

# Jan ONDRUS

Professor

Department: Information Systems, Data Analytics and Operations  
ESSEC Business School  
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## RESEARCH INTERESTS

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Digital Business Models & Innovation, Digital Platform & Ecosystem Strategy, Social impact of IT,

## EDUCATION

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2007 Ph.D. in Information Systems, HEC Lausanne, Switzerland  
2003 MSc in Information Systems, HEC Lausanne, Switzerland

## EMPLOYMENT

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### Full-time academic positions

2024 - Present Professor, ESSEC Business School, France  
2015 - 2024 Associate Professor, ESSEC Business School, Singapore  
2007 - 2015 Assistant Professor, ESSEC Business School, Singapore

### Other affiliations and appointments

2021 - 2026 Chaired Professor - Digital Disruption, ESSEC Business School, France  
2020 - 2021 Associate academic director GLOBAL MBA, ESSEC Business School, France  
2018 - 2022 Associate Dean for Essec Asia-Pacific, ESSEC Business School, Singapore  
2016 - 2020 Track Coordinator - Digital Business and Innovation - GLOBAL MBA, ESSEC Business School, France  
2015 - 2019 Director of Research - Center of Excellence in Digital Business, ESSEC Business School, France  
2015 - 2018 Chaired Professor of the Chair of Networked Business Models, ESSEC Business School, France  
2009 - 2016 Research Director - Chair Media & Entertainment/Digital, ESSEC Business School, France  
2016 - 2016 Visiting Fellow, Korea Development Institute (KDI), South Korea  
2016 - 2016 Visiting Scholar, Seoul National University, South Korea  
2014 - 2014 Visiting Assistant Professor, Seoul National University, South Korea

2013 - 2014	Visiting Scholar, Case Western Reserve University. Weatherhead School of Management, United States of America
2012 - 2013	Visiting Professor, HEC Lausanne, Switzerland
2008 - 2009	Guest lecturer, University of Mannheim, Germany
2007 - 2007	Visiting Research Professor, Sungkyunkwan University, South Korea

## GRANTS AND HONORS

### Awards and Honors

2020 Best Student Paper Award (Track - Societal Impact of IS) for this article "Hikikomori and Technology-Enabled Escapism: An Affordances and Constraints Perspective" at the 2020 International Conference on Information Systems (ICIS), Association for Information Systems (AIS), United States of America

2017 Nominated for Most Innovative Short Paper Award for his article "IS Capabilities in the Development of an Ecosystem Innovation: A Case Study of the Hallyu (Korean Wave) Phenomenon" at the 2017 International Conference on Information Systems (ICIS), Association for Information Systems (AIS), United States of America

2016 Elsevier 15th Anniversary Author Awards Most Cited Papers 2001 – 2016 for the article : Dahlberg, T., Mallat, N., Ondrus, J., Zmijewska, A. 2008. Past, Present and Future of Mobile Payments: A Literature Review. *ECRA* 7(2), 165-181.

2015 Highly Commended Paper of 2014, for the paper "Mobile Social Networking Application Viability: A research framework," *International Journal of Accounting and Information Management*

2015 Nominated for Best Paper at the 48thHawai'i Annual International Conference on System Sciences (HICCS-48) for the article "A Post-Failure Analysis of Mobile Payment Platforms" (with GannamaneniA., Lyytinen K.).

2005 Nominated for Best Paper Award at the 38th Hawai'i Annual International Conference on System Sciences (HICCS-38)

## PUBLICATIONS

### Journal Articles

SCHREIECK, M., ONDRUS, J., WIESCHE, M. and KRCMAR, H. (2025). Platform Governance for Established Companies. *California Management Review*, 67(4), pp. 48-74.

SCHREIECK, M., ONDRUS, J., WIESCHE, M. and KRCMAR, H. (2024). A typology of multi-platform integration strategies. *Information Systems Journal*, 34(3), pp. 828-853.

TAN, F.T.C., ONDRUS, J., TAN, B. and OH, J. (2020). Digital Transformation of Business Ecosystems: Evidence from the Korean Pop Industry. *Information Systems Journal*, 30(5), pp. 866-898.

