

**CONTACT INFORMATION**

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Strategic Management Subject Area  
University of Vienna  
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**CITIZENSHIP**

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German

**EMPLOYMENT**

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- 2014- Visiting Professorships  
**INSEAD** (Singapore 2014)  
**Keio University** (Tokyo 2017)
- 08/2012 - Endowed Chair, Full Professor of Strategic Management  
**University of Vienna**
- 10/06–07/2012 Assistant Professor for Strategic Management & Entrepreneurship,  
**London Business School**
- 09/02–10/2006 From Assistant Professor to Associate Professor (tenured, 04/2004-) for Strategic  
Management, **Copenhagen Business School**
- 01-03/2005 Visiting A/Professor, **Australian Graduate School of Management**  
02-05/2004 Visiting Fellow, **Australian Graduate School of Management**  
02/2004 Visiting Researcher, **German Central Bank**
- 08/01–12/2001 Visiting Scholar in business administration at the  
**Haas School of Business, University of California at Berkeley**
- 12/98–04/2002 Scientific Co-worker (research and teaching) in business administration at the  
**University of Munich**
- 02/97–08/1997 Visiting Research Scholar in applied chemistry at the Medical School of the  
**University of California at San Diego**

**UNIVERSITY EDUCATION**

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- 08/2002 **UC Berkeley** (visiting) and **University of Munich**, *Dr.oec.publ. (Ph.D.) in bus. econ.*
- 02/2001 **University of Munich, M.B.R.**  
*(Master of Business Research = Ph.D. field exams after the 2<sup>nd</sup> year),  
(grade: "ausgezeichnet" = with distinction)*
- 05/1998 **UC San Diego** (visiting) and **University of Kiel**, *Diplom-Chemiker (M.S.),  
(grade: "sehr gut" = highest honors)*
- 09/1994 **University of Konstanz**, *Vordiplom Chemie (B.S.), (grade: "gut" = honors)*

**Extra course work:** Law studies (3 years) at the Universities of Kiel and LUISS Rome

**AREAS OF RESEARCH**

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Business strategy and organizational design, with a particular focus on innovation and technology

## PRINCIPAL PUBLICATIONS SUMMARY (FOR DETAILS SEE "LIST OF PUBLICATIONS")

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Academy of Management Review (1), Organization Science (1), Strategic Management Journal (7), Research Policy (5), Industrial and Corporate Change (1), International Journal of Industrial Organization (1), Journal of Organization Design (1), Economics of Innovation and New Technology (1), Harvard Business Review (1), Sloan Management Review (3), Business Strategy Review (1), McKinsey Quarterly (1)

## IMPACT OF RESEARCH: CITATION COUNT AND OTHER METRICS

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**Web of Science (WS)** comprising SCIE, SSCI, CPCI-S, CPCI-SSH, BKCI-S, BKCI-SSH

Total (incl. books, working papers, self-cites): **1402 (November 2020)**  
h-index: **15**

**Google Scholar / Harzing's Publish or Perish**

Total: **3956 (November 2020)**  
h-index: **25**

**D/A/CH specifics:**

- **Handelsblatt lifetime rank (2014):** **42<sup>nd</sup> by A/A+ publication**  
**5<sup>th</sup> by A/A+ publications in Strategy**
- **Forschungsmonitoring current output rank (2019):** **22<sup>nd</sup> by A/A+ publications**  
**6<sup>th</sup> by A/A+ publications in Strategy**
- **Forschungsmonitoring lifetime rank (2019):** **44<sup>th</sup> by A/A+ publications**  
**11<sup>th</sup> by A/A+ publications in Strategy**

## RESEARCH GRANTS

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03/2014 Austrian National Science Foundation (FWF), **Organizational Design**, 333.291 EUR  
06/2013 Austrian National Bank Anniversary Fund, **Multiple Scope Decisions**, 107.915 EUR  
03/2011 London Business School, **IIE**, 5.000 UK£  
2007-2011 London Business School, **RAMD**, total of 51.200 UK£  
12/2003 The Danish Social Science Council, **IP Network "RIPE"**, 107.000 EUR  
12/2003 The Danish Social Science Council, **Biotech "COMBI"**, personal share 35.000 EUR  
12/2003 Australian Research Council, **IP and Knowledge Flows**, personal share 7.500 EUR  
04/2003 The Copenhagen Business School Presidential Funds, **IP Strategy**, 25.000 EUR

## HONORS, AWARDS, AND FELLOWSHIPS

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12/2014 **Finalist** for the **Consolidator Grant** awarded by the European Research Council (**ERC**)  
03/2005 The **Tietgen Prize** awarded at the national (Danish) level for outstanding internationally recognized research in business economics  
06/2002 **Nomination** for the **Carolyn Dexter Paper Award** by the **Academy of Management**  
04/2002 **Nomination** for the **Strategic Management Society Best Conference Paper Award**  
02/2002 **Valedictorian** at the PhD graduation ceremony at the University of Munich  
08-12/2001 **German Academic Exchange Service (DAAD)** fellowship for dissertational studies at the University of California at Berkeley  
1994-1998 **Fritz-ter-Meer Fellowship by the Bayer AG** Leverkusen (Germany) for outstanding studies in chemistry  
02-07/1997 Visiting research scholar/**DAAD intern** at the University of California at San Diego  
09/96-01/1997 Mobility fellowship by the **European Union** for law studies in Rome  
08/94-07/1995 **Fulbright** travel grant and University of Massachusetts at Dartmouth Grant (declined)  
06/1991 **Abitur Award** by the German Chemical Industry Foundation  
06/1991 **Abitur Award** by the Ratsgymnasium Bielefeld  
09/88-01/1989 **Dr.Reinhard-Hector fellowship** for High-School Studies at Abingdon School/Oxford

## SCHOLARLY SERVICE (SELECTION)

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- At Copenhagen Business School
  - o Founder and co-ordinator of the faculty network for the Research in Intellectual Property Economics and Strategy (RIPE) (2003 -2006)
- At London Business School
  - o Co-organizer of panels on “Policy and Strategy” (2008) and “Innovation” (2011) at the Sumantra Ghoshal conference at London Business School
  - o Member of the SIM recruiting committee at London Business School (2010)
- At the University of Vienna
  - o Technology transfer task force University of Vienna, Vice President’s office (2012)
  - o Entrepreneurship center task force University of Vienna, President’s office (2013)
  - o PhD “Management” program and selection committee (2014-)
  - o Research advisory committee, Vice Dean’s office (2015-)
  - o Strategy search committee, Vice Dean’s office (2015)
  - o Search and Appointments committee, Chaired Professor of Financial Accounting (2015, 2018)
  - o Head of Search and Appointments committee, Chaired Professor of Innovation (2018, 2020)
  - o Head of the PhD “Management” program (2018-2020); Vice Head of PhD studies at the Faculty of Economics, Statistics, and Business (2018-2020)
- External
  - o Various professorial appointment committees: external referee/tenure letter writer (2013-)
  - o Referee for Leverhulme Trust (2010), Swiss Science Foundation (2013,2014), Austrian National Bank Anniversary Fund (2014), Killam Prize (2015)

