

Activity Report 2013/2014



WHU – Otto Beisheim School of Management
Chair of Technology and Innovation Management



Welcome Greetings



Professor Dr. Holger Ernst

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Dear Reader,

Welcome to the 2013/2014 Activity Report of the Chair of Technology and Innovation Management at WHU – Otto Beisheim School of Management. With this report, we wish to inform you about our activities in the recent academic year and share some key impressions with you.

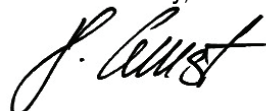
This year was marked by a special focus on innovations for and from emerging markets in our research and teaching activities. Together with Prof. Mohan Subramaniam (Carroll School of Management, Boston College, USA) and Assistant Professor Dr. Anna Dubiel, I co-edited a special issue in the Journal of Product Innovation Management on this topic. Our paper on affordable value innovations in emerging markets, jointly written with PhD candidate Hanna Nari Kahle, Assistant Professor Dr. Anna Dubiel, Prof. Mohan Subramaniam and Prof. Jaideep Prabhu (Judge Business School, Cambridge University) in this special issue is a contribution to the current debate on antecedents and outcome effects of frugal innovations. A further publication takes a broader view and looks at the societal effect of these frugal innovations in emerging markets. This paper was published in the Journal of Indian Business Research and awarded the honorary mention of a Highly Recommended Paper. PhD candidate Peter M. Bican and our master student Quynh Nhu Truong published a high profile case study on Bayer AG’s Nexavar in India highlighting the legal and managerial challenges with innovative products in emerging markets.

Emerging markets were also in the focus of our teaching activities in all academic programs at WHU. I would like to highlight two events: In May 2014, Assistant Professor Dr. Anna Dubiel and Sebastian Glöckner took 31 WHU students to Bangalore and Mumbai in India during a two-week “Management Abroad Course” in the Bachelor of Science program. In her Bachelor of Science thesis, Ms. Inge Wedel initiated and implemented a cooperation of a medium-sized German family firm with a non-profit organization in order to bring affordable but durable glasses to the rural population in Sudan.

We are proud that our teaching activities were honored with two awards. In November 2013, the Master of Science lecture “Prepare! – The Entrepreneurs’ Academy”, hosted together with the Chair of Prof. Dr. Malte Brettel (RWTH Aachen), was selected as a best case example for interdisciplinary teaching in the governmental Gründungsradar that assesses the entrepreneurship education at German universities. For his Bachelor of Science thesis on critical success factors of innovation in family businesses, Niclas M. Baldus was awarded the Hochschulpreis der Wirtschaft 2014 by the Koblenz Chamber of Commerce (IHK Koblenz).

You find more detailed information about these and other activities in our activity report. We hope that you enjoy reading this report. We encourage you to contact us, provide us with feedback or new ideas, and we would like to offer you to engage with us in joint projects. We are looking forward to hearing from you and to welcoming you on our campus in Vallendar. Additional information is available at our website: <http://www.whu.edu/tim>.

Yours Sincerely,



About the Chair of Technology and Innovation Management

- **TIM-Chair at WHU – Otto Beisheim School of Management since 2001**
- Member of the **Entrepreneurship and Innovation Group**
- **Research Focus**
Strategy, Innovation, R&D Management, New Product Development, Intellectual Property, Technology Marketing
- **13 Team Members**
(1 Professor, 1 Assistant Professor, 10 Doctoral Students)
- **5 Visiting Scholars**
(4 Visiting Professors, 1 Visiting Doctoral Fellow)
- **Strong Research Performance**
(e.g. Journal of Marketing, Journal of Product Innovation Management, Research Policy)
- **Winner of multiple Research Awards**
- **Multiple Research Collaborations**
 - Boston College (USA)
 - Centre for European Economic Research (ZEW) (Germany)
 - Hosei University (Japan)
 - Northwestern University (USA)
 - Oregon State University (USA)
 - Politecnico di Bari (Italy)
 - University of Cambridge (United Kingdom)
 - University of Texas at Austin (USA)
 - Westfälische-Wilhelms-Universität Münster (Germany)
- **Multiple Sponsored Research Projects**
(with Corporations and Research Institutions)
- **Excellent Teaching Performance in all WHU Programs**
(Winner of multiple Teaching Awards)
- **Active Knowledge Transfer**
(Conferences, Presentations, Case Studies, Publications, Executive Education, etc.)
- **Large Industry Network and Ties**
- **Multiple Spin-offs**
 - Innovation Success Panel® (Bonn)
 - PatentSight GmbH (Bonn)
- **Interdisciplinary Initiatives**
(e.g. Prepare! - The Entrepreneurs' Academy with RWTH Aachen)
- **Location**
WHU – Otto Beisheim School of Management, Z-Building, Hellenstraße 9, 56179 Vallendar, Germany



WHU Building Z: TIM-Chair Location

About WHU – Otto Beisheim School of Management

WHU is a private, state-accredited business school based in Vallendar and Düsseldorf. Founded in 1984, WHU is now one of the most renowned German business schools with an exceptional national and international reputation. WHU stands for „Excellence in Management Education“ and pursues this goal in three core areas: Academic Programs, Research, and Executive Education & Corporate Connections.

Quality, internationalization, and practical relevance are our principal guidelines in all areas. National and international ranking results prove the high quality. Furthermore, our business school has more than 197 partner schools worldwide and an outstanding corporate network.

WHU offers top-level academic programs in general management: a Bachelor program, a Master in Finance and a Master in Management program, a Full-Time MBA, a Part-Time MBA and an Executive MBA, customized company programs, open enrollment programs and the possibility to pursue a doctoral degree and the German „Habilitation“.