DE REUVER, M. and ONDRUS, J. (2017). When Technological Superiority Is Not Enough: The Struggle to Impose the SIM Card as the NFC Secure Element for Mobile Payment Platforms. *Telecommunications Policy*, 41(4), pp. 253-262.

GLADY, N. and ONDRUS, J. (2016). Lancer sa plateforme web: les 3 erreurs à éviter. *Harvard Business Review (France)*, (HS), pp. 94-95.

DAHLBERG, T., GUO, J. and ONDRUS, J. (2015). A Critical Review of Mobile Payment Research. *Electronic Commerce Research and Applications*, 14(5), pp. 265-284.

ONDRUS, J., BUI, T. and PIGNEUR, Y. (2015). A Foresight Support System Using MCDM Methods. *Group Decision and Negotiation*, 24(2), pp. 333-358.

ONDRUS, J., GANNAMANENI, A. and LYYTINEN, K. (2015). The Impact of Openness on the Market Potential of Multi-Sided Platforms: A Case Study of Mobile Payment Platforms. *Journal of Information Technology*, 30(2), pp. 260-275.

PHANG, C.W., SUTANTO, J., TAN, C.H. and ONDRUS, J. (2014). Mobile Social Networking Application Viability: A Research Framework. *International Journal of Accounting and Information Management*, 22(4), pp. 321-338.

HOLZER, A. and ONDRUS, J. (2011). Mobile Application Market: A Developer's Perspective. *Telematics and Informatics*, 28(1), pp. 22-31.

SARKER, S., CAMPBELL, D., ONDRUS, J. and VALACICH, S. (2010). Mapping the Need for Mobile Collaboration Technologies: A Fit Perspective. *International Journal of e-Collaboration*, 6(4), pp. 32-53.

ONDRUS, J. and PIGNEUR, Y. (2009). Near Field Communication: An Assessment for Future Payment Systems. *Information Systems and e-Business Management*, 7(3), pp. 347-361.

DAHLBERG, T., MALLAT, N., ONDRUS, J. and ZMIJEWSKA, A. (2008). Past, Present and Future of Mobile Payments Research - A Literature Review. *Electronic Commerce Research and Applications*, 7(2), pp. 165-181.

ONDRUS, J. and PIGNEUR, Y. (2007). Cross-industry Preferences for Mobile Payments Development in Switzerland. *Electronic Markets*, 17(2), pp. 142-152.

ONDRUS, J. and PIGNEUR, Y. (2006). Towards A Holistic Analysis of Mobile Payments: A Multiple Perspectives Approach. *Electronic Commerce Research and Applications*, 5(3), pp. 246-257.

## Book chapters

REMY, S., KOLOKOTSA, J., ONDRUS, J., EL OUARZAZI, Y. and GLADY, N. (2021). Purposeful Ecosystem Orchestration. In: Colin Mayer, Bruno Roche eds. *Putting Purpose into Practice: The Economics of Mutuality*. 1st ed. Oxford: Oxford University Press, pp. 98-112.

ONDRUS, J., BUI, T. and BUI, T. (2005). A Multi-Actor, Multi-Criteria Approach for Technology Selection When Designing Mobile Information Systems. In: *Mobile Information Systems II*. 1st ed. New York: Springer, pp. 271-278.

## Conference proceedings

BERNEY, M., ONDRUS, J. and HOLZER, A. (2024). Navigating the Shadows of Cyber Vigilantism: A Preliminary Analysis of Social Dynamics and Activities of Scambaiting. In: *Conference on Human Factors in Computing Systems - Proceedings*, art. no. 251. Honolulu: Association for Computing Machinery (ACM), pp. 1-6.

BERNEY, M., ONDRUS, J. and HOLZER, A. (2023). Influencing the Influencers? The Case of @CelebJets and the Role of Social Media in Empowering Citizens to Conduct Climate Justice Activism. In: *29th Annual Americas Conference on Information Systems, AMCIS 2023: Diving into Uncharted Waters*. Panama: Association for Information Systems (AIS), pp. 1370.

WIESCHE, M., SCHREIECK, M., ONDRUS, J. and KRCMAR, H. (2021). Building Blocks of Digital Platform Ecosystems and Their Implications for Inter-Platform Governance. In: *Academy of Management Proceedings*. Academy of Management.