## EDITORIAL BOARD MEMBERSHIPS

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Strategic Management Journal (2013-)  
Organization Science (2014-)  
Journal of Organization Design (2015-)

## MEMBERSHIP IN PROFESSIONAL ASSOCIATIONS

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Academy of Management  
Deutscher Hochschulverband  
Strategic Management Society

## REFeree WORK (JOURNALS ONLY)

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Academy of Management Review, Academy of Management Journal, Economics of Innovation and New Technology, Industry and Innovation, International Journal of Industrial Organization, International Review of Law and Economics, Journal of Industrial Economics, Journal of International Business Studies, Long Range Planning, Management Science, Organization Science, Research Policy, Sloan Management Review, RAND Journal of Economics, Strategic Management Journal

## TEACHING EXPERIENCE AS FACULTY (OVERVIEW AND CURRENT RATINGS)

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### PhD level

2014 (Vienna) – Strategy Content (24 hrs course)  
2013-18 (Vienna) – Fundamental Readings in Business (24 hrs course)  
2007-18 (London/Vienna) – Applying advanced regression techniques (30hrs course/3hrs/6 hrs/22hrs)  
2008 (Bologna) – Intellectual Property Strategy and Organization (workshop in intl. summerschool)  
2003&05 (Cargese/Corse) - Using patent information for empirical IO and IE (workshop at ESNIE)

### PhD students – university, role (advisor/other), first placement (university, year, position)

2019-	Robert Janjic	University of Vienna (advisor)	
2018-	Tomas Lego	University of Vienna (advisor)	
2017-	Valentina Richter	University of Vienna (advisor)	
2014-20	Inna Smirnova	University of Vienna (advisor)	Preparing for the jobmarket
2013-18	Christian Schumacher	University of Vienna (advisor)	WU Vienna, 2017, post-doc (non tt)
2012-16	Helge Klapper	University of Vienna (advisor)	Erasmus University, 2017, faculty (tt)
2008-14	Ramon Lecuona Torras	London Business School (advisor)	Duke University, 2014, faculty (tt)

### PhD committees (interim or final examination committee)

2010 Claudio Giachetti, University of Venice (now Venice)  
2010 Eucman Lee, London Business School (now Singapore Tech)

## Master level

- 2014 (Singapore) – Core Strategy (8 hrs module, co-teaching with Gabriel Szulanski)
- 2020- (Vienna) – Novel Forms of Organizing (24 hrs course)
- 2013- (Vienna) – Strategic Innovation (24 hrs course)
- 2012- (Vienna) – Core Strategy (24 hrs course)
- 2008-12 (London/Dubai) – Core Strategy (30 hrs course)
- 2007-12 (London) – Strategic Innovation (30 hrs course)
- 2006&07 (London) – Strategic Innovation (30hrs course, co-teaching with Costas Markides)
- 2003-06 (Copenhagen) – Corporate strategy and IPRs (30hrs = 7.5 ETCS course)
- 2004 (Copenhagen) – Competitive strategy and IPRs (15hrs MBA elective)
- 2004&05 (Copenhagen) – Innovation management (CEMS 30hrs = 7.5 ETCS course)
- 2003 (Copenhagen) – Tools for the management of innovation (6 hrs in the MIB program)
- 2002 (Copenhagen) – Using patent information for management of technology (Crash Course)
- 2002 (Copenhagen) – Organ. of “The DKPTO/CBS Lecture on IP Strategy”

## Executive education

Various modules on general strategy, strategic innovation, and strategic management of intellectual property in Bangalore, Bologna, Cairo, Copenhagen, Delhi, Dubai, Gothenburg, Kolkata, Lagos, London, Milan, Munich, Oslo, Rome, and Zurich since 2003

## Course development

- 07 (London) – PhD course on the application of advanced regression techniques in management
- 04 (Copenhagen) – M.S. elective class on innovation management (CEMS program)
- 03 (Copenhagen) – M.S. elective class on competitive strategy and IPRs

## Teaching ratings over the last four years at London Business School (2008 through 2012)

Mean over all courses (not weighted by course duration):	<b>4.40</b> out of 5 (1-5, 5 = top)
Mean over all courses (weighted by course duration):	<b>4.31</b> out of 5 (1-5, 5 = top)
Mean over all LBS MBA/MSc courses (weighted by course duration):	<b>4.22</b> out of 5 (1-5, 5 = top)
Mean over all LBS PhD courses (weighted by course duration):	<b>4.78</b> out of 5 (1-5, 5 = top)
Mean over all LBS executive courses (weighted by course duration):	<b>4.66</b> out of 5 (1-5, 5 = top)
Mean over all non-LBS executive courses (weighted by course duration):	<b>4.60</b> out of 5 (1-5, 5 = top)

## Teaching ratings at INSEAD Business School (2014)

Mean over all courses (not weighted by course duration):	<b>4.00</b> out of 5 (0-5, 5 = top)
Mean over all INSEAD MBA courses (weighted by course duration):	<b>4.00</b> out of 5 (0-5, 5 = top)

## Teaching ratings at the University of Vienna (2014)

Mean over all MSc courses (weighted by course duration):	<b>1.53</b> out of 5 (1-5, 1 = top)
Mean over all PhD courses (weighted by course duration):	<b>1.00</b> out of 5 (1-5, 1 = top)

## CONSULTING (SELECTED)

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Over the last two decades, I have been consulting on issues of business strategy, corporate innovation, and intellectual property with a variety of clients from the private sector, including Fortune 50 corporations. I have also worked as an academic consultant for the Danish Patent Office, the European Patent Office, and the United Nations Economic Commission for Europe.

## LANGUAGE SKILLS

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German (native), English (fluent), Italian (once fluent, now rusty), French (poorly conversational), Danish (basic)

## REFERENCES

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Upon request

## LIST OF PUBLICATIONS

[[PhD] indicates essay from Ph.D. thesis; [FT50] [UTD] indicates Financial Times or UT Dallas journal list]

- ARTICLES IN TOP PRACTITIONER JOURNALS
- SCIENTIFIC JOURNAL ARTICLES
  - o SUBMITTED
  - o REJECT & RESUBMIT
  - o REVISE & RESUBMIT
  - o PRINTED/ACCEPTED
- WORK IN PROGRESS
- OLDER WORKING PAPERS
- BOOKS
- BOOK CHAPTERS
- OTHERS
- NEWSPAPER CONTRIBUTIONS

### Articles in Top Practitioner Journals

**[P6]** “Managing the Business Risks of ‘Open’ Innovation,” (with Alexy, O.)  
*McKinsey Quarterly*, Winter 2012, 17-21.

