONS

- Assistant Professor in Strategy and Entrepreneurship at the London Business School. August 2018 – present.
- Research Associate at the Business School of the Pontifical Catholic University of Chile (PUC), Santiago, Chile. From 2010 – 2015. (50% dedication)
- Consultant at CEOP Consulting, Santiago, Chile. From 2009 – 2015. (50% dedication)
- Chief Financial Officer at Cerama, 2006-2009.
- Finance Manager at Empresas Pizarreño, 2004-2005.

GENERAL

- Born December 9, 1980.
- E-mail: fbrahm@london.edu
- Twitter: [@Francisco_Brahm](https://twitter.com/Francisco_Brahm)
- LBS website: <https://www.london.edu/faculty-and-research/faculty/profiles/f/francisco-brahm>
- Personal website: <https://sites.google.com/site/fcobrahm/>
- Google scholar profile: http://scholar.google.cl/citations?user=_Z6d5jQAAAAJ&hl=en

EDUCATION

- *PhD in Management*, 2015-2018, Judge Business School, University of Cambridge, UK.
- *Master of Science in Management*, 2009-2010, Business School, Pontifical Catholic University of Chile (PUC), Santiago, Chile.
- *Commercial Engineer (5 year degree in business administration)*, 2004, Business School, Pontifical Catholic University of Chile (PUC), Santiago, Chile.

RESEARCH

-- RESEARCH INTERESTS

- Phenomena: Nature and origins of the firm; Organizational structure (vertical integration, diversification, delegation, contracting); Informal organization and culture (cooperation, trust, social norms, beliefs, skills, tacit knowledge)
- Theories and methods: Any theory and method that can shed light on the phenomena of interest. However, I am most familiar with organizational economics and cultural evolution. In terms of methods, I am most proficient with large sample statistical analysis, insider econometrics and field experiments.

-- PUBLICATIONS

- Brahm, F., Parmigiani, A., Tarzijan, J. 2021. "Can firms be both broad and deep? Exploring the relationship between horizontal and vertical scope". *Journal of Management*. 47(5), 1219-1254.
- Brahm, F., Poblete, J. 2021 "The evolution of productive organizations", *Nature Human Behaviour*, Vol. 5, p. 39-48.
- Brahm, F., Poblete, J. 2018. "Incentives and ratcheting in a multiproduct firm: A field experiment". *Management Science*, Vol. 64, No. 10.
- Tarziján, J., Brahm, F., Singer, M. 2017. "The impact of frictions in routine execution on economies of scope". *Strategic Management Journal*, Vol 38, No. 10, p. 2121-2142.
- Brahm, F., Tarziján, J. 2016 "Toward an integrated theory of the firm: The interplay between internal organization and vertical integration". *Strategic Management Journal*, Vol 37, No. 12, p. 2481-2502.
- Brahm, F., Tarziján, J. 2016 "Relational Contracts and Collaboration in the Supply Chain: Impact of Expected Future Business Volume on the Make-or-Buy Decision". *Journal of Supply Chain Management*, Vol 52, No 3.
- Brahm, F., Tarziján, J. 2015 "Does Complexity and Prior Interactions Affect Project Procurement? Evidence from Mining Mega-Projects". Vol. 33, N° 8, p. 1851-1862 *International Journal of Project Management*.
- Tarziján, J., Brahm, F., 2014. "Subcontracting in project-based firms: Do you follow the same pattern across your different projects?" *International Journal of Project Management*, Vol 32, N° 6, p. 995-1006.
- Brahm, F., Tarziján, J. 2014. "Transactional Hazards, Capabilities, and Institutional Change: Integrating Theories of the Firm". *Strategic Management Journal*, Vol 35, N° 2, p. 224-245.
- Brahm, F., Tarziján, J. 2013. "Boundary Choice Interdependency: Evidence from Construction Firms". *Industrial and Corporate Change*, Vol 22, N° 5, p. 1229-1271.
- Brahm, F., Singer, M. 2013. "Is More Engaging Safety Training Always Better? Evidence from Chilean Panel Data". *Journal of Safety Research*, Vol 47, p. 85-92.
- Brahm, F., Tarziján, J. 2012. "The Impact of Complexity and Managerial Diseconomies on Hierarchical Governance", *Journal of Economic Behavior and Organization*, Vol 84, N° 2, p. 586-599.
- Tarziján, J., Brahm, F., Daiber, F. 2008. "Entrepreneurial Profitability and Persistence: Chile versus the U.S.A.". *Journal of Business Research*, Vol 61, N° 6, p. 599-608.
- Tarziján, J., Daiber, F., Brahm, F. 2005. "Explicando la Rentabilidad de la Empresa y su Sustentación". *ABANTE: Studies in Business Management*, Vol. 8, N°1, p. 25-54. (Non ISI journal)

