

# Curriculum Vitae

Oct. 2023

## Lars Frederiksen

Professor of Innovation, Entrepreneurship and Strategy  
Director of Research, Dept. of Management, BSS, AU  
Deputy Head of Dept. of Management, BSS, AU  
Associate Editor: Innovation, Organization & Management



Date of Birth: 7<sup>th</sup>. March 1969

Nationality: Danish

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## RESEARCH AND TEACHING INTERESTS AND IMPACT

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- Research:* Innovation and technology management, entrepreneurship, strategy, social networks, organizational theory, idea management, platforms, digital transformation, project-based organizations, innovation and sustainable development.
- Teaching:* Innovation and technology management, entrepreneurship, strategic management, sustainability, data-driven decision-making, business development, project management and new product development, social networks, theory and methods.
- Industries:* ICT (i.e., software, open source software), infrastructure (i.e. roads, water, energy, urban design and engineering consulting), entertainment (i.e. music, film), science, agriculture.
- Citations:* Total WoS/ISI: 1,540 and Google Scholar: 5250

## ACADEMIC POSITIONS

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- 2018 Member of BSS, Faculty Research Committee
- Director of Research at *Dept. of Management, Aarhus University, Business and Social Sciences, Denmark*
- 2016 - Full professor at *Dept. of Management, Aarhus University, Business and Social Sciences, Denmark.*
- 2015 - Director of Research and Talent (PhD program) and Deputy Head of Department at *Dept. of Management, Aarhus University, Business and Social Sciences, Denmark.*
- 2012 - Professor (with special responsibilities) in innovation management and new product development. Head of the *Innovation Management Group, Dept. of Management, Aarhus University, Business and Social Sciences, Denmark.*
- 2010 - 2011 Visiting Research Fellow, *Innovation Management Group, Dept. of Business Administration, Aarhus University, Business and Social Sciences, Denmark.*
- 2010 - Visiting Fellow, *Innovation & Entrepreneurship Group, Imperial College Business School, Imperial College London.*

- 2007-2010 Assistant Professor (tenure track), *Innovation & Entrepreneurship Group, Imperial College Business School, Imperial College London.*
- 2006-2007 Research Associate, *Innovation Studies Centre, Tanaka Business School, Imperial College London.*
- 2005-2006 External Lecturer at *Department of Industrial Economics and Strategy, Copenhagen Business School, Denmark.*
- 2003-2006 Fellow at the multidisciplinary research centre: *'Imagine..Creative Industries Research', Copenhagen Business School.*

## EDUCATION

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- 2014 “From researcher to research manager”, leadership course at Aarhus University, Denmark.
- 2008-2010 *Certificate of Advanced Study in Learning and Teaching (CASLAT)(24 ECTS)* at Centre at Education Development, Imperial College. (Fellowship at the Higher Education Academy, FHEA).
- 2001–2007 PhD (Business Administration) at *Department of Industrial Economics and Strategy, Copenhagen Business School, Denmark* entitled: ‘Open innovation business models – Innovation in firm-hosted online user communities and inter-firm project ventures in the music industry’.
- 2003 Visiting PhD student: *Laboratory of Economics and Management, Scuola Superior Sant’Anna, Pisa, Italy.* Supervisor: Professor G. Dosi.
- 1993 –2000 BA and MSc. Geography, *Department of Geography, Copenhagen University, Denmark.* Additional studies at Dept. of Economics and Dept. of Sociology, Copenhagen University, Denmark.
- 1997 – 1998 Advanced Diploma (taught masters): “Urban and regional change in Europe”. *Department of Geography, Durham University, UK.*
- 1994 – 1999 Supplementing studies at *the Department of Political Science, Copenhagen University, Denmark.*

## PUBLICATIONS (Journal papers and book chapters)

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- 2023 Beretta, M., Dahlander, L., Frederiksen, L. & Thomas, A. Lego Takes Customers’ Innovations Further. *MIT Sloan Management Review*, 65(1).
- Dahlander, L. et al. ‘Weeding Out Bad Ideas or Picking Winners in Open Innovation? Factors Driving Multi-Stage Crowd Selection on LEGO Ideas’ *Research Policy* (forthcoming)
- Beck, S. et al. ‘Examining Open Innovation in Science (OIS): what Open Innovation can and cannot offer the science of science’, *Innovation* 25 (3), 221-235
- Frederiksen, L., et al. ‘Extending the Use of Crowds for Innovation? Fund It Yourself! In Chesbrough, H., Radziwon, A., Vanhaverbeke, W. & West, J. (Eds.), *The Oxford Handbook of Open Innovation*. Oxford University Press. Chapter 21. (forthcoming)
- 2022 Burcharth A., Smith, P. & Frederiksen, L. ‘Rehearsing entrepreneurship: Identity formation in the transition to entrepreneurship after an emotional job loss’, *International Journal of Entrepreneurial Behavior & Research* 28 (7), 1653-1678

