

**CONTACT INFORMATION**

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Strategic Management & Entrepreneurship  
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**CITIZENSHIP**

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German

**EMPLOYMENT**

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- 10/2006 – 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**
- 02/97–08/1097 Visiting Research Scholar in applied chemistry at the Medical School of the **University**  
**of California at San Diego**

**UNIVERSITY EDUCATION**

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- 02/2002 **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, technology, and intellectual property rights (IPRs)

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

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Strategic Management Journal (2), Research Policy (4), 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 METRICS (DECEMBER 2011)

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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):	<b>241</b>
Cites (for published articles only, incl. self-cites):	<b>185</b>
h-index (incl. working papers):	<b>7</b>
h-index (for published articles only):	<b>7</b>

**Google Scholar** >**850**

## RESEARCH GRANTS

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03/2011	London Business School, <b>IIE</b> , 5.000 UK£
02/2011	London Business School, <b>RAMD</b> , 10.700 UK£
02/2010	London Business School, <b>RAMD</b> , 12.000 UK£
02/2008	London Business School, <b>RAMD</b> , 13.500 UK£
02/2007	London Business School, <b>RAMD</b> , 15.000 UK£
12/2003	The Danish Social Science Council, <b>IP Network “RIPE”</b> , 107.000 EUR
12/2003	The Danish Social Science Council, <b>Biotech “COMBI”</b> , personal share 35.000 EUR
12/2003	Australian Research Council, <b>IP and Knowledge Flows</b> , personal share 7.500 EUR
04/2003	The Copenhagen Business School Presidential Funds, <b>IP Strategy</b> , 25.000 EUR

## FELLOWSHIPS AND AWARDS

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03/2005	The <b>Tietgen Prize</b> awarded at the national (Danish) level for outstanding internationally recognized research in business economics
01/2004	Extra annual <b>performance bonus</b> by the <b>Copenhagen Business School</b>
06/2002	<b>Nomination</b> for the <b>Carolyn Dexter Paper Award</b> by the <b>Academy of Management</b>
04/2002	<b>Nomination</b> for the <b>Strategic Management Society Best Conference Paper Award</b>
08-12/2001	<b>German Academic Exchange Service (DAAD)</b> fellowship for dissertational studies at the University of California at Berkeley
1994-1998	<b>Fritz-ter-Meer Fellowship by the Bayer AG</b> Leverkusen (Germany) for outstanding studies in chemistry
02-07/1997	Visiting research scholar/ <b>DAAD intern</b> at the University of California at San Diego
09/96-01/1997	Mobility fellowship by the <b>European Union</b> for law studies in Rome
08/94-07/1995	<b>Fulbright</b> travel grant and University of Massachusetts at Dartmouth Grant (declined)
06/1991	<b>Abitur Award</b> by the German Chemical Industry Foundation
06/1991	<b>Abitur Award</b> by the Ratsgymnasium Bielefeld
09/88-01/1989	<b>Dr.Reinhard-Hector fellowship</b> for High-School Studies at Abingdon School/Oxford

## SCHOLARLY SERVICE (SELECTION)

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- Founder and co-ordinator of the faculty network for the *Research in Intellectual Property Economics and Strategy (RIPE)* from 2003 until 2006
- Co-organizer of panels on “Policy and Strategy” (2008) and “Innovation” (2011) at the Sumantra Ghoshal conference at London Business School
- Member of the SIM recruiting committee at London Business School (2010)
- Professorial appointment committees: external referee at the University of Munich (2011)

## 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 Journal of Networking and Virtual Organizations, International Journal of Technology Management, International Review of Law and Economics, Journal of Industrial Economics, Journal of International Business, Long Range Planning, Management Science, Organization Science, Perspektiven der Wirtschaftspolitik, Research Policy, Sloan Management Review, Strategic Management Journal

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

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### **PhD level**

2007-10 (London) – Applying advanced regression techniques (30hrs course / 3hrs / 6 hrs)  
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 student supervision**

2008- Ramon Lecuona Torras, London Business School (advisor)  
2010 Eucman Lee, London Business School (grader of 2<sup>nd</sup> year paper)