-- SUBMITTED PAPERS

- Brahm, F., Loch, C., Riquelme, C. "Cooperation in large organizations: Exploring the role of formal structure using a field experiment". Link to the AEA RCT registration:

<https://www.socialscienceregistry.org/trials/2350>. Revise and Resubmit, Organization Science.

- Lo, D., Brahm, F., Dessein, W., Minami, C. "Managing with Style? Micro-Evidence on the Allocation of Managerial Attention". Revise and Resubmit, Management Science.
- Brahm, F., Poblete, J. "How cultural evolution theory can contribute to our understanding of organizations?". Revise and Resubmit, Organization Theory.
- Brahm, F., Feylessoufi, A., Singer, M. "The impact of incentives on teams: Micro-evidence from retail" Submitted, Management Science.

-- WORKING PAPERS

- Brahm, F., Lafortune, J., Tessada, J., "Is workplace safety everybody's business? Experimental evidence on prevention information, accidents and compensating wage differentials in SMEs". (J-Pal RCT, field experiment). Under revision, Journal of the European Economic Association.
- Brahm, F., Loch, C. "Social preferences, contracting and productivity: Lab-in-the field evidence"
- Brahm, F., Bojilov, R., Poblete, J. "The productivity effect of incentive ratcheting"
- Brahm, F., Poblete, J. "Evolutionary foundations for organizational culture"
- Brahm, F., Poblete, J. "The mechanisms of long-run cultural persistence and change: A replication study".
- Brahm, F., Tang, S. "Middle managers' personality, organizational culture and strategic change"

-- PROJECTS (results available but no draft yet)

- Brahm, F., Quiroga, B., Singer, M. "Productivity v/s occupational safety"
- Brahm, F., Dessein, W. "Centralization and demand synergies: Empirical evidence from a corporate reorganization".
- Brahm, F., Chambers, C. "Team size and supervisor prosociality"

-- BOOKS

- Brahm, F., Singer, M., Valenzuela, L., Ramírez, C. 2011. "Comparación Internacional de Sistemas de Salud y Seguridad Laboral" (translation: "International Comparison of Occupational Safety and Health Systems"). Organización Internacional del Trabajo (International Labour Organization Publishing). ISBN 978-92-2-325485-8.

-- CASES (unpublished)

- "Ryanair vs Easyjet" 2018 update to the case taught at the "Strategy" course at LBS MBA
- "The UK petroleum industry" 2019 update to the case taught at the "Strategy" course at LBS MBA
- "The Complexity of Culture in a Beverages Supply Chain" original case used in sessions revolving around culture and organizational change.

-- GENERAL INTEREST PUBLICATIONS

- Loch, C., Kavadias, S., Hiscocks, P., Brahm, F. 2016. “Solving the scale up challenge: The crucial role of management”. Report commissioned by Barclays Bank. Available at: <https://www.home.barclays/news/2016/04/scale-up-UK.html>
- Tarzuján, J., Brahm, F. 2013. “Integrando las teorías de la firma para explicar los límites de la empresa” (“Integrating the theories of the firm to explain firm boundaries”). Revista Administración y Economía, No. 75.
- Singer, M., Brahm, F. 2011. “Seguridad laboral: ¿Cómo estamos por casa?” (“Safety at work: Where do we stand?”). Revista de la OTIC de la CchC, No. 96.