Faculty/Staff:		Students/Participants:	
Full Professors:	38	BSc Program:	590
Assistant/Associated Professors:	13	Master in Management Program:	180
Post-Docs:	3	Full-Time MBA Program:	79
Honorary Professors:	14	Part-Time MBA Program:	67
External Lecturers:	60	Doctoral Students:	271
Staff:	154	Exchange Students:	246
Founders and Benefactors of WHU:	120	Participants Executive Education:	228
		Participants European Summer Institute and European Programs:	223
		In Praxi e.V. (WHU Alumni Association):	~ 3.000 Members in ~ 65 Countries

Milestones

- 1984 WHU is founded in Koblenz, Germany, as a Private Business School at University Level and the first Diploma class is admitted
- 1988 WHU moves to the Marienburg in Vallendar, Germany
- 1993 WHU receives a generous Donation to its endowment by Otto Beisheim
- 1997 WHU and the Kellogg School of Management (Evanston, Illinois, USA) establish a joint EMBA Program
- 1998 WHU is the first German Business School achieving EQUIS Accreditation
- 2001 WHU becomes the only Private School to join the German Research Foundation (Deutsche Forschungsgemeinschaft (DFG))
- 2005 WHU launches the Bachelor and Master of Science Program
Start of the Full-Time MBA Program
- 2006 WHU and the Bucerius Law School (Hamburg, Germany) initiate the joint Bucerius/WHU Master of Law and Business - Joachim Herz Program
- 2007 First Assistant Professors are appointed
- 2010 Start of the Part-Time MBA Program in Düsseldorf, Germany
WHU is accredited by AACSB International
- 2012 WHU achieves the FIBAA System Accreditation
WHU opens second Campus in Düsseldorf
- 2013 Master in Finance Program (MSc) is launched

Team Members



Left to Right:

Anke Siedenkamp (Personal Assistant), Assistant Professor Dr. Anna Dubiel (Röchling Professor of International Innovation Management), Carsten Guderian (Research Assistant and Doctoral Student), Professor Dr. Holger Ernst (Professor of Technology and Innovation Management), Sebastian Glöckner (Research Assistant and Doctoral Student), Markus Kremmel (Research Assistant and Doctoral Student), Peter M. Bican (Research Assistant and Doctoral Student)



Faculty



Professor Dr.
Holger Ernst

Holger Ernst is Professor of Technology and Innovation Management at WHU – Otto Beisheim School of Management in Vallendar, Germany, since 2001. He is a regular Visiting Professor at the Kellogg School of Management, Northwestern University, USA, and the Melbourne Business School, University of Melbourne, Australia. Professor Dr. Ernst studied Business Administration at the Christian-Albrechts-University of Kiel, Germany, and at the University of Illinois at Urbana-Champaign, USA. He received a degree in Business Administration (1992), his PhD (1996) and his Habilitation (2001) from the Christian-Albrechts-University of Kiel, Germany.

His main research interests lie in the fields of technology, strategy, innovation, new product development and intellectual property. Professor Dr. Ernst has published in international journals such as *Journal of Marketing*, *Journal of the Academy of Marketing Science*, *Journal of Product Innovation Management*, *California Management Review*, *MIT Sloan Management Review*, *Research Policy*, and others. He has received multiple best dissertation and best paper awards.

Professor Dr. Ernst teaches regularly in executive programs, e.g. like the Kellogg-WHU Executive MBA Program, the Melbourne Business School Executive MBA Program and in various WHU and Kellogg Executive Customized Programs (e.g. for 3M, Esai Pharmaceuticals, Merck, L’Oreal, Süd-Chemie, Sony, Nissan, DuPont, Sony-Ericsson). He received Best Teacher Awards for his Innovation Management course in the WHU Full-Time MBA Program in 2006, for the Strategic Intellectual Property Management course in the Bucerius/WHU Master of Law and Business Program in 2008, and for his Innovation Management course in the WHU Part-Time MBA Program in 2012. Furthermore, Professor Dr. Ernst consults and holds presentations at corporations worldwide in the areas of technology, strategy, innovation, new product development and intellectual property.

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Assistant Professor Dr.
Anna Dubiel

Anna Dubiel is Assistant Professor of International Innovation Management since January 2012. Her professorship is funded by the Röchling Foundation. She received her MSc degree in Business Administration from the Friedrich-Alexander-University in Erlangen-Nürnberg, Germany, and her PhD degree from WHU – Otto Beisheim School of Management in Vallendar, Germany. During her doctoral studies, she was a visiting researcher at the Carroll School of Management at Boston College, USA. Furthermore, she worked on consulting projects for the Corporate Technology Office of Siemens AG.

Assistant Professor Dr. Dubiel’s main research interests lie in the field of international innovation and R&D management. She has published in the *Journal of Product Innovation Management* and co-edited a book on the success factors of German and US-American industrial R&D centers in emerging markets. She also contributed to three edited volumes, with one of them being the “PDMA Handbook of New Product Development” (3rd edition, Eds. K. Kahn et al.). She has regularly presented her research at leading international academic conferences. Additionally, she has published two award-winning teaching cases on best practice examples of innovations and R&D facilities in emerging markets.

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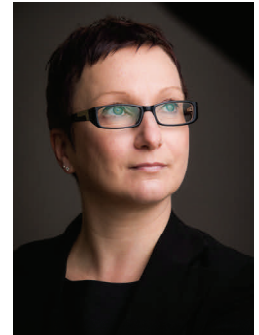
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Personal and Research Assistants

Anke Siedenkamp is the Personal Assistant of Professor Dr. Holger Ernst. Anke joined the Chair of Technology and Innovation Management and WHU – Otto Beisheim School of Management in November 2005.

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Anke Siedenkamp

Peter M. Bican studied Law and Business Administration at the Friedrich-Alexander-University of Erlangen-Nürnberg, Germany, Julius-Maximilians-University of Würzburg, Germany, and Boston University, USA. After completion of his studies in 2004, he worked for Deloitte Luxembourg and PwC Frankfurt, Germany. Peter joined the TIM-Chair in July 2010 and supports the Heinz-Nixdorf-Lecture: Strategic Intellectual Capital Management course in the MSc- and the Strategic Intellectual Property Management course in the MLB-program. His dissertation integrates intellectual property for competitive advantage.

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Peter M. Bican

Sebastian Glöckner studied Business Administration at the University of Cologne, Germany, and specialized in marketing. After his studies, he co-founded the GateSecure AG, a company that builds software and services to protect children online, in 2008. Sebastian joined the TIM-Chair in January 2012 and supports the Innovation Management courses in the BSc- and MBA-programs. His dissertation topic relates to the role of the sales force in new product development projects.