TAN, F.T.C., ONDRUS, J., KATO, T. and TAN, B. (2020). Digital Transformation and the Socially Reclusive: A Study of ICT and the Hikikomori in Japan. In: *Proceedings of the 24nd Pacific Asia Conference on Information Systems (PACIS 2020)*. Dubai: Association for Information Systems (AIS).

PARK, H.E., ONDRUS, J., TAN, B., TAN, F.T.C. and KATO, T. (2020). Hikikomori and Technology-Enabled Escapism: An Affordances and Constraints Perspective. In: *Proceedings of the Forty First International Conference on Information Systems (ICIS 2020)*. Hyderabad: Association for Information Systems (AIS).

SCHIRRMACHER, N.B., ONDRUS, J., TAN, F.T.C., LOH, Y. and HARDOON, D.R. (2019). Overcoming Status Quo Bias: Nudging in a Government-Led Digital Transformation Initiative. In: *Proceedings of the Fortieth International Conference on Information Systems (ICIS 2019)*. Munich: Association for Information Systems (AIS).

SCHIRRMACHER, N.B., ONDRUS, J. and TER CHIAN TAN, F. (2018). Towards a Response to Ransomware: Examining Digital Capabilities of the WannaCry Attack. In: *22nd Pacific Asia Conference on Information Systems (PACIS) 2018*. Association for Information Systems (AIS).

KIM, H., TAN, F.T.C., LEONG, C., KIM, D.D., ONDRUS, J. and TAN, B. (2018). Value Co-creation in Digital Content Ecosystems: A Study of Hallyu. In: *Proceedings of the Thirty Ninth International Conference on Information Systems (ICIS 2018)*. Association for Information Systems (AIS).

DONGYEOB KIM, D., TAN, B., TER CHIAN TAN, F., ONDRUS, J. and OH, J. (2017). IS Capabilities in the Development of an Innovation Ecosystem: A Case Study of the Hallyu (Korean Wave) Phenomenon. In: *Proceedings of the Thirty-Eighth International Conference on Information Systems (ICIS)*. Seoul National University.

SCHIRRMACHER, N.B., ONDRUS, J., KUDE, T. and POPP, K. (2017). Launch Strategies of Digital Platforms: Platforms with Switching and Non-Switching Users. In: *Proceedings of the 25th European Conference on Information Systems (ECIS 2017)*. Universidade do Minho.

ONDRUS, J., GANNAMANENI, A. and LYYTINEN, K. (2015). A Post-Failure Analysis of Mobile Payment Platforms. In: *Proceedings of the 48th Hawai'i International Conference on Systems Sciences (HICSS-48)*. University of Hawaii.

ONDRUS, J. (2015). Clashing over the NFC Secure Element for Platform Leadership in the Mobile Payment Ecosystem. In: *Proceedings of the 17th International Conference on Electronic Commerce: Application of Big Data in E-Commerce*. Seoul National University.

GAUR, A., AVISON, D. and ONDRUS, J. (2013). Mobile Merchandising Exploring New Business Practices in the Mobile Payment Ecosystem. In: *3rd Biennial Conference of the Indian Academy of Management (IAM)*. Indian Academy of Management (IAM).

HOLZER, A., GOVAERTS, S., ONDRUS, J., VOZNIUK, A., RIGAUD, D. and GARBINATO, B. (2013). SpeakUp – A Mobile App Facilitating Audience Interaction. In: *12th International Conference on Web-based Learning (ICWL 2013)*. Tajen University.

HOLZER, A. and ONDRUS, J. (2012). Mobile App Development: Native or Web? In: *Proceedings of the Eleventh Workshop on E-Business (WEB 2012)*. Association for Information Systems (AIS).

ONDRUS, J. and LYYTINEN, K. (2011). Mobile Payments Market: Towards Another Clash of the Titans? In: *Proceedings of the 10th International Conference on Mobile Business (ICMB)*. Politecnico di Milano.