TEACHING

- MBA
 - “Strategy”, 1st year core MBA course, London Business School, September to December 2020. (3 streams of ~90 students, 10 sessions)
 - “Strategy”, 1st year core MBA course, London Business School, September to December 2019. (3 streams of ~83 students, 10 sessions)
 - “Strategy”, 1st year core MBA course, London Business School, September to December 2018. (2 streams of ~83 students, 10 sessions)
- PhD
 - “Behavioral Foundations of Strategy”, PhD course, London Business School, February and March 2021. (6 students, 2 sessions)
 - “Behavioral Foundations of Strategy”, PhD course, London Business School, February and March 2019. (5 students, 5 sessions)

SEMINAR, CONFERENCE PRESENTATIONS

-- RESEARCH SEMINARS

- Rotterdam School of Business, June 2021, “Cooperation in Large Organizations: Exploring the Role of Formal Structure Using a Field Experiment”
- Michigan Ross School of Business, April 2021 “Cultural evolution and organizations”
- Brown bag seminar, London Business School, April 2021, “Cultural evolution and organizations”
- Maryland R.H. Smith School of Business, October 2020, “Managing with Style? Micro-Evidence on the Allocation of Managerial Attention”
- Brown bag seminar, London Business School, June 2020, “Social preferences, contracting and productivity: Lab-in-the field evidence”
- Management Seminar, School of Economics and Management, Pompeu Fabra University. Barcelona, May 2019. “The evolution and impact of large scale cooperation: evidence from administrative data and a field experiment”
- Brown bag seminar, London Business School, January 2019, “The evolution and impact of large scale cooperation: evidence from administrative data and a field experiment”

- Operations and Technology Management Seminar, Cambridge Judge Business School, October 2017. Paper presented: “The evolution of productive organizations”.
- PhD Seminar, Cambridge Judge Business School, April 2017. Paper presented: “The evolution of productive organizations”.
- Research Seminar, IE Business School, November 2016. Paper presented: “The impact of frictions in routine execution on economies of scope”
- PhD Seminar, Cambridge Judge Business School, December 2016. Paper presented: “Engineering cooperation in the field”.
- PhD Seminar, Cambridge Judge Business School, February 2016. Paper presented: “Cultural evolution theory: Overview and a few (raw) ideas on how to apply it”.
- PhD Seminar, Cambridge Judge Business School, February 2016. Paper presented: “Where Are the Promised Economies of Scope? Disentangling Synergy Gains and Coordination Costs in a Growth Strategy through Product Variety”.
- Applied Microeconomics Seminar, Economics Institute, Pontificia Universidad Católica de Chile. Santiago, April 2014. Paper presented: “Towards and integrated theory of the firm: the interplay between internal organization and vertical integration”.

-- CONFERENCES, WORKSHOPS AND SUMMER SCHOOLS

- Theoretical Organizational Models (TOM) annual conference, June 2021. Paper presented: “Evolutionary foundations of organizational culture”.
- Sumantra Ghoshal Conference 2021, May 2021. Paper presented: “The impact of formal incentives on teams: Micro-evidence from retail”
- 3RD Berkeley Culture Conference, January 2021, Virtual. Paper presented: “The mechanics of organizational culture”
- SMS Annual Conference, London (Virtual), October 2020. Presentation: “Managing with Style? Micro-Evidence on the Allocation of Managerial Attention”
- AOM Annual Conference (online), August 2020. Paper presented: “The evolution of productive organizations”
- SIOE Annual Conference, Boston, June 2020. Paper selected: “The breakdown and recovery of cooperation in large groups: Exploring the role of formal structure using a field experiment” (Cancelled due to COVID-19)
- Barcelona GSE Summer Forum, Organizational Economics. Barcelona, June 2020. Selected paper “Managing with Style? Micro-Evidence on the Allocation of Managerial Attention”. (Cancelled due to COVID-19)
- Strategy Science Annual Conference, Wharton, Philadelphia, May 2020. Paper selected: “The breakdown and recovery of cooperation in large groups: Exploring the role of formal structure using a field experiment” (Physical conference was cancelled due to COVID-19 and held online)
- 2ND Culture Berkeley Conference, January 2020, Berkeley. Paper presented: “The breakdown and recovery of cooperation in large groups: Exploring the role of formal structure using a field experiment”