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Sebastian Glöckner

Carsten Guderian studied Economics and Business Administration at the Christian-Albrechts-University of Kiel, Germany. He specialized in entrepreneurship and innovation management, organization, and economic policy. Carsten joined the TIM-Chair in April 2012 and supports lectures and seminars in various WHU programs. For example, he is involved in Prepare! - The Entrepreneurs' Academy in the MSc-program. His dissertation focuses on the development of qualitative patent indicators for strategic applications.

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Carsten Guderian



Markus Kremmel

Markus Kremmel studied International Business Administration at the Friedrich-Alexander-University in Erlangen-Nürnberg, Germany, and the University of Technology in Sydney, Australia. He specialized in strategic management, logistics and (corporate) entrepreneurship. Markus joined the TIM-Chair in May 2011 and supports the Strategic Research and Development courses in the MSc- and MBA-programs. His dissertation refers to co-creation, the involvement of customers in the new product development-process.

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David Somhegyi

Visiting Scholars



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Visiting Professor

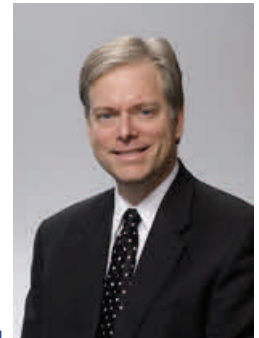
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Lectures

Program	Term	Course
Bachelor of Science (BSc)	Fall Term 2013	Innovation Management (Group A)
	Fall Term 2013	Innovation Management (Group B)
	Spring Term 2014	Management Abroad Course India
Master of Science (MSc)	Fall Term 2013	Heinz-Nixdorf-Lecture: Strategic Intellectual Capital Management (Prof. James G. Conley, Northwestern University)
	Fall Term 2013	New Product Development
	Spring Term 2014	Prepare! – The Entrepreneurs' Academy (together with Prof. Dr. Malte Brettel, RWTH Aachen)
	Spring Term 2014	Strategic Innovation Management
WHU Full-Time Master of Business Administration (FTMBA)	Fall Term 2013	Innovation Management
	Fall Term 2013	Kellogg Module: Business Opportunities in US
	Fall Term 2013	Strategic Innovation and Corporate Renewal
WHU Part-Time MBA (PTMBA)	Summer Term 2013	Innovation Management
Kellogg/WHU Executive MBA (EMBA)	Fall Term 2013	Intellectual Capital Management (Prof. James G. Conley, Northwestern University)
	Spring Term 2014	Innovation Management
Bucerius/WHU Master of Law and Business (MLB)	Spring Term 2014	Strategic Intellectual Property Management
PhD/Doctoral Program	Fall Term 2013	Product Management Seminar (Prof. Anthony Di Benedetto, Temple University)
	Spring Term 2014	Linking Theory with Empirical Data Analyses (Prof. Mohan Subramaniam, Boston College)
Arizona State University Executive MBA	Spring Term 2014	Innovation made in Germany and Hidden Champions
Melbourne Business School Senior Executive MBA	Fall Term 2013	Innovation Strategies of European Companies

Guest Lectures



Prof. Gloria Barczak
Northeastern University

Dr. Stefan Biel
Beiersdorf AG

Thomas Breuer, MBA
TARDIS GmbH

Christian Bruch
SGL Carbon SE

Prof. Alok K. Chakrabarti
Tampere University of Technology

Prof. John Howells
Aarhus University

Mark Lammerskitten
ERGO Versicherungsgruppe AG

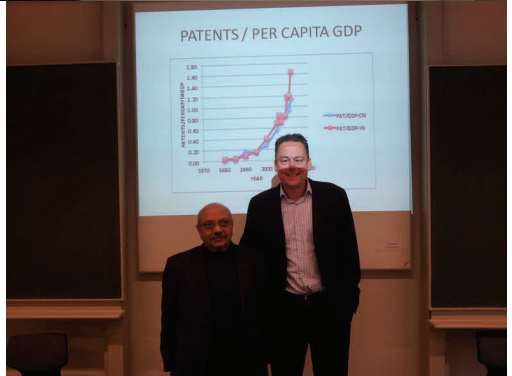
Dr. Kai U. Markus
Vimecon GmbH

Dirk Nachtigall
BASF Venture Capital GmbH

Dr. Claudia Nicolai
HPI School of Design Thinking

Dr. Jörg Sievert
SAP Ventures

Nikolaus Starzacher
discovery GmbH



Management Abroad Course (MAC): India

Between May 4 and 16, 2014, 31 WHU BSc students accompanied Assistant Professor Dr. Anna Dubiel and Sebastian Glöckner to India as part of the **Management Abroad Course (MAC): India**. The MAC is an optional part of the BSc curriculum and combines a traditional **international management lecture** with **on-site experience** in the growth market India. Hence, the MAC India offers WHU students a unique opportunity to firsthand experience the economy and society of Germany's most important trade partner in South Asia.

The 2014 MAC India explored the cities of **Bangalore** (India's "Silicon Valley") and **Mumbai** (India's "Financial Capital"). The group visited numerous **German and Indian firms** during the two weeks. The industry spectrum encompassed **automobile manufacturers, beverages producers, IT-specialists** as well as **venture capital providers**. Specific examples are the Volkswagen plant in Pune – the biggest German investment in India – and Infosys – India's third-largest IT services company. To offer a multifaceted picture of the Indian society, activities beyond the corporate world were organized, such as a visit to a **microfinance project** and India's biggest slum "Dharavi". Further, there was a joint activity with students of the **Indo-German Training Center** of the **Indo-German Chamber of Commerce** in Mumbai. The program was topped by **sightseeing tours** and **intercultural workshops**. Before the departure to India, there was a seminar at the WHU enriched by a lecture of Mark Lammerskitten (ERGO Versicherungsgruppe AG and WHU-Alumni), who shared his extensive knowledge on India with the students.

The MAC India received lots of positive feedback from the participants! We are looking forward to the MAC India 2015!

"I really enjoyed the MAC and I am very glad I chose India as the destination! It is a very interesting country, sometimes really surprising, but I think we all learned a lot and retained unforgettable impressions!"



Prepare! – The Entrepreneurs’ Academy 2014

Prepare! – The Entrepreneurs’ Academy is a joint MSc lecture hosted by Professor Dr. Malte Brettel (RWTH Aachen), Professor Dr. Holger Ernst (WHU), Carsten Guderian (WHU), Marcel Meuer (RWTH Aachen), and Daniela Werthes (RWTH Aachen). Natural scientists and engineers from RWTH Aachen worked together in teams with WHU students to further develop existing entrepreneurial ideas to complement technological with business knowledge and experience.