- 2021 Beretta, M., Frederiksen, L., Wallin M., & Kulikovskaja, V. 'Why and How Firms Implement Internal Crowdsourcing Platforms', *IEEE Transactions on Engineering Management*
- 2020 Beck, S., Bergenholtz, C., et al.: 'The Open Innovation in Science research field: A collaborative conceptualisation approach, *Industry & Innovation*, pp. 1-50
- Alexy, O., Frederiksen, L. & Hutter, K.: 'Quo Vadis, open and user innovation theory?' *Innovation, Organization & Management*, Vol. 22, pp. 97-104
- 2019 Roehrich, J., Davies, A., Frederiksen, L. & Sergeeva, N.: 'Management Innovation in Complex Products and Systems: The Case of Integrated Project Teams. *Industrial Marketing Management*, Vol. 79, pp. 84-93
- 2018 Baumann, O., Bergenholtz, C., Frederiksen, L. Grant, RM. Köhler, R. Preston DL. & Shane, S.: 'Rocket internet: Organizing a start-up factory', *Journal of Organizational Design*, Vol. 7, 13
- Davies, A., Frederiksen, L., Cacciatori, E. & Hartmann, A.: 'The long and winding road: Routine creation and replication in multi-site organizations', *Research Policy*, Vol. 47, 8, pp. 1403-1417
- 2017 Christensen, K., Nørskov, S., Frederiksen, L. & Scholderer, J.: 'In search of new product ideas: Identifying ideas in online communities by machine learning and text mining', *Creativity and Innovation Management*, Vol. 26, 1, pp. 17–30 (Best paper 2018, Award)
- Bogers, M., Zobel, A., Afuah, A., Almirall, E., Brunswicker, S., Dahlander, L., Frederiksen, L., Gawer, A., Gruber, M., Haefliger, S., Hagedoorn, J., Hilgers, D., Laursen, K., Magnusson, M.G., Majchrzak, A., McCarthy, I.P., Moeslein, K.M., Nambisan, S., Piller, F.T., Radziwon, A., Rossi-Lamastra, C., Sims, J. & ter Wal, A. L.J.: 'The Open Innovation Research Landscape: Established Perspectives and Emerging Themes Across Different Levels of Analysis' *Industry & Innovation*, Vol. 24, 1, pp. 8-40
- 2016 Frederiksen, L., Wennberg, K., & Balachandran, C.: 'Mobility and Entrepreneurship: How career history influences entrepreneurial entry and survival of new ventures', *Entrepreneurship, Theory and Practice*, Vol. 40, 2, pp. 359–380.
- Foss, N.J., Frederiksen, L. & Rullani, F.: 'Problem-formulation and problem-solving in self-organized communities: How modes of communication shape project behaviors in the free open source software community', *Strategic Management Journal*, 37, 13, pp. 2589-2610.
- 2015 Wu, Y., Davies, A., & Frederiksen, L. 'The birth of an ecocity business: Arup's Dongtan project' in Grabher, G. & Thiel, J. (eds.) (2015): *Mega-projects and urban development*, Jovis, Berlin.
- Cattaneo, G., Carugati, A. & Frederiksen, L. 'Bang & Olufsen: Modulating strategic renewal through innovation and organizational design' in Välikangas, L., Gibbert, M., Balachandran N.L., Pauku, M. & Peixoto, I. (eds.) (2016): *Learning from outliers - How strategic novelty drives business innovation*, The Financial Times Press, London.
- van der Ende, J., Frederiksen, L. & Prencipe, A. 'The front end of innovation: Organizing search for ideas', *Journal of Product Innovation Management*, Vol. 32, 4, pp.: 482–487.

- 2014 Hellerstedt, K., Wennberg, K., & Frederiksen, L. 'University Knowledge Spillovers & Regional Start-up Rates: Supply and Demand Side Factors', *'Academic entrepreneurship: Creating an entrepreneurial ecosystem'*. *Advances in Entrepreneurship, Firm Emergence and Growth*, Vol. 16, pp. 137-168.
- Hartmann, A., Roehrich, J., Frederiksen, L. & Davies, A.; 'The Transition towards Procuring Complex Performance in Public Infrastructure', *International Journal of Operation and Production Management*, Vol. 34, 2, pp. 174-194.
- 2013 Autio, E., Dahlander, L., & Frederiksen, L.: 'Information exposure, opportunity evaluation and entrepreneurial action: An investigation of an online user community', *Academy of Management Journal*, Vol. 56, 5, pp.: 1348-1371.
- 2012 Dahlander, L. & Frederiksen, L.: 'The core and cosmopolitans: A relational view of innovation in user communities', *Organization Science*, Vol. 23, 4, pp.: 988-1007.
- 2011 Cattani, G., Ferriani, S., Frederiksen, L., & Täube, F.: 'Project-Based Organizing and Strategic Management: A Long-Term Research Agenda on Temporary Organizational Forms', Chapter 1, pp. XV-XXXIX in Cattani, G., Ferriani, S. Frederiksen, L. & Täube, F. (eds.) (2011): *'Project-based organizing and strategic management'*, *Advances in Strategic Management*, Vol.28, Emerald Publishing, US.
- Frederiksen, L. & Sedita, S.R.: 'Embodied knowledge flows through inter-firm labour mobility – Comparing the music and manufacturing industries in Denmark', Chapter 4 in Belussi, F & Staber, U. (2011): *Managing networks of Creativity*, Routledge, UK.
- 2010 Hartman, A., Davies, A. & Frederiksen, L., 'Learning to deliver service enhanced public infrastructure: balancing contractual and relational capabilities', *Construction Management and Economics*, Vol. 28, 11, pp: 1165 - 1175.
- Davies, A. & Frederiksen, L. 'Project-based innovation: The World after Woodward', Technology and Organization, *Research in the Sociology of Organizations*, Vol. 29, pp: 179-218.
- Hartmann, A., Davies, A., and Frederiksen, L.: 'Learning to procure complex performance', Chapter 5, pp: 120-139 in Caldwell & Howard (2010): *Procuring complex performance*, Studies in Business Organizations and Networks series, Routledge, NY, US.
- 2008 Frederiksen, L. & Davies, A.: 'Vanguards and Ventures: Projects as Vehicles for Corporate Entrepreneurship', *International Journal of Project Management*, Vol. 26, pp: 487-496.
- Lorenzen, M. & Frederiksen, L.: 'Why do Cultural Industries Cluster? Localization, Urbanization, Products and Projects', Chapter 7, pp. 155-182, in Cooke, P. & Lazeretti, L. (eds.) *Creative cities, cultural clusters and local economic development*, E. Elgar, UK.
- Dahlander, L., Frederiksen, L. & Rullani, F.: Online Communities and Open Innovation: Governance and Symbolic Value Creation'. *Industry & Innovation*, Vol. 15, 2, pp: 115-123.
- 2007 Frederiksen, L. & Lorenzen, M.: 'Experimental music: Product innovation in the project ecology of the Danish recorded music industry', Chapter 2, pp. 14-24 in Hearn, G. (ed.): *If your company was a cockroach: How to survive in the new business ecology*, Insights from the creative economy, Pluto Press, Australia.