**[P5]** “Smart Idea Selection – Is Your Company Choosing the Best Innovation Ideas?”  
*Sloan Management Review*, Summer 2011, 47-52. [FT50]

- *Among the Top 10 Articles in MIT SMR in 2011 (Editor’s Pick)*

**[P4]** “Patently (Un)Clear” (with Wagner, S.)  
*Business Strategy Review*, Spring 2010, 28-33.

**[P3]** “Big Picture – Patent Sharks” (with Henkel, J.)  
*Harvard Business Review*, June 2008, 129-133. [FT50]

- *German translation reprinted with permission in: Harvard Business Manager, 8 2008, 62-68.*

**[P2]** “How Executives Can Enhance IP Strategy and Performance,”  
*Sloan Management Review*, Fall 2007, 37-43. [FT50]

**[P1]** “Strategic Management of Intellectual Property,”  
*Sloan Management Review*, Spring 2004, 35-40. [FT50]

- *German translation reprinted with permission in: Wirtschaftswoche, 29 2004, 66-70.*

### Scientific Journal Articles

#### **Submitted or to be submitted shortly:**

**[WP8]** “Authority and Search in Organizations” (with Richter, V., Janjic, R., Keck, S., Klapper, H.)  
Submitted (in August 2020). [FT50] [UTD]

**[WP7]** “Skill-based Sorting in Non-traditional Production Communities” (with Smirnova, I., and Alexy, O.)  
Submitted (in August 2020). [FT50]

**[WP6]** “AI and ML – Empirical Evidence on Recent Labor Market Effects” (with Mitroi, V.)  
To be submitted

**[WP5]** “The Anatomy of Novelty in New Forms of Organizing,” (with Puranam, P., and Alexy, O.)  
To be submitted

**[WP4]** “Your Party, Your Music: Sui Generis Founders’ Rights in Open Source Software Development” (with Alexy, O., and Puranam, P.)  
To be submitted

**Reject and resubmit:**

**[WP3]** “Endogenous Status – a Study on StackOverflow” (with Smirnova, I., and Sorenson, O.)  
Resubmitted (in August 2020). [FT50] [UTD]

**[WP2]** “Organizational Decision-Making” (with Klapper, H., Maciejovsky, B., Puranam, P.)  
Resubmitted (in August 2020). [FT50] [UTD]

**[WP1]** “OSS communities as Complementary Assets” (with Smirnova, I., and Mitsuhashi, H.)  
To be resubmitted. [FT50] [UTD]

**Printed or Forthcoming:**

**[S20]** “Adaptation or Persistence? Emergence and Revision of Organization Designs in New Ventures” (with Alexy, O., Pötz, K., and Puranam, P.)  
***Organization Science*, forthcoming.** [FT50] [UTD]

**[S19]** “Bitcoin as DAO—Between Fascination and Hype”, comment in “Bitcoin and the Rise of Decentralized Autonomous Organizations,” (with Hsieh, Y., Vergne, J., Anderson, P., Lakhani, K.), ***Journal of Organization Design*** December 2018, 7-14.

**[S18]** “On the Effects of Authority on Peer Motivation: Learning from Wikipedia” (with Klapper, H.)  
***Strategic Management Journal*** 39/8 2018, 2178-2203. [FT50] [UTD]

**[S17]** “Surrendering Control to Gain Advantage: Reconciling Openness and the Resource-based View of the Firm.” (with Alexy, O., West, J., and Klapper, H.)  
***Strategic Management Journal*** 39/6 2018, 1704-1727. [FT50] [UTD]

**[S16]** “Corporate Hierarchy and Vertical Information Flow Within the Firm – a Behavioral View” (with Maciejovsky, B.)  
***Strategic Management Journal***, 36/13 2015, 1979-1999. [FT50] [UTD]

**[S15]** “What’s “New” about New Forms of Organizing?,” (with Puranam, P., and Alexy, O.),  
***Academy of Management Review***, 39/2 2014, 162-180. [FT50] [UTD]

**[S14]** “Knowledge Worth Having in ‘Excess’: The Value of Tacit and Firm-specific Human Resource Slack,” (with Lecuona Torras, R.),  
***Strategic Management Journal***, 35/7 2014, 954-973. [FT50] [UTD]

**[S13]** “Firms’ Counterintuitive Appropriation Strategies – Private-Collective Innovation and Competition” (with Alexy, O.)  
***Research Policy***, 42/4 2013, 895-913. [FT50]

**[S12]** “Biases in the Selection Stage of Bottom-up Strategy Formulation,” (with Sorenson, O.)  
***Strategic Management Journal***, 34/7 2013, 782-799. [FT50] [UTD]

**[S11]** “The Hidden Costs of Outsourcing – Evidence from Patent Data,” (with Wagner, S.)  
***Strategic Management Journal***, 31/11 2010, 1183-1201. [FT50] [UTD]

[S10] "Collateral Damage for R&D Manufacturers – How Patent Sharks Operate in Markets for Technology," (with Henkel, J., and Schneider, F.)  
*Industrial and Corporate Change*, 19/3 2010, 947-967

[S9] "Value Appropriation as an Organizational Capability: the Case of IP Protection through Patents", (with Puranam, P.)  
*Strategic Management Journal*, 30/7 2009, 765-789. [FT50] [UTD]

[S8] "Patent Assessment Quality – Analyzing the Degree and Kind of (In)Consistency in Patent Offices' Decision Making," (with Burke, P.),  
*Research Policy*, 36/9 2007, 1404-1430. [FT50]

[S7] "On Sharks, Trolls, and Their Patent Prey – Unrealistic Damage Awards and Firms' Strategies of 'Being Infringed'" (with Henkel, J. and Heath, C.),  
*Research Policy*, 36/1 2007, 134-154. [FT50]

[S6] "Improving Patent Valuation Methods for Management – Validating New Indicators by Analyzing Application Rationales",  
*Research Policy*, 33/6/7 2004, 939-957. [FT50] [PhD]

- Ranked No.10 of the TOP hottest articles within "Research Policy" in February 2005

[S5] "The Private Values of "Thickets" and "Fences" – Towards an Updated Picture of the Use of Patents Across Industries,"  
*Economics of Innovation and New Technology*, 13/5 2004, 457-476.

- Reprinted with permission in: John Cantwell (editor): "The Economics of Patents", in: Mark Blaug (Series editor): "The International Library of Critical Writings in Economics," **Edward Elgar**.

[S4] "Determinants of Opposition Against EPO Patent Grants – the Case of Biotechnology and Pharmaceuticals,"  
*International Journal of Industrial Organization*, 22/4 2004, 443-480 (with Harhoff, D.).

[S3] "What Determines Patent Value – Insights from the Semiconductor Industry,"  
*Research Policy*, 32/1 2003, 13-26. [FT50] [PhD]

- Reprinted with permission in: John Cantwell (editor): "The Economics of Patents", in: Mark Blaug (Series editor): "The International Library of Critical Writings in Economics," **Edward Elgar**.

[S2] "Strategien zur Gewinnmaximierung bei der Anmeldung von Patenten – Wirtschaftliche und rechtliche Entscheidungsgrößen beim Schutz von Erfindungen,"  
*Zeitschrift für Betriebswirtschaft (ZfB)*, 5/2001, 509-530 (with Harhoff, D.). [PhD]

[S1] "VOC Emissions After Building Renovations: Traditional and Less Common Indoor Air Contaminants, Potential Sources and Reported Health Complaints,"  
*Indoor Air*, (VIII) 2 1998, 91-102 (with Mohr, S., Heinzow, B., and Knöppel, H.).

### ***Selected work in progress (titles are working titles)***

#### *On Organizational Design*

*"The Organization of Persuasion Processes – Experimental Evidence"* (with Klapper, H., Maciejovsky, B., and Puranam, P.)

*"Political-Decision Making – a Simulation Approach"* (with Lego, T. and, Klapper, H.)

## Older working papers (partly predecessors to current working papers)

“How much to Integrate? – Firms’ Profit Maximizing R&D Allocations in Emerging Standard Settings” (with Kretschmer, T.), WP available upon request  
short version published in *Academy of Management Conference Best Paper Proceedings 2013*

“Organizing for Innovation across the Firm Boundary” (with Hacklin, F., von Krogh, G.), WP available upon request

“The Sustainability of Value Destruction Strategies,” (with Henkel, J.)  
[http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=985602](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=985602)  
short version published in *Academy of Management Conference Best Paper Proceedings 2008*

“Coupling, Complementarities, and Co-ordination Costs – Sourcing Trade-Offs for Intellectual Property Protection”, WP available upon request

“Who Really Profits from Patent Infringements? Innovation Incentives and Disincentives from Patent Indemnification Rules,” revised LEFIC WP 2002-18, (with Heath, C. and Henkel, J.)

“A Comprehensive View on Corporations’ Intellectual Property: Towards a Specific Strategy-Structure Contingency Framework”

“Technical Quality, Market Potential, and the Value of Inventions - What Do Patent Indicators Really Measure?”

“Return to Sender? Technological ‘Merit’ and the Reinvigoration of Novelty and Inventive Step,” former LEFIC WP 2003-01, SSRN WP 745568, [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=745568](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=745568)

“Who Do You Trust While Bubbles Grow and Blow? – A Comparative Analysis of the Explanatory Power of Accounting and Patent Information for the Market Values of German Firms,” (with Ramb, F.), LEFIC WP 2004-07, Deutsche Bundesbank WP 2004-17.

“Who Do You Trust While Shares Are on a Roller Coaster Ride? – Balance Sheet and Patent Data as Sources of Investor Information During Volatile Market Times,” (with Ramb, F.), SSRN WP 801044,  
[http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=801044](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=801044)

“Comparing the Value Relevance of R&D Reporting: Disentangling Standard and Selection Effects Using Data from the German Natural Experiment”, (with Ramb, F.), SSRN WP 787704,  
[http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=787704](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=787704)

“Comparing the Value Relevance of Intangible Assets Under Different Sets of Accounting Standards: Empirical Evidence from Germany,” (with Oswald, D. and Ramb, F.)

“Lipophilicity as Indicated by Quartz Microbalances: A New Experimental Combination with Eye Irritation,” **2001** (with Mohr, S., Mitrovics, J., Ulmer, H., Göpel, W., Brentnall, M., and Cain, W.S.)

## Books

“Die Bewertung von Patentrechten – eine theoretische und empirische Analyse aus Unternehmenssicht,” Ph.D. thesis, Deutscher Universitäts Verlag, Wiesbaden, **2002**.

## Book chapters

“Valuing Patents and Patent Portfolios from a Corporate Perspective – Theoretical Considerations, Applied Needs, and Future Challenges”, in: Derek Bosworth and Elizabeth Webster (editors): “Management of IP”, *Edward Elgar*, **2006**.

“Untersuchungen zum Irritationspotential von VOC-Mixturen in vivo - ein vergleichender sensorischer Meßansatz zur Erfassung von Mischungseffekten,” *VDI Berichte 1373 1998*, 125-147 (with Mohr, S., Heinzow, B., Mitrovics, J., Göpel, W., Brentnall, M., and Cain, W.S.).



“Polychlorierte Biphenyle (PCB): Praktische Aspekte für die Umweltmedizin,“ in: Springer's Praktisches Handbuch der Umweltmedizin, Teil 4 Chemische Faktoren: Organische Stoffe, **Springer Verlag**, Berlin, Loseblattsammlung Nachlieferung **3/1998** (with Heinzow, B., Mohr, S.).

### **Other (reports, etc.)**

“Valuing Patents and Patent Portfolios from a Corporate Perspective – Theoretical Considerations, Applied Needs, and Future Challenges”, Consulting report for the United Nations Economic Commission for Europe (UNECE), 07/2002. (English and Russian)

“IP Strategy and Organization – Self reflections from Major Industrial Corporations”, 1<sup>st</sup> report for participating firms in a large-scale research project being carried out from 2003 until 2005.

### **TV AND RADIO APPEARANCES/MEDIA MENTIONS/INTERVIEWS (SELECTION ONLY)**

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The Future of Work, *TEDx event Vienna on 20 September 2020.*

Kollege Computer, *Der Spiegel, Dezember 2019.*

Sparen beim Personal, broadcast by broadcast by *Austrian Radio One Ö1 “Punkt Eins”, 12 December 2019, 1.00 pm*

When it takes Senior Leadership to Forecast the Future, *Der Standard, August 2019.*

Böse Hierarchie – gute Teamentscheidung? *Der Standard, Mai 2019.*

Wie Künstliche Intelligenz unsere Arbeitswelt verändern wird, *Der Standard, Mai 2019.*

Wie Künstliche Intelligenz unsere Arbeitswelt verändern wird, *Die Krone, Mai 2019.*

Wie Künstliche Intelligenz unsere Arbeitswelt verändern wird, *Semesterfrage Uni Wien, April 2019.*

New Work: Goodbye Hierarchie, hallo Team?, *Uniport Uni Wien, March 2019.*

Alles ausser Langeweile, *BeSt Fair, March 2019.*

Wenn aus Fun Ernst wird, *Der Personalmanager, September 2018.*

Fall ruhig mal hin, *Der Standard, 2 October 2017.*

Gründerzeit, *UniWien Alumni Magazine, March 2017.*

Aiming High, *TEDx event Kufstein/Tyrolia on 25 June 2016.*

Koordination ohne Hierarchie, *Der Standard, 21 May 2016.*

Aufwärts, abwärts, seitwärts, *brandeins Special Issue Corporate Careers, February 2016.*

Mut zum Experimentieren, *Computerworld Special Issue Swiss CIO on 19 June 2015.*

Wenn Mitarbeiter ihren Chef wählen, *Salzburger Nachrichten on 11 May 2015.*

Generation mit Alles, *Format.at (17/2015).*

How Companies Work, *Scilog FWF on 20 April 2015.*  
(and covered by around another 20 media agencies worldwide).

Middle Managers and Hermit Crabs, *University of California at Riverside Today on 12 November 2014.*

Manager Favouritism Blocks New Ideas, *Yale Insights on 17 June 2013.*

Vom schönsten Beruf der Welt, *uni:view Magazin on 22 November 2013*.

Innovation 2.0: Patente oder freies Wissen?, public plenary debate at the Austrian Academy of Sciences, broadcast by *Austrian Radio One Ö1 "Dimensionen – Die Welt der Wissenschaft"*, 24 April 2013, 7.05 pm

Technological Innovation as a Means to Competitive Advantage in The GCC Region, interview with Greg Fairlie of Dubai One for *Emirates News on 11 January 2011* (watch from 9 min 20 sec onwards)  
([http://vod.dmi.ae/media/video/58439/Emirates News 11 01 2012](http://vod.dmi.ae/media/video/58439/Emirates%20News%2011%2001%202012))

Tips on making it into the fortunate 5%, interview with the *UAE National on 26 February 2012*  
(<http://www.thenational.ae/thenationalconversation/industry-insights/the-life/tips-on-making-it-into-the-fortunate-5>)

New Findings on Top Corporate Innovation Strategies, *pymnts.com, 2011*  
(<http://pymnts.com/New-Findings-on-Top-Corporate-Innovation-Strategies-from-London-Business-School/>)

Alternative market mechanisms to the patent system, *Chemistry and Industry, 2009*

Patenthaie, *Die Welt, 2009*

Dreist aber legal – Patenthaie, *Compliance Plattform* (published by the FAZ Institute), February 2009

Work in progress – what the world's leading thinkers are currently working on, *Business Strategy Review*, Spring 2009

Patent Sharks, *LBS Alumni Magazine*, September 2008

Angriff der Trolle, *Sueddeutsche Zeitung (online edition), 2008*  
(<http://www.sueddeutsche.de/wirtschaft/artikel/138/179587/3/>)

Finanzhaie zerfressen das Patentrecht, *Der Spiegel (online edition), 2008*  
(<http://www.spiegel.de/wirtschaft/0,1518,532915,00.html>)

IP concerns, *Wall Street Journal Europe, 2007*

"IP – the New Weapon", *Australian Graduate School of Management Quarterly, 2005*  
(<http://www2.agsm.edu.au/agsm/web.nsf/Content/AGSMMagazine-IPTheNewWeapon>)

IP Education, *Mandag Morgen, 2004*

"Academic view: The difficulty of thinking simply," *The Economist (online)*, 12 April 2011,  
<http://www.economist.com/node/21017743>

"Patente, die ignorierte Geldquelle", *Financial Times Deutschland*, 27 February 2003, p. 34

"Lederen skal være agent for patent-strategi", *Børsen*, 28 February 2003, p. 2.

## INVITED LECTURES (ACADEMIC)

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### Title TBC

*Invited/upcoming at:*

FGV-EBAPE & INSPER, tc  
University of Zurich, tc  
Swiss Federal Institute of Technology Zurich, tc  
University of Southern Denmark, Odense, tc  
Singapore Management University, Singapore, tc

"Endogenous Status"

*Held at:*  
Waseda University Tokyo, 27 April 2019

**“Skill-based Sorting in Non-traditional Production Communities”**

*Held at:*  
Tel Aviv University, 07 June 2017  
Sophia University Tokyo, 09 May 2017

**“On the Use of Experiments in Organizational Science”**

*Held at:*  
Frankfurt School of Management and Finance, 29 September 2015

**“The Value of Heuristics vs Managerial Intelligence in System Industries – a Simulation Approach”**

*Held at:*  
Max-Planck Institute for Mathematics in the Sciences Leipzig, 23 January 2014

**“Founders’ Privileges in Open Source Software Development”**

*Held at:*  
China European Business School Shanghai, 18 November 2013  
University of California at Riverside, 7 November 2013

**“Persuasion Games in Mixed Motive Groups with and without Authority – Preliminary Results”**

*Held at:*  
Frankfurt School of Finance and Management, 5 October 2013  
INSEAD, Singapore, 22 February 2013

**“Structural Impediments for Innovation – the Effect of Hierarchies on Knowledge Flows”**

*Held at:*  
VCEE Seminar Series, Vienna, 9 January 2015  
Vienna University of Economics and Business, 2 September 2014  
UNU MERIT Seminar Series, Maastricht, 1 November 2012

**“Hierarchies, Polyarchies, and Endogenous Screening”**

*Held at:*  
WHU Otto Beisheim School of Management, 28 November 2011  
University of Dusseldorf, Department of Business, 22 October 2011  
University of Technology Darmstadt, Department of Business, 18 October 2011

**“Innovation, Strategy, and Organizational Design – A Research and Teaching Agenda”**

*Held at:*  
Institute of Management Development, Lausanne, 30 September 2010

**“Private-Collective Innovation, Competition, and Firms’ Appropriation Strategies”**

*Held at:*  
Frankfurt School of Finance and Management, 24 November 2011  
University College London, Department of Management Science and Innovation, 4 October 2011  
University of Vienna, Department of Business, 24 June 2011  
Imperial College London, London, 5 April 2011

European Business School, Oestrich-Winkel, 6 December 2010  
University of North Carolina at Chapel Hill, 24 September 2010

**“Gaining it by Giving it Away – Capturing Value in ‘Mixed’ Appropriability Regimes”,**

*Held at:*  
Universidade Católica Portuguesa at Lisbon, 17 June 2010

**“Open vs Closed Innovation”,**

*Held at:*  
72<sup>nd</sup> annual meeting of the German Association for Business Professors (VHB), University of Bremen, 28 May 2010

**“Capturing Value by ‘Donating’ Patents?! Or how Wolves in Sheep’s Clothing put the Cat among the Pigeons”,**

*held at:*  
Freeman Center at SPRU, University of Sussex, Brighton, 30 October 2009  
Libera’ Università’ degli Studi Sociali Guido Carli (LUISS) Rome, 15 October 2009  
Harvard Business School SBBI seminar series, 2 October 2009  
Swiss Federal Institute of Technology Zurich, 25 March 2009

**“Patent Sharks and the Sustainability of Value Destruction Strategies”,**

*held at:*  
IESE Business School, Barcelona, 22 November 2007  
Universitat Carlos III, Madrid, 5 November 2007  
London Business School, London, 15 June 2007

**“Technological Merit and the Reinvigoration of Novelty and ‘Inventive Step’”,**

*held at:*  
Carnegie Mellon University, Pittsburgh 4 May 2007  
Leonard Stern School of Business, NYU, New York, 3 May 2007  
Università Bocconi, CESPRI, Milan, 3 May 2006

**“Strategic Use of IP in New Product Development”,**

*held at:*  
Swiss Federal Institute of Technology Zurich, 28 February 2005

**“The Battlefields of IP Competition”,**

*held at:*  
London Business School, 14 December 2005  
Free University of Brussels, 13 October 2005  
Melbourne University Business School & IPRIA, 18 February 2005  
EPFL Lausanne, College of Management, 22 January 2005

**“IP Valuation: Patents Viewed as ‘Real Options’ – What Drives their Value?”,**

*held at:*  
Queen Mary Institute of Intellectual Property, EIPIN Forum London, 8 May 2004  
Swiss Federal Institute of Technology Zurich, EIPIN Forum Zurich, 3 December 2004

**“Who Do You Trust While Bubbles Grow and Blow? – A Comparative Analysis of the Explanatory Power of Balance Sheet and Patent Information for the Market Values of German Firms”,**

*held at:*

5<sup>th</sup> European Policy for Intellectual Property (EPIP) meeting, Copenhagen, 11 March 2005  
German Central Bank, Spring Conference on “Financing Innovation”, Eltville, 1 May 2004

**“What Do Patent Indicators Really Measure – A Structural Test of Novelty and Inventive Step as Determinants of Patent Profitability”,**

*held at:*

Australian Graduate School of Management, Research Seminar, Sydney, 31 March 2004  
University of Wollongong, Research Seminar, Wollongong, 26 March 2004

**“Validating Indicators of Patent Value – Empirical Evidence from the Chemical Industry”,**

*held at:*

European Central Bank, Deutsche Bundesbank & ECB Joint Seminar, Frankfurt, 30 April 2003

**“Improving Patent Valuation Methods for Management – Validating New Indicators by Understanding Patenting Strategies”,**

*held at:*

Department of Strategy, Università Commerciale Luigi Bocconi Milan, 10 December 2001  
Department of Industrial Economics and Strategy, Copenhagen Business School, 17 December 2001  
Department of Strategy, HEC Paris, 28 January 2002  
Department of Strategy, ESSEC Paris, 26 March 2002  
Center for Intellectual Property Studies, Chalmers University of Technology, 26 March 2003

**“The Private Values of „Thicket“ Patenting – An Empirical Study Across Industries and Patent Types”,**

*held at:*

Department of Economics, Università Autonoma di Barcelona, 29 May 2002

**CONFERENCE PRESENTATIONS (ACADEMIC)**

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**“The Exercise of Authority in Open Communities: the Case of Wikipedia”**

*Held at:*

Invited speaker at Behavioral Strategy Workshop, Strategic Management Society annual meeting, Berlin, 17 September 2016

**“What do we know about Strategy Formation?”**

*Held at:*

Invited panelist at PDW, The Academy of Management meeting, Anaheim, 5 August 2016

**“What’s New about Openness?”**

*Held at:*

Invited speaker at Panelist Symposium, The Academy of Management meeting, Vancouver/CA, 10 August 2015

**“Triumphs in Organizational Design”**

*Held at:*

Invited speaker at PDW "Organizational Design", Presenter Symposium, The Academy of Management meeting, Vancouver/CA, 6 August 2015

**"Corporate R&D Allocations in Systems Industries",**

*Held at:*

Inform's Annual Conference, Phoenix/AZ, 15 October 2012 (presentation by co-author)

**"Human Resource Slack and Firm Performance",**

*Held at:*

Strategic Management Special Conference Latin America, Rio de Janeiro, February 2011 (presentation by co-author)

**"In-group Biases and Innovation Diffusion",**

*To be held at:*

Darden Conference on Innovation and Entrepreneurship, Charlottesville, 5 May 2011

**"Gaining it by Giving it Away – Capturing Value in 'Mixed' Appropriability Regimes",**

*To be held at:*

Academy of Management meetings, Montreal, August 2010 (presentation by co-author)

*held at:*

Darden Conference on Innovation and Entrepreneurship, Charlottesville, 30 April 2010  
Wharton Mini Conference on Technology, Philadelphia, 23 April 2010

**"Patent Sharks and the Sustainability of Value Destruction Strategies",**

*held at:*

Academy of Management meetings, Anaheim, August 2008

(SELECTED FOR THE BEST PAPER PROCEEDINGS OF THE ACADEMY OF MANAGEMENT MEETINGS 2008)

**"Coupling, Complementarities, and Co-ordination Costs – Sourcing Trade-Offs for Intellectual Property Protection"**

*held at:*

Academy of Management meetings, Anaheim, August 2008

**"Value Appropriation as an Organizational Capability: the Case of IP Protection through Patents"**

*held at:*

Academy of Management meetings, Philadelphia, 6 August 2007

**"Technological Merit and the Reinvigoration of Novelty and 'Inventive Step'",**

*held at:*

Academy of Management meetings, Atlanta, 14 August 2006

**"A Comprehensive View on Corporations' Intellectual Property: Towards a Specific Strategy-Structure Contingency Framework".**

*held at:*

The Strategic Management Society Annual Conference, Puerto Rico/USA, 3 November 2004

**“What Do Patent Indicators Really Measure – A Structural Test of Novelty and Inventive Step as Determinants of Patent Profitability”,**

*held at:*

The Danish Research Unit on Industrial Dynamics, Copenhagen/Denmark, 13 June 2004

**“Who Really Profits from Patent Infringements? Innovation Incentives and Disincentives from Patent Indemnification Rules”,**

*held at:*

The Academy of Management meeting, Seattle/USA, 5 August 2003

The Danish Research Unit on Industrial Dynamics, Copenhagen/Denmark, 14 June 2003

**“Improving Patent Valuation Methods for Management – Validating New Indicators by Understanding Patenting Strategies”,**

*held at:*

The Academy of Management meeting, Denver Colorado/USA, 12 August 2002

LINK Conference, Copenhagen, 1 November 2002

(NOMINATED FOR THE CAROLYN DEXTER PAPER AWARD 2002 BY THE ACADEMY OF MANAGEMENT)

**“The Private Values of „Thicket“ Patenting – An Empirical Study Across Industries and Patent Types,”**

(NOMINATED FOR THE MCKINSEY BEST CONFERENCE PAPER AWARD 2002 BY THE STRATEGIC MANAGEMENT SOCIETY)

*held at:*

The Academy of Management meeting, Denver Colorado/USA, 13 August 2002

The Danish Research Unit on Industrial Dynamics, Copenhagen/Denmark, 07 June 2002

The Strategic Management Society Conference, Paris, 23 September 2002

**“Validating Indicators of Patent Value Using New Procedural and Full-Text Data – A Study in the Chemical Industry”,**

*held at:*

Innovation Seminar, University of California at Berkeley / Haas School of Business, 26 September 2001.

**“Evaluating Patent Portfolios – Using Indicators for Technology Management Purposes”,**

*held at:*

European Academy of Management, IESE Barcelona, 19 April 2001.

**“Opposition Against EPO Patent Grants – the Case of Biotechnology and Pharmaceuticals”,**

*held at:*

Seminar Industrial Economics, Center for European Economic Research (ZEW) Mannheim, 13 April 2000,

Intellectual Property Econometrics: Patents and Trademarks, Alicante/Spain, 19-21 April 2000,

Financing R&D in Science Based Industries, Madrid/Spain, 20-21 May 2000,

Econometric Association for the Research in Industrial Economics, Lausanne/Switzerland, 04-07 September 2000,

German Economists’ Association, Berlin, 19 September 2000.

**“Opening the Black Box – Patenting Strategies and Their Implications for Modeling Patent Value”,**

*held at:*

Seminar Patentkolloquium, Law Firm Hoffman & Eitle Munich, 12 July 1999,

Seminar Series The Economics of the Patent System, Ludwig-Maximilians University Munich, 8 July 1999.

**“Untersuchungen zum Irritationspotential von VOC-Mixturen in vivo - ein vergleichender sensorischer Meßansatz zur Erfassung von Mischungseffekten”,**

*held at:*

German Engineers’ Society (VDI) Meeting Odours in the Environment, Bad Kissingen, 4 March 1998,

Seminar Environmental Medicine for Physicians, Regional Authority for Nature and Environment of the Land Sleswig-Holstein, Flintbek, 2 February 1998,

Hearing at the Environmental Toxicology and Human Health Unit, Joint Research Centre of the European Union, Ispra/Italy, 24 February 1998.

**SYMPOSIA, PANELS, AND WORKSHOPS (ORGANIZATION AND PARTICIPATION)**

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Organizer of the 4<sup>th</sup> “Vienna Conference on Strategy, Organizational Design, and Innovation”, Vienna/AT, 22-23 June 2019

Organizer of the 3<sup>rd</sup> “Vienna Conference on Strategy, Organizational Design, and Innovation”, Vienna/AT, 24-25 June 2017

Organizer of the 2<sup>nd</sup> “Vienna Conference on Strategy, Organizational Design, and Innovation”, Vienna/AT, 20-21 June 2015

Organizer of “Organizational Decision-Making”, Presenter Symposium, The Academy of Management meeting, Philadelphia/USA, 4 August 2014

Organizer of the 1<sup>st</sup> “Vienna Conference on Strategy, Organizational Design, and Innovation”, Vienna/AT, 22-23 June 2013

Co-organizer of the RIPE faculty conference on “Corporate Intellectual Property” (with Keld Laursen), Copenhagen/DK, 7-8 December 2007

Participant in “Working With Patent Data: The Basics, The Issues And The Challenges”, Professional Development Workshop, The Academy of Management meeting (organized by Francisco Veloso and Robert Lowe), Atlanta/USA, 12 August 2006

Organizer of the second RIPE faculty workshop for intellectual property economics and strategy, Copenhagen/DK, December 2005

Organizer of “Doing Research with Patent Data”, Professional Development Workshop, The Academy of Management meeting (with Stuart Graham), Honolulu/USA, 6 August 2005

Organizer of the first RIPE faculty workshop for intellectual property economics and strategy, Copenhagen/DK, May 2004

Co-organizer of “Managing Intellectual Property in Knowledge Economies”, Symposium, The Academy of Management meeting (with Rosemarie Ziedonis), Seattle/USA, 5 August 2003

The Danish Research Unit on Industrial Dynamics, Copenhagen/Denmark, 14 June 2003

**SELECTED INVITED LECTURES (NON-ACADEMIC MEETINGS)**

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**“The Future of Work”**

*Held at:*

TEDx meeting, Vienna Museum of Technology, 20 September 2020



### **“Flat Hierarchies”**

*Held at:*

Vienna, 14 May 2019

### **“Organizations Aiming High”**

*Held at:*

TEDx meeting, FH Kufstein/Tyrolia, 25 June 2016

### **“Strategic Organizational Design”**

*Held at:*

Federation of Austrian Industries, Vienna Chamber, 09 June 2016

### **“Innovation 2.0: Patente oder freies Wissen?,” public plenary debate at the Austrian Academy of Sciences**

*Held at:*

Austrian Academy of Sciences, Vienna, 24 April 2013

### **“Leading the Technology Firm – Organizing for Innovation”**

*Held at:*

Sulzer Annual Forum, Telfs/Tyrolia, 24 September 2012

### **“New Business Models”**

*Held at:*

Schickler Consultants Media CEO Forum, Hamburg, 21 September 2012

### **“Smart Selection – How to Tailor the Innovation Funnel to Your Firm”**

*Held at:*

Gulf Association, Dubai, 8 February 2011

### **“IP Management and Education”**

*held at:*

World Intellectual Property Organization, Geneva, 17 July 2008

### **“The Personal Side of the High-Tech Corporation – Communication, Co-ordination, and Identification Challenges”**

*held at:*

Global Leadership Summit, London, 2 July 2007

### **“IPRs as Elements of Business Strategy”**

*held at:*

Awapatent Foundation award speech, Stockholm, 31 January 2006

### **“Patent valuation”**

*held at:*

University of Bologna, Bologna, 23 March 2007

Management circle, Conference, Frankfurt, 28/29 March 2006

**“Methods for Patent Valuation – Challenges for and Responses by Academia”**

*held at:*

German Ministry of Labor and Economics, Conference “IP as an Economic Asset”, Berlin, 1 July 2005

**“Intellectual Property Rights – A Research Agenda Dedicated to Tackling Current Issues in Economics and Management Science”,**

*held at:*

Danish Society for the Advancement of Business Education (FUHU), Annual Meeting, Copenhagen, 31 March 2005

**“IP Valuation: Patents Viewed as ‘Real Options’ – What Drives their Value?”**

*held at:*

Bryns Zacco AS Patent Law Firm, IP Strategy Seminar Oslo, 5 November 2002

Autumn meeting of the Danish Patent Specialists Association, Copenhagen, 11 November 2002

**“Creating Relationships between Patent and Business Strategy”**

*held at:*

Chalmers Center for Intellectual Property Symposium, Managing the Intellectual Value Chain, Chalmers, 6 October 2003

**“Patent Valuation from a Corporate Perspective – Theoretical Considerations, Applied Needs, Future Challenges”**

*held at:*

United Nations IP High Level Task Force meeting, Geneva, 19 November 2002

**“The ‘Master of Business Research’: Innovate or imitate?”**

*held at:*

Department of Business Administration, University of Munich, Doctoral Graduation Ceremony, 7 February 2002

### ***Long vita Markus Reitzig***

Markus Reitzig studied chemistry (Diplom-Chemiker), law and business economics (Master of Business Research, Doctor oecologiae publicae) in Germany (Universities of Constance/Kiel/Munich), Italy (LUISS Rome), and the United States (UC San Diego/UC Berkeley). From 2002 until 2006 he was employed with the Copenhagen Business School in Denmark, first as Assistant Professor and, from 2004 onwards, as Associate Professor with tenure. During winter 2005, he worked with the Australian Graduate School of Management in Sydney as a Visiting Associate Professor. In 2006, Dr. Reitzig joined the London Business School as an Assistant Professor for Strategic Management. In 2012, he finally assumed his current position as Professor at the University of Vienna to head the newly founded Strategic Management Subject Area – a group of approximately ten staff members. In 2014, he served as a Visiting Professor at INSEAD, teaching on its Singapore campus. In 2017 he was a Visiting Professor at Keio University/Tokyo.

For the last two decades, Markus Reitzig's research has been centered on the strategic management of innovation. His prime areas of ongoing investigation are the study of organizational design suited to create and capture value from distributed innovation, and related behavioral adaptations of classic organizational design theory. In his earlier and currently still most-cited work, Markus studied firms' strategies to appropriate rents from their investments in technology; using intellectual property rights among other mechanisms.

Methodologically speaking Markus combines (formal) theory as well as both qualitative and quantitative empirical/experimental techniques; by maintaining close communication with policy makers and businesses through applied research and advisory, Markus seeks to ensure that his group engages in investigations that both address fundamental scientific questions and matter to practitioners. Prof. Reitzig's research has been supported by several funding agencies over the past years, including the Australian Research Council, the Deloitte Institute for Innovation, and the Danish Social Science Council. Markus currently acts as principal investigator on two large projects sponsored by the Austrian Science Foundation (FWF) and the Austrian National Bank Anniversary Fund.

Articles by Dr. Reitzig have been published/are forthcoming in the top practitioner outlets such as *Harvard Business Review*, *Sloan Management Review*, and *McKinsey Quarterly* as well as in the premier scientific journals such as *Academy of Management Review*, *Organization Science*, *Strategic Management Journal*, *Research Policy*, *Industrial and Corporate Change*, *International Journal of Industrial Organization*, *Journal of Organization Design* and *Economics of Innovation and New Technology*. Until today, his research has been quoted far more than a thousand times in those journals and books that are listed in the Web of Knowledge (ISI etc.), and close to four thousand times on Harzing's Publish or Perish (Google Scholar's) index, and it has been presented at numerous conferences and university seminars worldwide. For his work he has been nominated for the McKinsey best paper award by the Strategic Management Society and the Carolyn Dexter award by the Academy of Management in 2002, and he was awarded the Tietgen Prize for outstanding contributions to business research in 2005. In 2014, he was a finalist for the prestigious Consolidator Grant by the European Research Council (ERC). Since 2012, his lifetime research output as measured by top publications (A/A+) has consistently put him among the top 50 of all business professors in the German-speaking world across disciplines (and among the top ten in the field of strategy). In terms of current visibility in top journals, *Forschungsmonitoring.org* ranks him among the top 1 percent of all management professors in the German-speaking world at present. His former doctoral students were hired as assistant professors at Duke University, Erasmus University Rotterdam, and WU Vienna.

Markus regularly reviews for all leading journals in his field, and he was appointed to the Editorial Boards of the *Strategic Management Journal* in 2013, of *Organization Science* in 2014, and of the *Journal of Organizational Design* in 2015. He has also repeatedly consulted as an expert interviewee to leading business papers, such as the *Wall Street Journal Europe*, national radio, such as *ORF1*, and national television, such as *Dubai One*; his management thinking has been featured in *The Economist* and *Business Strategy Review*. Markus is one of the view academics who has been invited to speak at more than just one *TEDx* event over the past years – his keynotes on "Organizations Aiming High" (*TEDx* Kufstein/Tyrolia, June 2016) and on "The Future of Work" (*TEDx* Vienna, September 2020) are available online.

Professor Reitzig has taught in several (executive) programs worldwide. As an academic facilitator, consultant or speaker he has worked together with a variety of clients from the private and public sector, including US Fortune 50 corporations, the United Nations Economic Commission for Europe, the European Patent Office, and the European Investment Bank, to mention but a few. He held several non-executive advisory board positions with start-ups from the new economy/big-data-based business sector.

***Short vita Markus Reitzig***

Markus Reitzig is Professor for Strategic Management at the University of Vienna, and he has served as Subject Area Chair since the group's establishment in 2012. In 2014 and 2017, he was a Visiting Professor of Strategy at INSEAD and Keio University/Tokyo, respectively. Prior to his permanent appointment in Vienna, Dr. Reitzig worked as full-time faculty at Copenhagen Business School in Denmark (2002-2006) and London Business School in England (2006-2012). He studied chemistry, law and business economics in Germany, Italy, and the United States. Dr. Reitzig's research has been centered on the strategic management of innovative business models and new technologies. Articles by Professor Reitzig have been published in journals such as *Harvard Business Review*, *Sloan Management Review*, *McKinsey Quarterly*, *Business Strategy Review*, *Academy of Management Review*, *Organization Science*, *Strategic Management Journal*, *Research Policy*, *Industrial and Corporate Change*, *International Journal of Industrial Organization*, and *Economics of Innovation and New Technology* and have been translated into several languages. Markus is a member of the Editorial Boards of the *Strategic Management Journal*, of *Organization Science*, and of the *Journal of Organization Design*. His former doctoral students were hired as assistant professors at Duke University and Erasmus University Rotterdam.