The academy was held in Aachen and Vallendar in January and February 2014. The teams worked together to develop product concepts in the fields of augmented reality, renewable energies, automobile technology, embedded software and sensor technology. The program was completed by lectures held by experienced company founders as well as group coaching. On February 14, 2014, the final day of the Academy, a jury consisting of representatives of both research and business background selected the best concepts and product developments. For this purpose, the participating teams prepared a business plan presentation and discussed the concepts and developments.

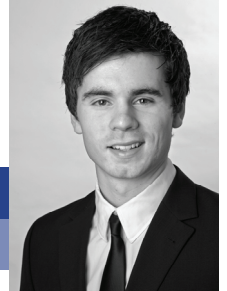
Congratulations and thank you to all participants!



Theses

Janik Adorf (BSc Thesis)

Success Factors of Technology-Oriented Acquisitions



Laura M. Aßmuth and Louisa Blödorn (BSc Thesis)

Tradition and Innovation in the Automotive Industry:
The Example of Porsche

Eray Demirtop and Dennis Vogeley (BSc Thesis)

Assessment and Comparison of Investment Criteria of
Venture Capitalist Firms and Business Angels in Germany



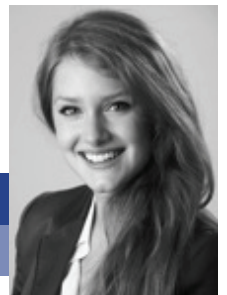
Aleksej Dreiling (BSc Thesis)

Pioneer and Follower: Which Strategy to Choose?



Florentine Genss (BSc Thesis)

Who will be my first Customer? – New Product Adoption and Diffusion



Caren Hanßmann (BSc Thesis)

User-Toolkits in New Product Development



Theses

Paula Hübner (BSc Thesis)

Literature Review:
The Pharmaceutical Industry in Innovation Management, Strategy and Marketing



Lucas Kollmann and Christian Schröder (BSc Thesis)

Corporate Venture Capital as Innovation-Enhancer
in a Disruptive Environment

Jaqueline Koops (BSc Thesis)

Disruptive Innovation in the Automotive Industry



Laura Lamberty (BSc Thesis)

New Product Forecasting

Maximilian Lober and Florian Stege (BSc Thesis)

Strategic Considerations and Success Factors of Corporate Venture Capital Activities
in the German Telecommunications, Media and Retail Industries



Helena Meyer-Schönherr (BSc Thesis)

“The Winner Takes it All” –
How innovative Internet Companies create Monopolistic Market Structures

Theses

Katrin Schlemm (BSc Thesis)

Innovation and Marketing in the Pharmaceutical Industry:
A Comparison between Europe and the USA



Fabienne Schmider (BSc Thesis)

Leveraging Innovation Power through Masses:
Crowdsourcing for Creating and Implementing New Ideas

Benjamin Seer (BSc Thesis)

Was möchten Sie trinken – Rot- oder Weißwein? –
Erfolgreicher Launch von „kulturfremden“ Produkten im Ausland



Stefan Stenzhorn (BSc Thesis)

Success Factors of Academic and Corporate Technology Spin-offs

Mark Tornow (BSc Thesis)

Internationalisierung kleiner Unternehmen in einer Low-Tech-Industrie –
Beispiel deutsche Weingüter



Inge Wedel (BSc Thesis)

Corporate Social Responsibility Innovation:
Cooperation of the Martin Bauer Group with the Social Business OneDollarGlasses

Theses

Christoph Bremen (MSc Thesis)

Patent Data Utilization in Technological and Sales Forecasting



Vadym Domashyn (MSc Thesis)

Service Innovations vs. Product Innovations: What are the Differences?

Tetiana Dymytrashchuk (MSc Thesis)

Improving Fund Management Performance by the Valuation of Patents



Anne Frizen (MSc Thesis)

Launching New Products: What really Matters – A Literature Review

Wilhelm-Maximilian Hammes (MSc Thesis)

BAMAKA AG: Top Management Consulting and Business Model Development



Karolina Jürgens (MSc Thesis)

Success Factors of Co-Creating New Products

Theses

Timo Krall (MSc Thesis)

Product Design in Innovation Research – A Literature Review



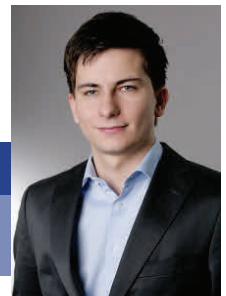
Anne Ringbeck (MSc Thesis)

Open Innovation: Role of Intellectual Property



Marc Schwarz (MSc Thesis)

Creating a “Gandhian” Innovation Mindset –
How to Foster “Good Enough” New Product Development?



Sebastian Hillebrand (BSc Thesis)

Success Factors of R&D (Innovation) Alliances

Annalena Horsch (BSc Thesis)

Crowdfunding as a New Financing Opportunity for Startups –
A General Introduction and a Detailed Comparison

Jonas G. P. Solbach (BSc Thesis)

Industrieanalyse Weinlandschaft Mittelrhein

Nicole Stein (BSc Thesis)

Branding an Innovative Fashion Start-up

Theses

FTMBA Thesis

Dennis Hanke: *Business Plan Innovation in Laundry Service*

Ana-Maria Luca: *Tailoring New Products for Emerging Markets*

Dominic Maric: *The Reverse Innovation Process: Create Locally, Grow Globally*

Adeel Rehman: *Market Entry Strategy of Hochwald Foods GmbH in Pakistan*

Sebastian Ruff: *Disruptive Change: The Influence of a Firm's Diversification*

Maria-Helena Staniewski: *The Impact of Digitalization on the Launch Process of Pharmaceutical Firms*

PTMBA Thesis

Kamal Alvi: *Competitive Challenges and Innovation Imperative for Vendor Companies within the Telecommunication Industry*

Alex S. Bierhaus: *Lean Start-Up as an Alternative Approach of Entrepreneurship*

Katrin Schollmeyer: *The Introduction of 4G in the German Market – Successful Innovation Management*