- Barcelona GSE Summer Forum, Organizational Economics. Barcelona, June 2019. Paper discussed “The evolution of productive organizations”.
- SIOE Annual Conference, Stockholm, June 2019. Presentation: “The evolution of productive organizations”
- IAST 7th Biology and Economics on “Cultural Evolution”. Toulouse, May 2019. Poster presented: “The evolution of productive organizations”.
- London50 Conference. London, May 2019. Paper presented: “The evolution and impact of large scale cooperation: evidence from administrative data and a field experiment”
- Internal Conference LBS Strategy and Entrepreneurship. London, January 2019. Paper presented: “Is workplace safety everybody’s business? Experimental evidence on prevention information, accidents and compensating wage differentials in SMEs”
- Barcelona GSE Summer Forum, Organizational Economics. Barcelona, June 2018. Paper presented “The evolution of productive organizations”.
- CORE Winter Doctoral Conference. Cambridge, December 2017. Paper presented “The evolution of productive organizations”.
- INFORMS Annual Conference, Houston. Paper presented: “The evolution of productive organizations”, October 2017.
- INORMS Annual Conference, Houston. Paper presented: “Leadership, social preferences and productivity: Evidence from truck drivers”, October 2017.
- XVIII Edition of the Trento Summer School on Adaptive Economic Dynamics. Topic: New Thinking on the Theory of the Firm. Paper presented: “The evolution of productive organizations”. June, 2017.
- 7th Madrid Work and Organization Workshop, IE Business School. Paper presented: “The role of contracts on the competitive behavior of teams and individuals”. May, 2017
- SMS Special Conference in Milan. Paper presented: “Leadership, social preferences and productivity: Evidence from truck drivers”. April, 2017,
- CORE Winter Doctoral Conference. Cambridge, December 2016. Paper presented: “Leadership, Social Preferences and Productivity: Evidence from Trucks Drivers”.
- SMS Annual Conference, Berlin, September 2016. Presentation: “Do Individuals and Teams Respond Differently to Co-located Competitors Under Different Contract Choices? Evidence from Supermarkets”
- SIOE Annual Conference, Science Po, Paris, June 2016. Presentation: “Incentives and Ratcheting in a Multiproduct firm: A field Experiment”
- CORE Winter Doctoral Conference. Cambridge, December 2015. Paper presented: “Incentives in firms: Disentangling direct and strategic effect”. Winner of best conference paper.
- Santiago Special Conference, Strategic Management Society. March 2015. Paper presented: “Does Complexity and Prior Interactions Affect Project Procurement? Evidence from Mining Mega-Projects”.
- SMS Special Conference, Strategic Management Society. Copenhagen, June 2014. Paper presented: “Contract choice and peer-effects: Evidence from supermarkets”.

- Academy of Management Annual Conference. Orlando, August 2013. Paper presented: “Can firms be both broad and deep? Exploring the relationship between horizontal and vertical scope”.

-- PRACTITIONER TALKS (RESEARCH DIVULGATION)

- Consulting services of ACHS, strategic alignment quarterly meeting. “Large scale cooperation and the impact of BAPP”. December, 2016.
- Conference on Safety and Health at the Workplace. “Measuring to prevent”. November, 2014.
- Annual Meeting of the Forest Sector’s Trade Association (CORMA). “Employee safety: where do we stand and some thoughts on prevention”. November, 2012.

MEMBERSHIP

- Member of Strategic Management Society
- Member of Academy of Management Society
- Member of Organizational Design Community
- Member of Theoretical Organizational Models Society
- Member of Cultural Evolution Society

EXTERNAL SERVICE

- Member of Advisory Board for Organizational Design Community (since mid-2021)
- Member of the editorial review board for Organization Science (since mid-2021)
- Member of editorial review board for Strategic Management Journal (since mid-2020)
- Reviewer for ISI journals (total=49): Academia Revista Latinoamericana de Administración (1), Journal of Business Research (1), International Journal of Project Management (10), Journal of Economic Behavior and Organization (1), Journal of Supply Chain Management (1), Management Science (5), Strategic Management Journal (17), International Journal of Production Economics (1), California Management Review (1), Organization Science (11).
- Reviewer for conferences: Annual Conference of the Strategic Management Society (5 conferences, ~3 papers per conference).
- Reviewer for research funds: FONDECYT (4) (main Chilean research scholarship, granted by the government), FUCYT (2) (main Chilean research funding for research on employee health and safety).

AWARDS AND ACHIEVEMENTS

- Letter of commendation for obtaining the best grade in the 1st year report in the last 10 years of the CJBS PhD Program. (Received in June 2016).
- The paper “The evolution of productive organizations” won the Best Paper Award at the 2017 CORE Winter Doctoral Conference at the Judge Business School.

- The paper “Incentives and Ratcheting in a Multiproduct firm: A field Experiment” won the Best Paper Award at the 2015 CORE Winter Doctoral Conference at the Judge Business School.
- The paper “Do Individuals and Teams Respond Differently to Co-located Competitors Under Different Contract Choices? Evidence from Supermarkets” is nominated to: i) Best paper award at the 2016 SMS Conference (Berlin), ii) Best paper award for the “Strategic Human Capital” interest group at the 2016 SMS Conference (Berlin).

RESEARCH GRANTS

- RAMD budget 8707 (LBS internal research grant). Years: 2019-2020. Title of the Project: “Applications of cultural evolution to management”
- Member of the research team, CJBS SG16-13. Years: 2017-2018. Title of the project: “The evolution of voluntary cooperation in firms: Evidence from a field experiment in a large retail company”
- Member of the research team, FUCYT PROJECT #0172 Years: 2015-2016. Title of the project: “Analysis of the relationship between productivity and occupational health”.
- Member of the research team (Main researcher: Jorge Tarziján), FONDECYT PROJECT # 1141101. Years: 2014-2016. Title of Project: “The theory of the firm’s boundaries”.
- Member of the research team (Main researcher: Marcos Singer), FONDECYT PROJECT # 1141020. Years: 2014-2016. Title of Project: “¿Are productivity and workplace safety complements or substitutes?”.
- Main Researcher, FUCYT PROJECT # 0128. Years: 2013-2014. Title of the project: “Impact evaluation of occupational safety and health prevention activities by the Chilean Association of Safety – ACHS”

SCHOLARSHIPS

- Awarded the “Cambridge International Scholarship” from the Cambridge Trust, UK.
- Awarded the “Becas Chile Scholarship” from CONICYT, Chile.
- Awarded the “CJBS Director's Scholarships” (awarded to the best two applicants to the PhD program).

CONSULTING EXPERIENCE

Operations management / Supply Chain / Productivity:

- CTI (Manufacturer of home appliances): Design and implementation of a model to manage inventory and procurement. (Member of the consulting team). 2010, Chile.
- Forestal Arauco (Subsidiary of Arauco S.A., worldwide leader in forest products) Productivity analysis of forest harvesting crews. (Member of the consulting team). 2012, Chile.
- Embotelladora Andina (Main Chilean Bottler and Distributor of Coca-Cola): Productivity analysis for the replenishment activity at supermarkets, policy recommendations, and design and execution of a pilot study. (Leader of the consulting team). 2011-2012, Chile.