SARKER, S., SARKER, S., ONDRUS, J., JANA, D. and AHUJA, M. (2011). The Role of Individual, Family-Related, and Organizational Factors in Shaping WLC in Offshoring Contexts: A Study of European and Indian IT Professionals. In: *PACIS 2011 Proceedings*. Association for Information Systems (AIS).

ELIE-DIT-COSAQUE, C. and ONDRUS, J. (2011). Towards a Better Understanding of Personal Productivity in the Context of Information Technology Use. In: *Actes du Colloque AIM 2011*. Association for Information Management (AIM).

ONDRUS, J. and PIGNEUR, Y. (2009). C-K Design Theory for Information Systems Research. In: *Proceedings of the 4th International Conference on Design Science Research in Information Systems and Technology*. Association for Computing Machinery (ACM).

HOLZER, A. and ONDRUS, J. (2009). Trends in Mobile Application Development. In: *The Mobilware 2009 Workshop Proceedings*. Springer.

ONDRUS, J., LYYTINEN, K. and PIGNEUR, Y. (2009). Why Mobile Payment Fail? Towards a Dynamic and Multi-perspective Explanation. In: *Proceedings of the 42nd Hawaii International Conference on System Sciences*. Institute of Electrical and Electronics Engineers (IEEE).

GASPOZ, C., ONDRUS, J. and PIGNEUR, Y. (2008). Comparison of Multi-criteria and Prediction Market Approaches for Technology Foresight. In: *Proceedings of the 13rd AIM Congress, Paris 2008 (pre-ICIS Workshop 2008)*. Association for Information Management (AIM).

ONDRUS, J. and PIGNEUR, Y. (2007). An Assessment of NFC for Future Payments Systems. In: *ICMB'07*. Toronto: IEEE Computer Society.

ONDRUS, J., GASPOZ, C. and PIGNEUR, Y. (2007). Technology Foresight for IT Investment: Multi-Criteria Decision-Making versus Prediction Markets. In: *6th AIM Pre-ICIS Workshop, 8 Dec 2007, UQAM*. Montreal: Association for Information Management (AIM).

ONDRUS, J., PIGNEUR, Y. and MONZANI, J.S. (2006). A GDSS for Visualizing and Assessing a Technology Environment. In: *AMCIS'06*. Acapulco: AIS Educator Journal.

ONDRUS, J. and PIGNEUR, Y. (2006). A Multi-stakeholder Multi-criteria Assessment Framework of Mobile Payments: An Illustration with the Swiss Public Transportation Industry. In: *HICSS'06*. Hawaii: IEEE Computer Society.

ONDRUS, J. and PIGNEUR, Y. (2006). A Systematic Approach to Explain the Delayed Deployment of Mobile Payments in Switzerland. In: *ICMB'06*. Copenhagen: IEEE Computer Society.

ONDRUS, J., DAHLBERG, T., MALLAT, N. and ZMIJEWSKA, A. (2006). Mobile Payment Market and Research : Past, Present and Future. In: *MRT'06*. Helsinki: Helsinki School of Economics.

ONDRUS, J. and PIGNEUR, Y. (2005). A Disruption Analysis in the Mobile Payment Market. In: *HICSS'05*. Hawaii: IEEE Computer Society.

ONDRUS, J., PIGNEUR, Y. and PIGNEUR, Y. (2005). A Multi-actor, Multi-criteria Approach for Technology Selection when Designing Mobile Information Systems. In: *MOBIS'05*. Leeds: Springer.

ONDRUS, J., PIGNEUR, Y. and CAMPONOVO, G. (2005). A Proposal for a Multi-Perspective Analysis of the Mobile Payments Environment. In: *ICMB'05*. Sydney: IEEE Computer Society.

ONDRUS, J., PIGNEUR, Y. and CAMPONOVO, G. (2005). Environmental Context Significance in Strategic Decision Support. In: *Context'05*. Paris: CEUR-WS.org.

ONDRUS, J. and PIGNEUR, Y. (2004). Coupling Mobile Payments and CRM in the Retail Industry. In: . Lisbon: IADIS.

BUI, T. and ONDRUS, J. (2003). M-Computing for Real-Time Negotiation Support. In: *HICSS'03*. Hawaii: IEEE Computer Society.