- 2006 Jeppesen, L.B. & Frederiksen, L.: 'Why firm-established user communities work for innovation? The personal attributes of innovative users in the case of computer-controlled music instruments'. *Organization Science*, Vol. 17, 1, pp: 45-64.
- 2005 Lorenzen, M. & Frederiksen, L.: 'The management of projects and product experimentation: Lessons from the entertainment industries'. *European Management Review*, Vol. 2, 3, pp: 198-211.

### **Books**

- 2011 Cattani, G., Ferriani, S. Frederiksen, L. & Täube, F. (eds.) (2012): '*Project-based organizing and strategic management*', Advances in Strategic Management (AiSM), Volume 28, Emerald, US., pp. 1-541.
- Dahlander, L., Frederiksen, L. & Rullani, F. (eds.): '*Online Communities and Open Innovation: Governance and Symbolic Value Creation*', Routledge, Oxon, UK, pp. 1-118.

### **Industry reports**

- 2016 Dahl, M., Frederiksen, A., Frederiksen, L. & Müller, S.: *Ledelseskompetencer for vækst: Teams og bestyrelser i nye virksomheder*, The Danish Industry Foundation, Copenhagen, Denmark
- 2006 'Notes on the development of the creative industries in the Nordic countries: Developing the link between artists, entrepreneurs and capital investors' Nordic Innovation Center, Oslo, Norway: *Creativity meets Capital* (pp.12-23).
- 2003 Frederiksen, L. & Lorenzen, M.: A general description of the Danish music industry and two case study, in Power et al. (2003): *The competitiveness for the Nordic music industry: Behind the music – Profiting from Sound: a system approach to the dynamics of the Nordic music industry*, Nordic Innovation Center, Oslo, Norway.

### **Papers under review**

Beretta, M., Frederiksen, L., Deichmann, D. & Stam, D.: Do you see what I see? 'The double selection environment: Ideas selected by crowds and experts' (under review)

Harutyunyan, T., Timmermans, B. & Frederiksen, L. 'To What Extent Do Board Member Experience Influence the Performance of New Ventures?' (under review)

Beretta, M., Dahlander, A. Thomas & Frederiksen, L. 'The ripple effect of rejection' (under review)

Cattaneo, G., Frederiksen, L., Carugati, A., & Hacklin, F.: 'Innovation for change: How conflicts ignite mechanisms of strategic renewal' (R&R Project Management Journal))

### **Working papers**

- 2023 Rivato, M., Frederiksen, L. & Zaggl, M. 'Crowdfunding of Science' (presented at DRUID, 2023, Lisbon)
- 2022 Guo, J., Frederiksen, A. & Frederiksen, L.: 'Experience, education and inertia in new venture teams: Effects on organizational performance'
- 2018 Fenger, M.H., Frederiksen, L., Juhl, H.J., Scholderer, J.: 'How patterns of consumption and communication propel the transition from product user to user entrepreneur on a technology platform for music apps?'
- Lindebjerg, L. & Frederiksen, L. 'Innovation barriers and firm survival' (Submitted to DRUID, summer conference 2019)

- 2016 Dahl, MS, Frederiksen, A., & Frederiksen, L.: 'Boards as quality signals in new ventures' (Presented at Strategic Management Society, Milano, 2017).