- Embotelladora Andina: Time study of the truck fleet distributing goods to supermarkets and policy recommendations. (Leader of the consulting team). 2013, Chile.
- CCU (Leading manufacturer of beer in Chile and Chilean Bottler of Pepsico): Comprehensive evaluation of the distribution logistics to clients and policy recommendations. (Leader of the consulting team). 2012-2013, Chile.
- CCU (see above): Study of the relationship between personality traits and performance in truck drivers using behavioral experiments. (Leader of the consulting team). 2015, Chile.
- CCU (see above): Benchmark analysis for the replenishment activity at supermarkets. (Leader of project). 2015, Chile.

Contracting:

- Forestal Arauco (see above): Design and implementation of an auction mechanism for the assignment of production volume to harvesting contractors. (Member of the consulting team). 2012, Chile.
- CODELCO - Proyecto Chuquicamata Subterráneo (State owned copper mining company): Design of a conceptual model to decide contracting scheme of mine maintenance and mine development, policy recommendations. (Leader of the consulting team). 2012-2013, Chile.
- CCU (see above): Detailed design and execution of a project aimed at improving the productivity and the service level of the distribution logistics to clients by changing contracts and aligning incentives with contractors and employees. (Leader of the consulting team). 2013-2014-2015, Chile.
- Embotelladora Andina: Time study of the replenishment activities in supermarkets (Leader of the consulting team). 2015, Chile.
- CCU: Design of the goal setting process for the incentive systems of the salesforce. And experimental implementation of suggestions. (Co-leader of the consulting team). 2019, Chile.

Government and public policy

- Servicio Nacional de Capacitación -SENCE (Office of the labor ministry devoted to promote vocational training): Design of a policy to improve a labor market intermediation. (Leader of the consulting team). 2010, Chile.
- Asociación Gremial de Mutuales (Trade association of occupational health and safety providers): Evaluation and International Comparison of the Chilean System of Occupational Safety and Health. (Leader of the consulting team). 2011, Chile.
- Corporación de Administración - Poder Judicial (Agency of the Judiciary devoted to management of courts): Evaluation of the goals system for courts employee. (Member of the consulting team). 2010, Chile.
- Chile Valora (Government agency devoted to promote public certification of workers' skills): Analysis of the labor market of the baking industry and the retail industry, appraisal of workers skills. (Member of the consulting team). 2013, Chile.
- SENCE (see above): Impact evaluation of vocational training using the ELE panel dataset. (Leader of the consulting team). 2012, Chile.

Human resources management:

- CODELCO - Proyecto Chuquicamata Subterráneo (see above): Design of the human resource strategy for the construction phase of the project. (Leader of the consulting team). 2012, Chile.
- Asociación Chilena de Seguridad – ACHS (Largest provider of occupational safety and health services): Evaluation of the relationship between productivity and employee safety. (Leader of the consulting team). 2013-2014, Chile.
- Cámara Chilena de la Construcción - CchC (Trade association of the construction industry): Evaluation of the “Red Social” of the “Chilean Construction Chamber - Cámara Chilena de la Construcción (CchC)”. 2012, Chile.
- Corporación de Capacitación de la CchC – CCC (Provider of vocational training – Subsidiary of CchC): Impact evaluation on salaries of the vocational training executed by the CCC. 2012, Chile.
- CCU (see above): Evaluation and design of an incentives system for the sales force. (Leader of the consulting team). 2013, Chile.
- CCU (see above): Time study and sales force size evaluation for the sales force. (Leader of the consulting team). 2014, Chile.
- CCU (see above): Study to develop a new goal setting and incentive system for the salesforce (Member of the consulting team). 2019-2020, Chile

Finance:

- Accuratek (Specialty trade supplier in the construction industry): Valuation of firm assets. (Leader of the consulting team). 2011, Chile.
- Accuratek (see above): Valuation of firm equity and recommendation of a share price for a buyout of one of the owners of the firm. (Leader of the consulting team). 2014, Chile.

Other:

- Canback (Global consulting firm): Coordination and execution of trade visit for clients of Canback. 2014, Chile.
- Barclays (UK Bank): Policy recommendation to address the management issues of the Scale-Up challenge of start-ups. 2015-2016, UK.