### **PhD committees**

2010 Claudio Giachetti, University of Venice (member of examination committee)

### **Master level**

2008-11 (London/Dubai) – Core Strategy (30 hrs course)  
2007-11 (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 Bologna, Cairo, Copenhagen, 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 (2008 through 2011)**

Mean over all courses (not weighted by course duration):	<b>4.39</b> out of 5 (5 = top)
Mean over all courses (weighted by course duration):	<b>4.29</b> out of 5 (5 = top)
Mean over all LBS MBA/MSc courses (weighted by course duration):	<b>4.20</b> out of 5 (5 = top)
Mean over all LBS PhD courses (weighted by course duration):	<b>4.78</b> out of 5 (5 = top)
Mean over all LBS executive courses (weighted by course duration):	<b>4.66</b> out of 5 (5 = top)
Mean over all non-LBS executive courses (weighted by course duration):	<b>4.60</b> out of 5 (5 = top)

## **CONSULTING (SELECTED)**

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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**

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

## **REFERENCES**

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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,” (together 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]

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

**[P3]** “Big Picture – Patent Sharks” (together with Henkel, J.)  
*Harvard Business Review*, June **2008**, 129-133. [FT45]

- German translation reprinted with permission in: *Harvard Business Manager*, 8 **2008**, 62-68.
- # of WS citations: 2

**[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: 26

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

### Scientific Journal Articles

#### Submitted or to be submitted shortly:

**[WP6]** “The Costs and Benefits of Employing ‘Excess’ Personnel” (with Lecuona Torras, R.),  
(Working paper available upon request)

**[WP5]** “What’s “New” about New Forms of Organizing?,” (together with Puranam, P., and Alexy, O.),  
(Working paper available upon request)

#### Reject and resubmit:

**[WP3]** “Firms’ Counterintuitive Appropriation Strategies – Private-Collective Innovation and Competition” (together with Alexy, O.)

[http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1430328](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1430328)

**Revise and resubmit:**

**[WP4]** “Hierarchies, Polyarchies, and the Endogeneity of the Screening Function”

[http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1654622](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1654622)

# of WS citations: 1

**[WP2]** “Strategy Evolution within the Firm: Why some Firms Fail to Innovate,” (with Sorenson, O.)

[http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1552059](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1552059)

# of WS citations: 1

**[WP1]** “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**

**Printed:**

**[S11]** “The Hidden Costs of Outsourcing – Evidence from Patent Data,” (together with Wagner, S.)

**Strategic Management Journal**, 31/11 2010, 1183-1201. [FT45]

# of WS citations: 1

**[S10]** “Collateral Damage for R&D Manufacturers – How Patent Sharks Operate in Markets for Technology,” (together 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”, (together with Puranam, P.)

**Strategic Management Journal**, 30 2009, 765-789. [FT45]

# of WS citations: 8

**[S8]** “Patent Assessment Quality – Analyzing the Degree and Kind of (In)Consistency in Patent Offices’ Decision Making,” (together with Burke, P.),

**Research Policy**, 36/9 2007, 1404-1430.

# of WS citations: 5

**[S7]** “On Sharks, Trolls, and Their Patent Prey – Unrealistic Damage Awards and Firms’ Strategies of ‘Being Infringed’” (together with Henkel, J. and Heath, C.),

**Research Policy**, 36/1 2007, 134-154.

# of WS citations: 18

**[S6]** “Improving Patent Valuation Methods for Management – Validating New Indicators by Analyzing Application Rationales”,

**Research Policy**, 33/6/7 2004, 939-957. [PhD]

# of WS citations: 42

*In February 2005, the aforementioned article was ranked No.10 of the TOP hottest articles within “Research Policy”*

**[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.

# of WS citations: 14

- *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 (together with Harhoff, D.).

# of WS citations: 44

**[S3]** "What Determines Patent Value – Insights from the Semiconductor Industry,"

**Research Policy**, 32/1 2003, 13-26. [PhD]

# of WS citations: 33

- *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 (together 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 (together with Mohr, S., Heinzow, B., and Knöppel, H.).