### **EDITORIAL DUTIES, CONFERENCES AND SYMPOSIUM CHAIRS**

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- 2017 Associate Editor for: Innovation, Organization & Management, journal published by Taylor & Francis (ended by 2022)
- 2016 Organize the Technology, Innovation Management (TIM division) Doctoral Consortium, Academy of Management Meeting, Anaheim, CA, US
- 2015 Organize the Technology, Innovation Management (TIM division) Doctoral Consortium, Academy of Management Meeting, Vancouver, CA.
- 2014 Found with Prof. M.S. Dahl (AU), Prof. Toke Reichstein, CBS, and Dr. Kristian Nielsen, AAU, the Danish Center of Entrepreneurship Research ([www.DCER.dk](http://www.DCER.dk)), Facilitate two Professional Development Workshops (Open innovation and Organizational search) at the Academy of Management 2014, Philadelphia
- 2013 Organize workshop on development, implementation and performance of idea management systems at Aarhus Uni. Participation by D. Deichmann (Erasmus University, Rotterdam), Prof. M. Magnusson (KTH, Stockholm), faculty from the Innovation Management Group at Aarhus Uni. and representatives from, for ex., Ericsson, Siemens Wind Power, Novo Nordisk, and BDO.
- 2012 Organize professional development workshop (PDW) entitled: "Reconsidering the front end of innovation" with Prof. Jan van den Ende (Erasmus University, Rotterdam) at the Academy of Management 2012, Boston, US.
- Organize conference track at European Academy of Management conference 2012 (Erasmus University, Rotterdam) entitled: "The Front End of Innovation". Edit special issue of *Journal of Product Innovation Management* with Prof. J. van den Ende and Prof. A. Prencipe.
- 2011 Organize and deliver the seminar series at Aarhus University, Business and Social Sciences: 'Practitioners in Innovation – conversation on innovation management and strategy with Chief Innovation/Technology Officers from leading Danish companies'
- Initiate and organize a full-day workshop on user innovation and user communities: *Taking stock – looking ahead*, Aarhus School of Business and Social Sciences, Denmark. Keynote; Eric von Hippel, MIT. Industry participants: LEGO and Coloplast.
- Organize and present at a full-day workshop with VESTAS Wind turbines on service innovation, integrated solutions and sustainability.
- 2010 – 2011 Organizing research track at the Nordic Academy of Management (NFF), Stockholm with Prof. Fredrik Tell and Prof. Ludovic Dibiaggio: 'Processes and mechanisms of knowledge integration in organizations' (special issue being discussed).
- 2010 Organize one day conference with Prof. Xielin Liu, Graduate University of Chinese Academy of Sciences, Beijing, China entitled: 'Environmental innovation and Sustainable Development'.

Organize the Innovation track at the British Academy of Management in collaboration with George Tsekouras (SPRU).

- 2008-2010 Academy of Management, Organize and lead symposium (2008)/professional development workshop (PDW)(2009-2010) (TIM, BPS, and OMT divisions): 'Towards a project-based view of innovation and strategy: Moving beyond project management' (I, II, IIV) with Dr. Florian Täube.
- 2007 Initiate, organize, and chair the conference track: Managing open innovation through online communities at the European Academy of Management (EURAM 2007) with Dr. L. Dahlander and Dr. F. Rullani. Edited special issue in *Industry & Innovation*.

#### **ACADEMIC PRESENTATIONS (recent)**

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- 2023 1) Druid 2023, Lisbon, 2) Warwick, UK
- 2020 1) Presented at EGOS, Hamburg, 2) invited presentation at ETH, Zurich
- 2019 1) Presented at Academy of Management, Boston, 2) invited presentation Cass Business School, London
- 2018 1) Invited to present paper at IESE, Barcelona. 2) Presented at Academy of Management, Chicago.
- 2017 1) Invited to present at DRUID 2017, PDW, NYC on Digitalization of Innovation, 2) Presentation at BSS, AU, The annual business conference 2017. 3) Presented paper at the SMS, Milano conference, 4) Invited to Chalmers, Gothenburg, Sweden to present paper, 4) Invited to NHH, Bergen, Norway for presenting paper.
- 2015 1) Invited to ETH, Switzerland for research seminar; 2) Invited for workshop on Open Innovation at Chalmers University, Gothenburg, Sweden to present research; 3) Invited to BI, Norwegian Business School, Oslo, Norway to present research; 4) Invited to CBS for presentation at workshop at the Danish Center for Entrepreneurship Research.
- 2014 1) Invited to Erasmus University, Rotterdam to present paper; 2) Present paper with S. Müller at the first paper development clinic at the Danish Center of Entrepreneurship Research at Aalborg University, DK; 3) Present paper at the Strategic Management Society, Extension workshop in Paris; 4) Present paper at Academy of Management 2014, Philadelphia; 5) Present paper at the Copenhagen Conference for Innovation and Entrepreneurship, Skodsborg, DK
- 2013 1) Invited to present paper: 'Human capital composition and inertia in the entrepreneurial team: Effects on organizational performance' at Bocconi University, Milano, Italy; 2) Present paper: 'Human capital composition and inertia in the entrepreneurial team: Effects on organizational performance' at VU, Amsterdam, The Netherlands; 3) Presented paper at the 11<sup>th</sup>. Open and User Innovation Workshop, Brighton, UK; 4) Present paper at the DRUID Summer conference 2013 in Barcelona; 5) Invited as keynote speaker at the entrepreneurship and relations group, Southern Danish University, Kolding; 6) Present research paper at the Department of Marketing and Supply Chain Management, School of Business and Economics, Maastricht University, The Netherlands.
- 2012 1) Present paper at Mads Clausen Institute, Southern Danish University, Sønderborg; 2) Present paper at seminar at Politecnico di Milano, Italy; 3) Present papers at session (ENT division) as well as in symposium (BPS, TIM and OB divisions) at the Academy of Management meeting, Boston, US; 4) Present paper: "Position and performance:

Emergence and dynamics of knowledge producing communities” at the Open and User Innovation workshop at Harvard Business School, Boston, US; 5) Present paper at Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands; 6) Present paper at HafenCity University, Hamburg: Renew, reuse and reinforce: Shaping the global market for ‘eco-cities’; Present paper at research workshop on Strategy, Entrepreneurship and Innovation (SEI) at ETH, Zürich, Switzerland.