Patrick Sprint: *Smart Home Innovations for Private Households*

Florian Stein: *Key Success Factors for Acquisitions of Young or Start-Up Companies by Big Industry Players as Part of their Corporate Venture Capital Activities*

Hendrik von Wysocki: *Analysis of Critical Points within the New Product Development Process of Ticona*

EMBA Thesis

Silvio V. De Mesquita: *Internationalisation and Innovation in the Bottling of Infusion Solution: Determinants of Success*

Laddan Hashemian: *Business Plan for Interactive Media in Healthcare*

Christian Hower-Knobloch: *Strategic Challenges to a German Energy Producer in the Aftermath of Fukushima*

Nils Klamar: *Integrating Corporate Venture Capital into Corporate Strategy*

Patricie Merkert: *Success Factors for Business Model Innovation*

Andrew Niessen: *Business Plan "We Were Here"*

Thomas Pittschieler: *Implementing a successful innovation strategy at a Mobile telecom operator*

Hirtsch Rebernik: *Mass Claims Procedures, IT Solutions and Reputation Management*

MLB Thesis

Tomer Biran: *Sales Guruz – Unleash the Guru in You*

I-Jung Lee: *Structures Leading to Innovation – The Interactive Effect of Ownership Structure and Corporate Finance on Corporate Innovation*

Giorgi Lomidze: *Alternative Way of Trademark Protection*

Awards

During the current academic year, affiliates of the Chair of Technology and Innovation Management at WHU – Otto Beisheim School of Management were honored with three awards:

The lecture “Prepare! – The Entrepreneurs’ Academy” has been selected as a best practice model of interdisciplinary teaching in the context of the German-wide higher education study *Gründungsradar – Hochschulprofile in der Gründungsförderung*. Carsten Guderian presented the course contents during the special topic day for “Creating and Designing an Entrepreneurial Culture – Experiences and Strategies of Schools, Universities and Non-University Institutions” hosted by the Zentrum für Wissenschaftsmanagement e.V. and the Stifterverband für die Deutsche Wissenschaft on November 21-22, 2013 in Berlin. He moderated the World Café and discussion of how to strengthen interdisciplinary teaching and better integrate it into active entrepreneurial support.



For his Bachelor of Science Thesis on “Innovation in Family Businesses – An Analysis of Idiosyncratic Factors of Family Businesses and Their Fulfillment of Critical Success Factors of Innovation”, Niclas Marcus Baldus was awarded the *Hochschulpreis der Wirtschaft 2014* of the Koblenz Chamber of Commerce (IHK). The award honors the best theses written in cooperation with local businesses at universities in the Koblenz region. In addition to academic rigor, the competition focuses on the practical relevance of the research. The presentation of the award by the IHK President, Manfred Sattler, took place on March 25, 2014 on the premises of the Chamber in Koblenz. As part of the awards ceremony, the six winners as well as the supervising institutions were presented and interviewed by ZDF anchorman Ralph Szepanski.

For their paper “The Democratizing Effects of Frugal Innovation – Implications for Inclusive Growth and State-Building” in the Journal of Indian Business Research, Hanna Nari Kahle (WHU), Assistant Professor Dr. Anna Dubiel (WHU), Professor Dr. Holger Ernst (WHU), and Professor Jaideep Prabhu (Judge Business School, University of Cambridge), were awarded the notion of a *Highly Commended Paper*, an Emerald Literati Network Award for Excellence. The paper examines the impact of frugal innovation in livelihood provision, education, infrastructure, and distribution networks on state-building in countries where a significant proportion of the population lives at the base of the pyramid. Thus, the creation of more inclusive markets through frugal innovation contributes to socio-economic development, which in turn strengthens democratization and state-building. Multinational corporations can positively impact democratization by offering for-profit products and services to serve BoP markets. For further information, please refer to Kahle, H. N. et al. (2013), The Democratizing Effects of Frugal Innovation: Implications for Inclusive Growth and State-Building, Journal of Indian Business Research, 5(4), 220-234.

The current issue and all back issues of this journal is available at www.emeraldinsight.com/1053-4356.htm

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The democratizing effects of frugal innovation
Implications for inclusive growth and state-building

Hanna Nari Kahle, Anna Dubiel and Holger Ernst
WHU – Otto Beisheim School of Management, Völklinger, Germany, and
Jaideep Prabhu
Judge Business School, University of Cambridge, Cambridge, UK

Abstract
Purpose The aim of this paper is to examine the impact of frugal innovation in the fields of livelihood provision, education, infrastructure, and distribution networks on state-building in countries where a significant proportion of the population lives at the base of the pyramid (BoP). Design/methodology/approach The paper reviews the literature on frugal innovation, democratization and state-building, offers practical examples in support of the conceptual arguments, and provides research propositions for empirical adjustment. Findings The paper provides support for the notion that the creation of more inclusive markets through frugal innovation contributes to socio-economic development, which in turn strengthens democratization and state-building. Practical implications Multinational corporations can have a positive impact on democratization by offering for-profit products and services to serve BoP markets. Originality/value The paper provides novel insights into the role that frugal innovation plays in state building and democratization. Keywords Base of the pyramid market; Democratization; Frugal innovation; Inclusive growth; Market creation; State building; Paper type Conceptual paper

Introduction
Over three billion people around the world currently constitute the world's poor. Bringing these people into the formal economy, and thus improving their economic lot, is a major objective of governments, companies and aid agencies alike. Frugal innovation is increasingly seen as key to these efforts. A relatively new approach to development and growth, frugal innovation is a constraint-based response to the urgent needs of low-income populations. More specifically, it is “the gritty art of getting opportunities in the most adverse circumstances and resourcefully improving solutions using simple means” (Radtke et al., 2012, p. 6). Each innovation involves providing opportunities that improve the wellbeing of low income populations by including and empowering them (George et al., 2012). The approach typically starts with consumer needs and then works backwards to develop solutions that are radically different from existing products and services. Because it relies on deep insights into local customer needs and combines resources in new and creative ways, the approach is similar to the concept of *bricolage*.

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Research Objectives and Areas of Interest

With our research, we focus on topics that are highly relevant for scientific scholars as well as managerial decision makers. We conduct empirical research with state-of-the-art methods and cover the following areas of interest: strategy, innovation, research and development, new product development, Intellectual Property, and technology marketing. Therein, we do not limit our research to certain specific industries.

We aim to publish in the internationally leading academic journals of our areas of interest. Besides scientific actuality and accuracy, our work shall provide decision makers with precise and solid recommendations to facilitate the potential and influence of their innovations in reaching their strategic and financial objectives. For example, Professor Dr. Ernst's paper on "Patent Information for Strategic Technology Management" was the most downloaded World Patent Information article in the first six months of 2013. To foster the transfer of knowledge, we furthermore publish our results in leading practitioner journals and the business press. In addition, we focus on current management trends in case studies.

Research on Innovations for and from Emerging Markets

In cooperation with Professor Mohan Subramaniam (Carroll School of Management, Boston College, USA), Professor Dr. Holger Ernst and Assistant Professor Dr. Anna Dubiel acted as Editors for a Special Issue on "Innovations for and from Emerging Markets" for the Journal of Product Innovation Management. The Special Issue will be published shortly.

Journal of Product Innovation Management Special Issue "Innovations for and from Emerging Markets"

FROM EMERGING MARKETS: 2002-2013
© 2014 Product Development & Innovation Association
DOI: 10.1111/jipm.12101

From the Editor

From the Special Issue Editors: Innovations for and from Emerging Markets*

In the last decade, emerging markets have become a significant feature of the world economy. The allure of vast new markets for growth, along with fresh opportunities for low-cost offshoring, have guided dozens of global corporations to invest in emerging markets. In 2012, global corporations invested more in emerging markets than in the core economies of the United States, Europe, and Japan (Grimes, 2013). Emerging markets have also become a platform for a new breed of multinationals. Many of these emerging multinationals such as Haier from China, Tata from India, and Vale from Brazil have not only become formidable competitors in the global arena, but are making sizeable investments in the developed markets. In fact, foreign direct investment (FDI) flows from the BRIC countries (Brazil, Russia, India, China, and South Africa) grew from US\$7 billion in 2005 to US\$145 billion in 13 years, representing 10% of the world's overall FDI flows (United Nations Conference on Trade and Development, 2013).

These developments provide new opportunities for management scholars not only to examine a novel occurrence unfolding before us, but also to uncover new theory or new patterns in management practice from new data. Our objectives of this special issue are rooted in such determinations. Our particular focus for this special issue is on the practice of innovation within the context of emerging markets. As such, we are mainly interested in innovative both emerging from developed country multinationals for emerging markets and innovation from emerging market multinationals developed to be introduced in the advanced world. We invited scholars working on these topics and selected a set of studies that examine different facets of this practice. In this paper, we not only summarize their work, but also place their findings within the broader context of what we understand about innovation for and from emerging markets. Fur-

thermore, we propose certain broad directions for future research that could push the frontiers of our understanding of emerging markets.

Innovations for and from Emerging Markets: What Do We Know?

Given the increased importance emerging markets play for firms as well as their mounting relevance toward academia, it is not surprising that research on innovation in the context of emerging markets has captured more and more attention in recent years (see Figure 1).

Research on innovation in the context of emerging markets could be usefully categorized—along the lines of our theme for the special issue—into two groups. The first group of studies focuses on how multinationals from advanced economies (AMNCs) could effectively develop innovations for emerging markets. These studies highlight special characteristics of emerging markets that make them different from just any other (advanced) foreign country, and the special approaches required for AMNCs to effectively manage innovation in the context of emerging markets. Some of these studies also provide ideas for AMNCs to leverage their innovation efforts in responding to emerging markets to better compete also in advanced markets. The second group of studies examines multinationals from emerging countries (EMNCs). They highlight differences in the capabilities of EMNCs as compared with AMNCs, differences in the approaches they take for innovation, and the special opportunities available to them for success. Each of these groups are elaborated and reviewed below.

Innovations from AMNCs for Emerging Markets

It is common knowledge that successful innovations effectively cater to market needs and creatively find ways to satisfy unique customer requirements (Chiffi, 2013). Indeed, establishing a sound comprehension of market characteristics and customer preferences are fundamental to effective innovation. Not surprisingly, highlighting the special features of emerging markets and their unique

* We would like to thank all authors that submitted their work to the special issue for their contribution to the special issue. We would like to thank all authors in this special issue who have helped the special issue editors in the process of reviewing and selecting the articles for publication. We would like to thank all authors who have helped the special issue editors in the process of reviewing and selecting the articles for publication.

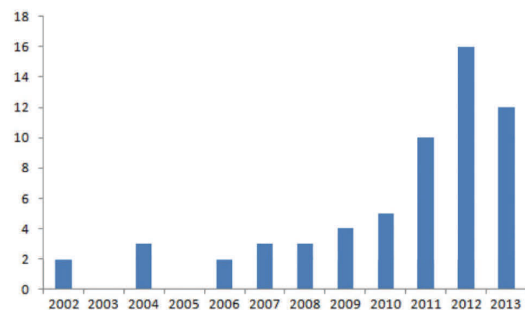


Figure 1. Annual Development of Publications in Selected Academic Journals on Innovation in the Emerging Market Context (2002–2013)

Sources: EBSCO, ScienceDirect.

Research on Innovations for and from Emerging Markets

The Case Study “Bayer in India: Intellectual Property Expropriation?”, written by Peter M. Bican (Research Assistant at TIM-Chair) and Quynh Nhu Truong (BSc Class of 2013; MSc Class of 2015), was published by IVEY Publishing and is also available via the Harvard Business School Press. The Ivey Business School at Western University in Ontario, Canada, is one of the world’s leading business schools and one of the most important publishers of business cases in the world.

In their case study, the significance and pitfalls of intellectual property strategies in emerging markets are illustrated. In 2012, the Intellectual Property Appellate Board in India ruled against Bayer AG by permitting its competitor Natco Pharma Limited to sell a generic version of Nexavar™ for as low as three percent of Bayer’s original price. Can pharmaceutical innovator companies react to this threat?



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BAYER IN INDIA: INTELLECTUAL PROPERTY EXPROPRIATION?¹

Peter M. Bican and Quynh Nhu Truong wrote this case solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

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In 2012, the Intellectual Property Appellate Board (IPAB) decided to grant Indian drug manufacturer Natco Pharma Limited (Natco) a compulsory licence (CL). This licence allowed Natco to legally manufacture, sell and distribute a copy of Bayer AG’s (Bayer) blockbuster cancer drug,² Nexavar, in India at a fraction of the original price. This was bad news not only for Bayer but also for the entire pharmaceutical industry. Natco’s victory in securing the CL marked a paradigm shift that would change the way research-and-development (R&D)-intensive multinational corporations conducted business.

Bayer Group’s chief executive officer (CEO), Marijn Dekkers, declared, “We have a lot of trouble with a ruling like this, which at its core states that India does not value patent rights at all.”³ It meant that pharmaceutical innovation could not be effectively protected by conventional intellectual property rights in emerging markets. Hence, the core of the pharmaceutical industry’s business model was called into question: If ideas and inventions could not be protected by intellectual property rights, was there an incentive for firms to innovate at all? Would the CL granted to Natco trigger similar rulings in India or elsewhere? Would intellectual expropriation spread through the pharmaceutical industry like cancer?

THE GLOBAL PHARMACEUTICAL INDUSTRY

The global pharmaceutical industry could be divided into two major groups of players: generic manufacturers and research-based pharmaceutical producers, with the first group largely imitating and reproducing the products developed by the second group.

The research-based pharmaceutical industry generated US\$956 billion⁴ in 2011, with total sales projected to reach \$1.2 trillion by 2016.⁵ At that time, the market was dominated by Pfizer Inc. (7.1 per cent market share), Novartis AG (5.9 per cent market share) and Merck & Co. Inc. (4.9 per cent market share). Bayer’s healthcare division secured about 2 per cent of the world’s pharmaceutical market.⁴ These major players in the research-based pharmaceutical industry were sometimes collectively referred to as “Big Pharma.”⁷

Authorized for use only in the course Strategic Intellectual Property Management at WHU - Otto Beisheim School of Management taught by Peter Bican from Sep 01, 2014 to Jan 31, 2016. Use outside these parameters is a copyright violation.

Publications

Journals

Conley, J. G., Bican, P. M., & Ernst, H. (2013), Value Articulation: A Framework For The Strategic Management of Intellectual Property, *California Management Review*, 55(4): 102-120.

Kahle, H. N., Dubiel, A., Ernst, H., & Prabhu, J. (2013), The Democratizing Effects of Frugal Innovation: Implications for Inclusive Growth and State-Building, *Journal of Indian Business Research*, 5(4), 220-234.

Behrens, J. & Ernst, H. (2014), What Keeps Managers Away from a Losing Course of Action? Go/Stop Decisions in New Product Development. *Journal of Product Innovation Management*, 31(2), 361-374.

Behrens, J., Ernst, H., & Shepherd, D. A. (2014). The Decision to Exploit an R&D Project: Divergent Thinking across Middle and Senior Managers. *Journal of Product Innovation Management*, 31(1), 144-158.

Siebrat, F., Högl, M., & Ernst, H. (2014), Subjective Distance and Team Collaboration in Distributed Teams, *Journal of Product Innovation Management*, 31(4), 765-779.

Ernst, H. & Fischer, M., Integrating the R&D and Patent Functions: Implications for New Product Performance, *Journal of Product Innovation Management*, (forthcoming).

Ernst, H., Kahle, H. N., Dubiel, A., Prabhu, J., & Subramaniam, M., The Antecedents and Consequences of Affordable Value Innovations for Emerging Markets. *Journal of Product Innovation Management*, (forthcoming)

Subramaniam, M., Ernst, H., & Dubiel, A., From the Special Issue Editors: Innovations for and From Emerging Markets. *Journal of Product Innovation Management*, (forthcoming).

Book Chapters

Ernst, H. (2013), Quantitative Methoden in der Innovationsforschung. In: Burr, W. (Hrsg.), *Innovation: Theorien, Konzepte und Methoden der Innovationsforschung*, Kohlhammer, Stuttgart, 414-435.

Ernst, H. (2014), Die Patentabteilung als Motor des Technologiemanagements: Bestandsaufnahme und Ausblick. In: Schultz, C. & Hölzle, K. (Eds.), *Gabler Verlag*, Wiesbaden, 39-55.

Dubiel, A., Brexendorf, T. O., & Glöckner, S. Keeping up with the Virtual Voice of the Customer – Social Media Applications in Product Innovation. In: Griffin, A., Durmusoglu, S., & Noble, C. (Eds.), *New Product Development Essentials: Tools for Open Innovation*. John Wiley & Sons, Hoboken, (forthcoming).

Other Publications and Case Studies

Conley, J. G., Bican, P. M., & Wilkof, N. (2013), Study on Patents and the Public Domain (II), World Intellectual Property Organization (WIPO), Document Code CDIP/12/INF/2 REV.

Bican, P. M. & Truong, Q. N. (2014), *Bayer in India: Intellectual Property Expropriation?*, ISB-IVEY Publishing, No. 9B13M134, 1-16.



Research Collaborations

The Chair of Technology and Innovation Management at WHU – Otto Beisheim School of Management engages in several [research collaborations](#) with national and international partners. Our current international research projects are:



Professor Dr. Holger Ernst, Professor James G. Conley (Center for Research in Technology and Innovation, Kellogg School of Management, Northwestern University, USA) and Peter M. Bican (WHU) empirically research how [long-term strategic competitive advantages](#) may be achieved through the [integrative management](#) of [different IP regimes](#). The research project is funded by the WHU and the Kellogg Center for Research in Technology and Innovation. We would like to thank both institutions for their support.

Professor Dr. Holger Ernst, Professor Dr. Christoph Hienerth (WHU), Professor James G. Conley and Carsten Guderian (WHU) empirically research how [patent data](#) can be used for [technology forecasting](#) and other [strategic applications](#). The research project is funded by the WHU and the Kellogg Center for Research in Technology and Innovation. We would like to thank both institutions for their support.

THE UNIVERSITY OF TEXAS AT AUSTIN



Several research collaborations are currently conducted together with Professor Wayne D. Hoyer (McCombs School of Business, University of Austin at Texas, USA). The research includes the following topics: [innovation and co-creation](#) (with Professor Dr. Manfred Krafft, Westfälische-Wilhelms-University of Münster, Germany) and the role of [sales and marketing in new product development](#) projects (together with Michael Baur, Doctoral Student at WHU).



Professor Dr. Holger Ernst, Professor Mohan Subramaniam (Carroll School of Management, Boston College, USA) and Assistant Professor Dr. Anna Dubiel (WHU) jointly research the influence of [international market information](#) in [different phases](#) of the [innovation process](#) on the [success of new products](#) in [foreign markets](#).



Professor Dr. Holger Ernst, Assistant Professor Jiyao Chen, Assistant Professor, Assistant Professor Alex Vestal (both Oregon State University), and Carsten Guderian empirically research the [market valuation](#) of [disruptive technologies](#).



Professor Dr. Holger Ernst, Antonio Messeni Petruzzelli and Lorenzo Ardito (both Politecnico di Bari) jointly research the [success factors](#) of [technology commercialization](#).



Professor Dr. Holger Ernst, Professor Mohan Subramaniam, Prof. Jaideep Prabhu (Judge School of Business, Cambridge, UK), Assistant Professor Dr. Anna Dubiel and Hanna Nari Kahle (Doctoral Student at WHU) work together on [social innovations](#) and [antecedents](#) and [performance](#) implications of [affordable value products](#) in [emerging markets](#).



Zentrum für Europäische
Wirtschaftsforschung GmbH

Professor Dr. Holger Ernst, Dr. Christian Rammer (Centre for European Economic Research (ZEW)) and Martin Hud (Centre for European Economic Research GmbH (ZEW)) work together to examine [innovation strategies](#) and their [impact on performance](#) during [times of a crisis](#).

Current Dissertation Projects: Research Assistants

Integration of Intellectual Property as Competitive Advantage

Peter M. Bican

Organizations use, protect and exploit their intellectual property (IP) more efficiently and broadly than ever before. But as wide-ranging as IP is, as broad do regimes of IP protection exist. There is neither the single IP nor a single IP protection scheme, since IP varies, among others, in their origin of rights, criteria for protection, scope of protection and, most importantly, its useable life span. In academia, the interaction, integration and correlation (appropriation) of the differing IP regimes within an organization is seen as a vital success factor for a firm's performance and competitiveness. This research project will extend the existing knowledge about value transference from definite life assets (e.g. patents) to indefinite life assets (e.g. trademarks) through qualitative and quantitative methods and introduce the value articulation framework to empirically prove the correlation and causation between integration of IP, a firm's (long-term) financial performance and competitive advantage in the market.

Leveraging the Sales Force in New Product Development Projects

Sebastian Glöckner

The sales force is the closest link to the customer a firm can have. Every day, pertaining to the voice of the customer, sales people learn about customer needs, market developments and competitor actions. For years, only the role of the sales force in new product launches was of interest to scholars, neglecting the knowledge and the valuable relationships the sales force has for new product development projects. While earlier research at our TIM-Chair has shown that collaboration with the sales force in NPD projects has a positive and significant influence on the NPD success, the current work analyses the drivers behind that influence. In addition, antecedents of these drivers with regard to organizational and personal aspects are identified. As managerial implications are concerned, the research project shall help companies to create an environment so that the sales people can contribute to NPD projects in the best way possible. Furthermore, it shall help project managements to select and hire the best-suited sales persons.

Patents in Technology Forecasting and Strategy Formation

Carsten Guderian

In addition to their protective function, patents are inherent to a strategic dimension and are a traditional information source used to predict the emergence of new technologies. However, current forecasting and strategy formation are subject to decisive limitations, e.g. unconsidered relative patent importance. To contribute to improving the state of the art in patent-based predictive analytics and strategy formation, new qualitative indicators will be developed from patent data information and integrated in quantitative patent assessment applications. The results shall support firm managements' strategy formations via the implementation of more fine-grained – and thus more reliable – patent indicators.

Co-Creation in the New Product Development Process

Markus Kremmel

Technological innovations in the ICT/telecommunication sector such as smart phones or the high-speed internet depicted a change in the new product development (NPD) process over the past years. Whilst customers have traditionally been passive consumers, they are now becoming active co-producers. The current research project focusses on selected aspects of this new role of the customer during the NPD processes. By means of case studies, the impact of consumers and modes of interaction will be analyzed and evaluated with respect to the different steps of the NPD process. The core topics will be an assessment of the consumer-firm interaction as well as the question whether the customer is really part of the NPD process.

Current Dissertation Projects: External Doctoral Students

Topic	Candidate
Driving Market Orientation in New Product Development – What really matters	Michael Baur
Innovations in Base of the Pyramid Markets - A Paper Series	Hanna Nari Kahle
The Value of Patented Technologies	Nils Omland
The Service Component in New Product Development and its Influence on Performance	Michael Schramm
The Best-In-Class Intellectual Property Department	Kolin Schunck
Customer Integration in New Product Development	David Somhegyi



Completed Dissertation Projects 2013

Topic	Scholar
Chief Technology Officer: Antecedents and Performance Implications	Alexander Götz

Professional Development and Training

Event

Dubiel A., Research Trip to Carroll School of Management, Boston College, Boston, USA, October 22–27, 2013.

Ernst, H., VPP Herbst-Fachtagung 2013, Bremen, Germany, October 25, 2013.

Dubiel, A., Research Trip to University of Dayton, USA, October 28–31, 2013.

Ernst, H., Melbourne University Visit to LTS Lohmann Therapie-Systeme AG, Andernach, Germany, October 31., 2013.

Guderian, C., Bauverband Niedersachsen, Hannover, Germany, November 07, 2013.

Guderian, C., Stifterverband für die Deutsche Wissenschaft e.V., Berlin, Germany, November 21-22, 2013.

Guderian, C., RWTH Aachen University, Aachen, Germany, January 10, 2014.

Ernst, H., Steuler Holding GmbH, Höhr-Grenzhausen, Germany, February 20, 2014.

Ernst, H., CompuGroup Medical AG, Koblenz, Germany, February 20, 2014.

Ernst, H., Janssen-Cilag GmbH, Neuss, Germany, February 21, 2014.

Bican, P. M., Guderian, C., Aßmuth, L. M., Blödorn, L., Dr. Ing. h.c. F. Porsche AG, Weissach/Oberdollendorf, