

CONTACT INFORMATION

Strategic Management Subject Area
 University of Vienna
 Oskar-Morgenstern Platz 1
 A-1090 Vienna, Austria
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 + 43 (0) 42 77 3797 - 2 (direct)

CITIZENSHIP

German

EMPLOYMENT

2014 Visiting Professor of Strategic Management
INSEAD Singapore

08/2012 - Professor of Strategic Management, Strategy Subject Area Chair
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

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 2nd 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

Business strategy and organizational design with a particular focus on: innovation, technology, and intellectual property rights (IPRs)

PRINCIPAL PUBLICATIONS SUMMARY (FOR DETAILS SEE “LIST OF PUBLICATIONS”)

Academy of Management Review (1), Strategic Management Journal (6), Research Policy (5), Industrial and Corporate Change (1), International Journal of Industrial Organization (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

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

Total (incl. books, working papers, self-cites): **662 (October 2016)**
h-index: **11**

Harzing's Publish or Perish

Total: **2396 (October 2016)**
h-index: **20**

Current Handelsblatt score (2014 BWL list, D/A/CH): **6.68 overall / 2.7 since 2010**
Handelsblatt lifetime achievement (2014): Rank **42nd by A/A+ publications (114 overall)**
5th by A/A+ publications in Strategy

RESEARCH GRANTS

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

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)

- 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)
- 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

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

MEMBERSHIP IN PROFESSIONAL ASSOCIATIONS

Academy of Management
 Deutscher Hochschulverband
 Strategic Management Society

REFeree WORK (JOURNALS ONLY)

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)

PhD level

2014 (Vienna) – Strategy Content (24 hrs course)
 2013/15 (Vienna) – Fundamental Readings in Business (24 hrs course)
 2007-13 (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)

2014-	Inna Smirnova	University of Vienna (advisor)	
2013-	Christian Schumacher	University of Vienna (advisor)	
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, tt faculty (tt)

PhD committees

2010 Claudio Giachetti, University of Venice (member of examination committee)
 2010 Eucman Lee, London Business School (grader of 2nd year paper)

Master level

2014- (Singapore) – Core Strategy (8 hrs module, co-teaching with Gabriel Szulanski)

2014- (Vienna) – Corporate Strategy (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, 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):	4.40 out of 5 (1-5, 5 = top)
Mean over all courses (weighted by course duration):	4.31 out of 5 (1-5, 5 = top)
Mean over all LBS MBA/MSc courses (weighted by course duration):	4.22 out of 5 (1-5, 5 = top)
Mean over all LBS PhD courses (weighted by course duration):	4.78 out of 5 (1-5, 5 = top)
Mean over all LBS executive courses (weighted by course duration):	4.66 out of 5 (1-5, 5 = top)
Mean over all non-LBS executive courses (weighted by course duration):	4.60 out of 5 (1-5, 5 = top)

Teaching ratings at INSEAD Business School (2014)

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

Teaching ratings at the University of Vienna (2014)

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

CONSULTING (SELECTED)

Over the last years, 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

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

REFERENCES

Upon request

LIST OF PUBLICATIONS

[[PhD] indicates essay from Ph.D. thesis; [FT45] indicates Financial Times 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. [FT45]

- *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. [FT45]
of WS citations: 15

- *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. [FT45]
of WS citations: 4

[P1] “Strategic Management of Intellectual Property,”
Sloan Management Review, Spring **2004**, 35-40. [FT45]
of WS citations: 31

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

Scientific Journal Articles

Submitted or to be submitted shortly:

[WP6] “CEO Dominance and Organizational Structure” (with Schumacher, C., and Keck, S.)
To be submitted

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

[WP4] “Organizational Decision-Making” (with Klapper, H., Maciejovsky, B., Puranam, P.)
To be submitted

[WP3] “Your Party, Your Music: Sui Generis Founders’ Rights in Open Source Software Development”
(with Alexy, O., and Puranam, P.)
To be submitted

[WP2] “How much to Integrate? – Firms’ Profit Maximizing R&D Allocations in Emerging Standard Settings” (with Kretschmer, T.)
short version published in *Academy of Management Conference Best Paper Proceedings 2013*
Submitted (in August 2016)

Reject and resubmit:

[WP1] “Organizing for Innovation across the Firm Boundary” (with Hacklin, F., von Krogh, G.)
(Working paper available upon request)

Revise and resubmit:

[WP7] “On the Perception of Authority in Novel Forms of Organizing – A Study on Communication Behaviour in Wikipedia” (with Klapper, H.)
1st revision invited (in October 2016)

Printed or Forthcoming:

[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, forthcoming [FT45]

[S 16] “Corporate Hierarchy and Vertical Information Flow Within the Firm – a Behavioral View”
(with Maciejovsky, B.)
Strategic Management Journal, 36/13 2015, 1979-1999. [FT45]

[S15] “What’s “New” about New Forms of Organizing?,” (with Puranam, P., and Alexy, O.),
Academy of Management Review, 39/2 2014, 162-180. [FT45]

[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. [FT45]

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

[S12] “Biases in the Selection Stage of Bottom-up Strategy Formulation,” (with Sorenson, O.)
Strategic Management Journal, 34/7 2013, 782-799. [FT45]

[S11] “The Hidden Costs of Outsourcing – Evidence from Patent Data,” (with Wagner, S.)
Strategic Management Journal, 31/11 2010, 1183-1201. [FT45]

[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. [FT45]

[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.

[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.

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

Work in progress (titles are working titles)

On Organizational Design

"The Emergence of Organizational Design Solutions" (with Alexy, O., Pötz, K., and Puranam, P.)

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

On Technology Strategy

"Co-operation, Competition, and the Value of Managerial Intelligence – A Simulation Approach" (with Warglien, M.)

"Strategic resource allocations in high-technology industries" (with Lecuona Torras, R.)

Older working papers (partly predecessors to current working papers)

"The Sustainability of Value Destruction Strategies," (with Henkel, J.)

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

"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

"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

"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", 1st 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)

Aiming High, *TEDx event Kufstein/Tyrolia on 25 June 2016*.
(watch <https://www.youtube.com/watch?v=Zuxd4u5P1kk>)

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)

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)

Title TBC

Invited at:

University of Zurich, tc

University of Southern Denmark, Odense, tc

Singapore Management University, Singapore, tc

"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:

72nd 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

"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:

5th 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 Autònoma de Barcelona, 29 May 2002

CONFERENCE PRESENTATIONS (ACADEMIC)

"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:

Informa 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)

Organizer of the 2nd “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 1st “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

“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 oeconomia 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. As of 2014, he has also served as a Visiting Professor at INSEAD, teaching on its Singapore campus.

For the last decade, Markus Reitzig's research has been centered on the strategic management of innovation. Markus is particularly interested in firms' strategies to appropriate rents from their investments in technology; using intellectual property rights among other mechanisms. 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.

Methodologically speaking Markus combines (formal) theory as well as both qualitative and quantitative empirical techniques; maintaining close communication with policy makers and businesses through applied research and consulting ensures that scientific phenomena of practical relevance are chosen as objects of his studies. 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*, *Strategic Management Journal*, *Research Policy*, *Industrial and Corporate Change*, *International Journal of Industrial Organization*, and *Economics of Innovation and New Technology*. Until today, his research has been quoted more than six hundred times in those journals and books that are listed in the Web of Knowledge (ISI etc.), and in excess of a two thousand times on Harzing's Publish or Perish 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, and. Aged 40, his quality-weighted lifetime research output already ranked 113th among all business professors in the German-speaking world in 2012, according to the German business daily *Handelsblatt*. In 2014, he was a finalist for the prestigious Consolidator Grant by the European Research Council (ERC).

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*, and was made accessible to a broader audience at the *TEDx* event "Aiming High" in Tyrolia in June 2016, where Markus presented as an invited speaker.

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.

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. Starting 2014, he has also been a Visiting Professor of Strategy at INSEAD. Prior to his current appointment, 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*, *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*.