- 2011 1) Present at research seminar at EM Lyon, France: How career history influences entrepreneurial entry and survival; 2) Present paper entitled: ‘A relational view on innovation in online user communities’, Open and User Innovation Workshop, Vienna; 3) Present paper entitled: ‘Mobility and Entrepreneurship: How career history influences entrepreneurial entry and survival’, DRUID Summer conference, Copenhagen; 4) Invited to Microsoft, Headquarters Europe, Paris, France for presentation entitled: ‘User innovation, communities and community-based innovation strategies’; 5) Research seminar at Stockholm School of Economic, Sweden; 6) seminar at SKEMA Business School, Sophia Antipolis, France.
- 2010 1) Strategic Management workshop, Cass Business School, London, UK. Present: ‘The road to replication: The case of the Dutch and UK highway sector’; 2) Present two papers at the Academy of Management meeting in Montreal, Canada; 3) Present paper, A. ter Wal, L. Frederiksen and O. Alexy: ‘How leaders emerge in open scientific communities: The position – performance feedback loop’ at the Open and User Innovation workshop at MIT, Boston; 4) Seminar, SKEMA, Sofia Antipolis, France. Presented paper: ‘Doability, feasibility and staged selection into entrepreneurship in online user communities’; 5) EGOS conference, Lisbon. Paper: Rullani, F., Frederiksen, L. & Foss, N.J.: ‘Interaction, media and networks in Open Source Software communities’; 6) DRUID Summer conference, London. Paper: Rullani, F., Frederiksen, L. & Foss, N.J.: ‘Interaction, media and networks in Open Source Software communities’; 7) Invited seminar, Universidad Carlos III, Madrid. Present paper entitled: ‘A click away: Moving inside and outside communities to gain innovative recognition’; 8) Invited keynote, UK-China Innovation for sustainability and equitable development, Tsinghua University, Beijing, (UK Department of Business, Innovation and Skills, and Department of International Development, Chinese Institute for Science and Technology, School of Public Policy and Management); 9) Invited seminar at SPRU, Sussex University: ‘Design capabilities: How to design a city which is zero carbon and in China’.
- 2009 1) Invited keynote: ‘Innovation in China: The business of ecocities’, at the “Business in Asia” conference, School of Business, Economics and Law, University of Gothenburg, Sweden; 2) Invited seminar: ‘The road to replication: Case study of the Dutch and UK highway agencies’, at Dept. of Strategic Management and Globalisation, Copenhagen Business School, Denmark; 3) Invited seminar, Stanford University, CA, US (CRGP): ‘Knowledge integration and replication processes: The Dongtan ecocity project’.

## **RESEARCH PROJECTS AND GRANTS**

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- 2023 CI on ‘Responsible AI for value creation’ (REPAI) based at Aalborg University, Denmark (Euro 185.000)
- 2022 PI on ‘Smarter Farmer: digitalization of agriculture in Denmark’. Research grant for Aarhus University Research Foundation (Euro 335.000)
- 2021 PI on ‘Behaviors and economics in crowdfunding of science’. Research grant from the Novo Nordic Foundation, Denmark (Euro 225.000)



- 2020 PI on 'Reboot SMV – learning from the Covid19 crises'. Research grant from the Industrial Foundation, Denmark (Euro: 245.000)
- 2017 Win research accelerator grant from MGMT, BSS, AU on project: Crowdfunding for Science (Euro: 6.500)
- 2014 Found the 'Danish Center for Entrepreneurship Research' with Prof. M.S. Dahl (Aalborg Uni., Denmark) and T. Reichstein (CBS, Denmark) (<http://dcer.dk/home.aspx>). The center also has formalized collaboration with the think tank DEA.
- 2014-2016 Win 'Extended knowledge coupon' with the SME Sciteq from the Danish Ministry of Research, Innovation and Higher Education (total budget approx. Euro 250. 000 – however Euro: 15.000 for research)
- 'Entrepreneurship for growth: The importance of management strategies and professional boards for value and job creation in new firms in Denmark'. From the Industrial Foundation, Denmark with Prof. M.S. Dahl (Aarhus Uni., Denmark) and Prof. A. Frederiksen (Aarhus Uni., Denmark) (Euro: 290.000)
- 2012-2015 Prime-Investigator, 'Integration of external search and organizational design to leverage open innovation' seed money grant awarded by the International Office, Aarhus University to develop a research network among Hamburg University, Kiel University (CAU), Southern Danish University and Aarhus University (Euro:19.950).
- 2008-2011 Contributor to the 'Ashford Integrated Alternatives' – an Engineering and Physical Science Research Council (EPSRC) funded multi-disciplinary research project. Imperial College Business School led by Dr Andy Davies delivering research aimed at understanding new business/delivery models for designing and delivering integrated infrastructure (Multi Utility Services Companies) (£118.000).
- 2007-2010 Prime-Investigator on: 'The Birth and evolution of innovative capabilities - Knowledge Integration and Replication Processes' (KIRP): The Dongtan ecocity project (funded by the BP Urban Energy Systems project and the Innovation Studies Centre, Imperial College Business School, EPSRC, UK, £130.000).
- Organizational innovation in infrastructure industries: The case of the new client-consultant relationship in the UK water industry (funded EPSRC, Urban water platform grant, £30,418)
- Co-Investigator on the EPSRC funded research network on the development of economic and environmentally functional urban units: The Dongtan ecocity, (Eccit network) (£283.517), Organizer of 4 large UK-Chinese joint research proposals. 4 workshops organized in London and Shanghai, China to encourage UK-Chinese joint research. Strong links to leading Chinese universities are established (i.e. Tongji University, Fudan University, Tsinghua University).

***Fellowships:***

- 2003 Marie Curie training Site program of the European Union Exchange funded by the European Commission (10 months).