# of WS citations: 14

### **Work in progress (titles are working titles)**

#### On Organizational Design

"The Sources of Authority – Sui Generis Founders' Rights in Open Source Software" (with Alexy, O., and Puranam, P.)

(Stage: Data collection completed; data analysis started)

"Boundary-spanning Innovation – Governing the Closed-open Interface" (with Hacklin, F., and von Krogh, G.)

(Stage: Data re-analysis)

"Possible Archetypes of Forms of Organizing – the Role of Complementarities in Problem Solving" (with Alexy, O., and Puranam, P.)

(Stage: Data collection started)

#### On Technology Strategy

"How much to Integrate? – Firms' Profit Maximizing R&D allocations in Emerging Standard Settings" (with Kretschmer, T.)

(Stage: Modeling finished / Draft of first working paper)

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

(Stage: Modeling ongoing)

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

(Stage: Data collection ongoing)

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

"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, (together with Heath, C. and Henkel, J.)

# of WS citations: 2

“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?”

# of WS citations: 3

“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)

# of WS citations: 1

“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,” (together 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,” (together 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”, (together 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,” (together with Oswald, D. and Ramb, F.)

“Lipophilicity as Indicated by Quartz Microbalances: A New Experimental Combination with Eye Irritation,” **2001** (together 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**.

# of WS citations: 6

## **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 (together 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** (together 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)

# of WS citations: 1

“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.

## **Newspaper articles**

"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.

## **MEDIA MENTIONS/INTERVIEWS**

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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

## **INVITED LECTURES (ACADEMIC)**

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**Title TBC**

*Scheduled at:*  
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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**“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-Mituren 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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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 (together with Stuart Graham), Honolulu/USA, 6 August 2005

Organizer of the second 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 (together with Rosemarie Ziedonis), Seattle/USA, 5 August 2003

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

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

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### **“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

### **Short vita Markus Reitzig**

Markus Reitzig is an assistant professor for strategic management and entrepreneurship at the London Business School (LBS). Before joining LBS, Dr. Reitzig worked as a tenured Associate Professor for industrial economics and corporate strategy at Copenhagen Business School in Denmark. 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*, *Business Strategy 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.

### **Long vita Markus Reitzig**

Markus Reitzig studied chemistry (Diplom-Chemiker), law and business economics (Master of Business Research, Doctor oeconomiae publicae) in Germany (Universities of Constance/Kiel/Munich), Italy (LUISS Rome), and the United States (UC San Diego/UC Berkeley). From September 2002 until October 2006 he was employed with the Copenhagen Business School in Denmark, first as Assistant Professor and, from April 2004, as Associate Professor with tenure. During winter 2005, he worked with the Australian Graduate School of Management in Sydney as a Visiting Associate Professor. Dr. Reitzig finally joined the London Business School as an Assistant Professor for Strategic Management in October 2006.

For the last decade, Markus Reitzig's research has been centered on the strategic management of innovation. Currently, Markus is particularly interested in firms' strategies to capture value from their investments in technology; using intellectual property rights among other mechanisms. His prime area of ongoing investigation is the analysis of strategic trade-offs between value creation through and value capture from technology, seeking to devise strategies for initial value creation that are shaped with an eye on the subsequently envisaged appropriation (or "creation-conditional-on-capture" – ccc strategies). Over the past, Professor Reitzig has, however, also sought to contribute more broadly to different streams of innovation-related literature, including economics, law, and accounting. Methodologically speaking Markus Reitzig 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.

Articles by Markus Reitzig have been published in both the top practitioner outlets such as *Harvard Business Review* and *Sloan Management Review* and the premier scientific journals such as *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 around two hundred and forty times in those journals and books that are listed in the Web of Knowledge (ISI etc.), and it has been presented at numerous conferences and university seminars worldwide. For his research contributions he was awarded the Tietgen Prize for outstanding contributions to business research, and 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. Markus has repeatedly consulted as an expert interviewee to leading business papers, such as the *Wall Street Journal Europe*, and his latest management thinking is featured in *The Economist* and *Business Strategy Review*.

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.