## Conferences

SCHIRRMACHER, N.B., ONDRUS, J., HARDOON, D.R. and AI-CHI LOH, Y. (2019). Overcoming Status Quo Bias: Nudging in a Government-Led Digital Transformation Initiative. In: 2019 International Conference on Information Systems (ICIS).

KIM, H., TAN, F., LEONG, C., KIM, D., ONDRUS, J. and TAN, B. (2018). Navigating Value Co-creation in Digital Entertainment: A Study of the “Hallyu” Business Ecosystem. In: 39th International Conference on Information Systems (ICIS).

ONDRUS, J. and GANNAMANENI, A. (2013). Towards a Multi-level Framework to Analyze Mobile Payment Platforms. In: SIGBPS Workshop on Business Processes and Services.

GAUR, A. and ONDRUS, J. (2012). The Role of Banks in the Mobile Payment Ecosystem: A Strategic Asset Perspective. In: 14th Annual International Conference On Electronic Commerce (ICEC 2012).

ONDRUS, J., LYYTINEN, K. and PIGNEUR, Y. (2008). Why Mobile Payments Fail? An Analysis of the Swiss Case. In: Everyday Digital Money Workshop.

## OTHER RESEARCH ACTIVITIES

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### Associate Editor

Since 2022 Information Systems Journal  
2015 - 2016 Electronic Commerce Research and Applications  
2015 - 2020 Electronic Commerce Research and Applications  
2011 - 2018 Information Systems Journal

### Editorial Board Membership

2010 - 2018 Journal of Information Technology Case and Application Research

### Ad-hoc reviewer for :

Electronic Commerce Research and Applications, European Journal of Information Systems, Group Decision and Negotiation, IEEE Transactions on Engineering Management, Info, Information Systems and e-Business Management, Information Systems Journal, Information Systems Research, Information Technology and Management, Journal of Information Technology Case and Application Research, Journal of Organizational Computing and Electronic Commerce, Telecommunications Policy

### PhD Supervision

2022 A. DE SANTO (University of Neuchâtel), Thesis jury member  
2021 N.-B. SCHIRRMACHER (ESSEC Business School), Thesis director  
2021 A. ASADULLAH (National University of Singapore), Thesis referee  
2020 R. HARRY (University of Cape Town), Thesis referee  
2019 P. MUTHUKANNAN (University of Sydney), Thesis referee

2018	F. PISANI (Frankfurt School of Finance and Management), Thesis jury member
2011	J. MALAURENT (ESSEC Business School), Thesis jury member, First Placement: EM Lyon
2009	F. LENTZ (Université d'Angers), Thesis jury member

#### Other research activities

2021	Track Chair, International Conference on Information Systems (ICIS), 2021, Austin, USA, December (Sharing Economy, Platforms, and Crowds track), United States of America
2020	Track Chair, Pacific Asia Conference on Information Systems (PACIS), 2020, Dubai (IT Strategy, Leadership and Governance track), United Arab Emirates
2016	Organizing chair, AOM Caucus – Business Model Innovation in the Knowledge Economy: From Linear Value Chain to Ecosystem, 2016, Anaheim, United States of America
2016	Track chair, International Conference on Information Systems (ICIS), 2016, Dublin (E-Biz and E-Gov track), Ireland
2015	Organizing Chair, International Conference on Mobile Business (ICMB), 2015, Fort Worth, United States of America
2013	Program chair, International Conference on Mobile Business (ICMB), 2013, Berlin, Germany
2012	Organizing chair of International Cashless Society Roundtable (ICSR), 2012, Copenhagen, Denmark
2012	Track chair, International Conference on Electronic Commerce (ICEC), 2012 (Mobile Payment track), Singapore
2012	Track chair, International Conference on Mobile Business (ICMB 2012), Delft (Business Application track), Netherlands
2010	Track chair, International Conference on Electronic Commerce (ICEC 2010), Honolulu (Mobile Commerce track), United States of America
2010	Panel chair, International Conference on Mobile Business (ICMB 2012), Delft, Netherlands
Since 2020	Member of Scientific Committee of EMOI-INTEROP / CAISE (2005), Porto, Portugal
2016	Member of Program Committee of International Conference on Electronic Commerce (ICEC), 2016, Seoul, South Korea
2015	Member of Program Committee of International Conference on Electronic Commerce (ICEC), 2015, Seoul
2014	Member of Scientific Committee of The Organizations, Artifacts and Practices (OAP) Workshop, 2014, Roma, Italy
2014	Member of Program Committee of International Conference on Mobile Business (ICMB), 2014, London
2013	Member of Program Committee of International Conference on Electronic Commerce (ICEC), 2013, Turku

2013	Member of Program Committee of International Conference on Electronic Commerce (ICEC), 2013, Turku
2013	Member of program committee of International Conference on Web Information Systems and Technologies (WEBIST) 2013, Aachen, Germany
2012	Member of Program Committee of International Conference on Electronic Commerce (ICEC), 2012
2012	Member of program committee of Pacific Asia Conference on Information Systems (PACIS), 2012, Ho Chi Minh city, Vietnam
2012 - 2013	International Conference on Mobile Business (ICMB 2012), Delft, Netherlands
2012	Member of Scientific Committee of The Organizations, Artifacts and Practices (OAP) Workshop, 2012, Paris, France
2011	Reviewer for ISSC – International Smart Sourcing Conference (2011)
2011 - 2018	Reviewer for PACIS – Pacific Asia Conference on Information Systems (2011, 2012, 2014, 2018)
2011	Member of program committee of International Conference on Electronic Commerce (ICEC), 2011, Liverpool
2011	Reviewer for WI – International Conference on Wirtschaftsinformatik (2011)
2011	Member of program committee of International Conference on Mobile Business (ICMB 2011), Como, Italy
2011	Reviewer for DIGIT 2011 (Pre-ICIS workshop of The SIG on the Adoption and Diffusion of Information Technology)
2011 - 2014	Reviewer for ICEC – International Conference on Electronic Commerce (2011, 2012, 2013, 2014)
2010	Member of program committee of International Conference on Electronic Commerce (ICEC 2010), Honolulu, United States of America
2010	Member of program committee of International Conference on Mobile Business (ICMB 2010), Athens, Greece
2009 - 2011	Reviewer for WeB – Workshop on eBusiness – Pre-ICIS event (2009, 2011)
2009	Member of Scientific Committee of Colloque de l'Association Information et Management (AIM 2009), Marrakech, Maroc
2008	Reviewer for AIM – Colloque de l'Association Information et Management
2008	Member of Scientific Committee of Colloque de l'Association Information et Management (AIM 2008), Paris, France
2007 - 2018	Reviewer for ICIS – International Conference on Information Systems (2007, 2008, 2010, 2013, 2017, 2018)
2006 - 2012	Reviewer for AMCIS – Americas Conference on Information Systems (2006, 2007, 2008, 2012)
2006 - 2016	Reviewer for ECIS – European Conference on Information Systems (2006, 2007, 2008, 2012, 2013, 2014, 2015, 2016)

2006 - 2014 Reviewer for ICMB – International Conference on Mobile Business (2006, 2007, 2008, 2012, 2014)

2005 Reviewer for Pre-ICIS Academic Workshop AIM (2005)

2005 Reviewer for International Workshop on Context Modeling and Decision Support (Context 2005)

2004 - 2007 Reviewer for Bled Electronic Commerce Conference (2004, 2005, 2006, 2007)

2004 Reviewer for EEE – IEEE International Conference on e-Technology, e-Commerce, and e-Service (2004)

2004 Reviewer for EMOI/ CAiSE – Workshop on Enterprise Modeling and Ontologies for Interoperability (2004)

2004 - 2019 Reviewer for HICSS – Hawaii International Conference on System Sciences (2004, 2006, 2010, 2011, 2012, 2013, 2015, 2016, 2019)

2004 - 2005 Reviewer for INFORSID (2004, 2005)

2009 - 2012 Special issues editor - Information Systems Journal

## **TEACHING EXPERIENCE**

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2016 E-commerce and Platforms, ESSEC Business School, Singapour

2016 Digital Disruption, ESSEC Business School, Singapour

2016 Business Model Innovation in the Digital Age, ESSEC Business School, Singapour