**SUPERVISION AND TEACHING**

***PhD supervision***

Moren Rivato, Dept. of Management, Aarhus university, enrolled 2020 (Co-supervisor)

Jonathan D. Jensen, Dept. of Management, Aarhus university, enrolled 2019 (Co-supervisor), awarded 2023

Martin Wurtzer, Dept. of Management, Aarhus University, enrolled 2018 (Co-supervisor), awarded 2023

Pedro Mesquita, Dept. of Management, Aarhus University, enrolled 2017 (Co-supervisor), awarded 2020

Kathrine Stampe, Dept. of Management, Aarhus University, enrolled 2014, awarded PhD, 2020 (Co-supervisor)

Morten, HJ. Fenger, Dept. of Economics, Aarhus University, enrolled 2014, awarded PhD 2017 (Co-supervisor)

Giacomo Cattaneo, Innovation Management Group, Dept. of Management, BSS, Aarhus University, enrolled 2015, awarded PhD 2018 (Main supervisor)

Oana Vuculescu, Innovation Management Group, Dept. of Management, Aarhus University, enrolled 2013, awarded PhD 2016 (Main supervisor)

Michela Beretta, Innovation Management Group, Dept. of Management, Aarhus University, enrolled 2012, awarded PhD 2015 (Main supervisor,)

William Wu, Innovation and Entrepreneurship Group, Imperial College Business School, enrolled 2009, awarded PhD, 2013 (Co-supervisor).

#### Post doc supervision

2023 Priscilla Seewah, Crowdfunding of Science (Novo Nordic Foundation)

Martin Wurzer, SmarterFarmer project (Aarhus University Research Foundation)

#### ***Professor and PhD committees***

2023 Assessment committee for promotion to Docent, Umeå University, Sweden  
Assessment committee for Lecture at Copenhagen Business School, Denmark

2021 XXXXX

2020 Committee member at RSM, Erasmus University, Rotterdam, The Netherlands, for the assessment of the PhD award to Davide Bavato.

2018 Committee member at IESE Business School, Barcelona for the assessment of the PhD award to Daniela Iubatti.

2017 Committee member at LUISS, Rome, Denmark for the assessment of the PhD award to Francesco Cappa.

Committee member at Copenhagen Business School, INO, Denmark for the assessment of the PhD award to Giulio Zichella.

2016 Committee member at Aalborg University, Department of Business and Management, Denmark for the assessment of the PhD award to Diane Filip.

2014 Chair of assessment committee for a position as Assistant Professor at Aarhus University, Business and Social Sciences, Dept. of Business Administration, Innovation Management Group.

- 2013 Committee member for a position as Associate Professor at Southern Danish University, Dept. of Marketing and Management, Denmark.
- Committee member at Amsterdam Business Research Institute, VU, University of Amsterdam, The Netherlands for the assessment of the PhD awarded to Christine Moser.
- Committee member at Southern Danish University, Dept. of Marketing and Management, Denmark for the assessment of the PhD award to Özge Cokpekin.
- Chair the assessment committee at Aarhus University, Business and Social Sciences for the award of the PhD to Per Krull.
- 2011 Chair the assessment committee at Aarhus University, Business and Social Sciences for the award of the PhD to Pradeep Divakaran.

### **Teaching**

#### *Executive education:*

- 2018 Seminar on 'Innovation during digital transformation' at Aarhus University, BSS
- 2014 Full-day seminar (2x3 hours) on 'The strategic management of sustainability' at ALMA, Bologna University, Italy
- 2012 Morning with AarhusKarlshamm (MNC in the food industry): "Hearing the voice of the customer: Market-driven innovation"
- 2011- Supervise Executive and Flex MBA projects at Aarhus School of Business and Social Sciences.
- 2010 Director: 'Business model innovation in infrastructure', The Dutch Highways Agency, 2 day Master-class (overall course design and teaching scores 4.3).
- 2009 Master-class, Dutch Ministry of Transport, 'Road Pricing Team: Learning lessons from Heathrow Terminal 5 Project', Imperial College Business School.
- Director: Imperial Intrepreneurs Programme, 3 days (overall course design and teaching scores 4.2).

#### *Graduate and postgraduate:*

- 2020-2023 Bologna Business School, MBA program, Green Economy, Technology Management (6 days)
- Module 1: Innovation, business development and marketing, at the Elite master course 'Digital transformation' at MGMT, BSS, AU.
- 2019 Bologna Business School, MBA program, Green Economy, Technology Management (6 days)
- Module 1: Innovation, business development and marketing, at the Elite master course 'Digital transformation' at MGMT, BSS, AU.
- 2017 Re-design and teach Module II (Innovation, business development and strategy) with MS. Dahl and M. Beretta for the Talent elective program at Dept. of Management.
- Develop a full day PhD course on responsible research conduct for all first year PhD students at BSS, AU (+60)

- Redevelop develop and deliver the course: “Business development, innovation and strategy”, (54 lectures/10 ECTS) MSc. in Innovation Management at Department of Management, Aarhus University, Business and Social Sciences, Denmark (supported by Oana Vuculescu).
- 2016 Design and teach the undergraduate module Introduction to Innovation Management (10 ECTS) at Department of Management, Aarhus University, Business and Social Sciences, Denmark.
- Design and teach Module II (Innovation, business development and strategy) with MS. Dahl for the Talent elective program at Dept. of Management.
- Redesign and deliver the course: Introduction to Innovation (Innovation 3134), BSS, Aarhus University, Cand. Soc., 6. Semester (5 ECTS).
- 2015 Develop and deliver 5 ECTS PhD course: “Advanced organization and knowledge” at SKEMA Business School, Sophia Antipolis, France
- Design and deliver the Innovation management and new product development component to the ITKO MSc. Department of Management, Aarhus University, Denmark
- Serve as faculty at four day paper development workshop for PhD students and young researchers at SKEMA Business School, Sophia Antipolis, France with Prof. Ahuja, Prof. Brusoni, Prof. Valentini, Prof. T. Laamenen, and Prof. DiBiaggio)
- Revamp and deliver a course (24 lectures, industry participation, student projects and exam) in Global Technology Management and Sustainability for the Green MBA at ALMA, Bologna University, Italy
- Develop and deliver the course: “Open and user innovation”, (54 lectures/10 ECTS) MSc. in Innovation Management at Department of Management, Aarhus University, Business and Social Sciences, Denmark.
- 2014 Develop and deliver two day Ph.D. course: ‘Open innovation – the role of users’, University of Salento, Lecce
- Re-develop and deliver a course (24 lectures, industry participation, student projects and exam) in Global Technology Management and Sustainability for the Green MBA at ALMA, Bologna University, Italy
- Develop and deliver the course: “Open and user innovation”, (54 Lectures/10 ECTS) MSc. in Innovation Management at Department of Business Administration, Aarhus University, Business and Social Sciences, Denmark.
- 2013 Re-develop and deliver a course (24 lectures, industry participation, student projects and exam) in Global Technology Management and Sustainability for the Green MBA at ALMA, Bologna University, Italy
- Develop and deliver the course: “Open and user innovation”, (54 Lectures/10 ECTS) MSc. in Innovation Management at Department of Business Administration, Aarhus University, Business and Social Sciences, Denmark.
- Re-design and deliver the Innovation management and new product development course to the ITKO MSc. Aarhus School of Business, Denmark.

- Develop and deliver the PhD course: ‘The role of theory in business research’ (5 days) at dept. of Business Administration, Aarhus Uni., Denmark with Dr. A. Carugati and Prof. T. Beck-Larsen.
- Serve as faculty at four day paper development workshop for PhD students and young researchers at SKEMA Business School, Sophia Antipolis, France with Prof. Ahuja, Prof. Brusoni, Prof. Valentini, Prof. G. Cattani, and Prof. DiBiaggio)
- 2012 Design and deliver the Innovation management and new product development course to the ITKO MSc. Aarhus School of Business, Denmark.
- Serve as faculty at three day paper development workshop for PhD students and young researchers at SKEMA Business School, Sophia Antipolis, France with Prof. Ahuja, Prof. Brusoni, Prof. Valentini, and Prof. DiBiaggio)
- Develop and deliver the course: “Open and user innovation”, (52 Lectures/10 ECTS) MSc. in Innovation Management at Department of Business Administration, Aarhus University, Business and Social Sciences, Denmark.
- Develop and deliver a course (24 lectures, industry participation, student projects and exam) in Global Technology Management and Sustainability for the Green MBA at Bologna University, Italy
- Design and deliver three day MBA course at Aarhus School of Business: ‘Sustainable Business Development’ with Prof. P.H. Andersen.
- 2011 Design and deliver the Innovation management and new product development component to the ITKO MSc. Aarhus School of Business, Denmark (teaching score 3.8).
- 2011 Design and deliver three day MBA course at Aarhus School of Business: ‘Sustainability and Business Development’ with Prof. P.H. Andersen.
- 2010 Re-design and deliver the Innovation management and new product development component to the ITKO MSc. Aarhus School of Business, Denmark (teaching score 4.8).
- Designed and deliver a PhD workshop (1 day) entitled: “Research methods in online settings” at the European Business School, Frankfurt.
- Taught 3 lectures on Project Management, organization and new product development course for the MSc. Management programme, Imperial College Business School (teaching score 4.0)
- Deliver lecture for the MSc. in Policy and Management of Sustainable Development, Energy Futures Lab, Imperial College.
- Course convener: Joint Honours/IBSc, ‘Project Management and Innovation’, Imperial College Business School, Imperial College London (teaching score 3.9).
- Course convener: Business for Engineers, ‘Project management and innovation’, Dept. of Chemical Engineering, Dept. of Material Engineering and Dept. of Civil Engineering, Imperial College London (teaching score 3.7).

## **SERVICE and PERSONAL EXPERIENCE**

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2016 - 2021 Head of the Danish bibliometric research indicator, List 25: Management and business economics

### **Reviewing:**

#### **Journals (ad hoc reviewer)**

*Academy of Management Journal, Construction Innovation, Creativity and Innovation Management, European Management Review, European Planning Studies, Entrepreneurship Theory and Practice, Industrial and Corporate Change, Industry & Innovation, Information Systems Research, International Journal of Operations and Production Management, Society and Space: Environment and Planning A, Journal of Business Venturing, Journal of Economic Geography, Journal of Institutional Economics, Journal of Management Studies, Journal of Product Innovation Management, Long Range Planning, Organization Science, Organization Studies, Research Policy and Strategic Organization*

2017 Associated Editor: Innovation: Organization and Management

2013 – 2019 Member of the Editorial Review Board, Academy of Management Journal

2014 – 2016 Associated Editor for special issue in Information Systems Research

#### **Research councils (reviewing research applications)**

*The Economic and Social Research Council (ESRC), United Kingdom; Consejo Superior de Investigaciones Científicas (CSIC) - Spanish National Research Council, Madrid, Spain; Netherlands Organization for Scientific Research (NWO), The Netherlands; Research Foundation Flanders, Belgium; Nordic Innovation Centre, Oslo, Norway, Vinnova, Sweden; Riksbanks Jubileumsfond, Sweden, The National Swiss Research Foundation, Switzerland*

#### **Conferences and professional membership**

*Academy of Management: (TIM, ENT, BPS, OMT), Danish Research Unit of Industrial Dynamics (DRUID), European Group for Organizational Studies (EGOS), European Academy of Management (EURAM)*

2014 – 2016 ‘Representative at-large’ for the management board of the ‘Technology and Innovation Management’ division at the Academy of Management

2012 – 2014 National representative for Denmark at the European Academy of Management

#### **Professional development**

2011 Advance Institute of Management, UK, Capacity building workshop: Researching innovation and change processes (with Prof. Andrew Van de Ven), Cardiff, UK.

2010 Participate in the Organization and Management Theory, Junior Faculty Consortium, Academy of Management meeting, Montreal, CA.

Advance Institute of Management, UK: Early Career Peer Workshop: Crafting Qualitative Research, Royal Geographical Society, London.

2009 ‘Art & Craft of Discussion Leadership: Harvard Business School Seminar’. Three day course on teaching executive education using case studies and business simulations, London, UK.

2008 Participate in the Technology and Innovation Management, Junior Faculty Consortium, Academy of Management, Anaheim, US.

Social Network Analysis, two weeks ESRC course, Essex Summer Social Science, Data Analysis and Collection.

2007 Advanced STATA (Imperial College London).

STATA course (Imperial College London).

“Improving skills for presenting academic findings”, Full day course, Imperial College London, UK.

## **INDUSTRY AND CONSULTANCY EXPERIENCE**

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### ***Previous employment***

- 2000 –2002      Researcher at Learning Lab Denmark, Research institute, *Ministry of Education, The Danish Government.*
- 1999 –2000      Consultant at the Centre of Technology-supported Learning, Denmark (CTU), *Ministry of Education, The Danish Government.*

### ***Consulting***

- 2015              Lego: How to develop new online business models for innovation.
- 2014              Dutch Highways Agency (RWS): A cross-European comparison of innovation strategies in infrastructure.
- 2012              Academic support for Rambøll Management, Denmark.
- 2011              Keynote presentation at the Kick-off conference for the project: Community-based Innovation, Institute of Technology, Denmark.
- 2009              Workshops with CEO and Board of the Dutch Highways Agency to develop and improve their outsourcing, procurement and contract management strategies.
- 2008              Dutch Highway Agency, RWS: ‘Outsourcing, project capabilities and organizational learning?’.
- 2007              Dutch Highway Agency, RWS, ‘New forms of procurement and the organizational innovation of developing and implementing new maintenance contracts’.
- ‘Business model development’, The International Federation of Phonographic Industries, Denmark.
- 2006              ‘KODA’, the Danish association for IPR in recorded music.
- 2005              Commentator on the industrial development strategy for Greater Copenhagen Council, 2005-2009.
- ‘KODA’, the Danish association for IPR in recorded music.

### ***Advisory board positions***

- 2015- 2018      Expert group at BSS, Aarhus University: PhD program for “Conducting responsible research”
- 2014-2016      Expert group at Aarhus University as ‘university-industry ambassador’
- 2012-2015      Expert group for Aarhus University on the EU program: Horizon 2020
- 2011-2015      Evaluation and development of PhD school program, SKEMA Business School, Sophia Antipolis, France with Dr. L. Nesta, Prof. G. Ahuja and Prof. L. Dibiaggio.
- 2009              Advisor for the Carbon Trust Enterprise Ltd.,UK on the project “Local energy”.

## **MEDIA (recent)**

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- 2020 Berlingske Tidende: 'Vi oplever et stigende pres på forskningsfriheden og universiteterne' (15th. Sept.)  
Børsen  
Børsen
- 2015 DJØF Bladet: 'Køen til bestyrelsesposter er lang' (9th. Sept.)
- 2013 Jyllandsposten, 'Kunderne opfylder deres egne behov' (24th. March)
- 2011 Børsen, Executive, 'Konsulenthuse høster gevinst på høj risiko' (23th. Sept. p.1-3)  
Børsen, Executive, 'Fælles opfindsomhed giver store gevinster' (27th. May, p. 12-13).

## **SKILLS**

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**Computer** STATA, NVivo, UCINET

**Languages** English – Fluent  
Danish – Mother tongue  
Italian – Basic  
German – Basic  
French - Basic

## **FAMILY**

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Married to Signe Hedeboe Frederiksen, Ph.D. Assistant professor, Department of Management, Aarhus University, School of Business and Social Sciences, Denmark. Area of research: Entrepreneurial identity and education.

Children: Christian (22 years), Jonas (17 years) and Carl (14 years)

## **ADDITIONAL**

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- 2019 Winner, 2.5 km, open water swimming, Cadaques, Catalonia, (Men 45-50 years)
- 2017 Open water swimming, 3 km in 47 min.
- 2016 European championship, Masters, swimming, London
- 2015 Open water swimming: 2km in 31 min.
- 2012 Aarhus half-marathon, 1.45.20 min.
- 2008-2010 Social entrepreneurship: Establish a rugby club for kids (4-6 years) in Brighton, UK (The Mavericks)

## **REFERENCES**

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Dr Eric von Hippel, Professor of Technological Innovation, MIT Sloan School of Management, 50 Memorial Drive, E52-556, Cambridge, MA, USA 02139, email: [evhippel@mit.edu](mailto:evhippel@mit.edu)

Dr Stefano Brusoni, Professor, TIMGROUP - Chair of Technology and Innovation Management, ETH Zurich, Weinbergstrasse 56-58, WEV J407, 8092 Zurich, Switzerland, [sbrusoni@ethz.ch](mailto:sbrusoni@ethz.ch)



Dr. Ammon Salter, Professor in Innovation,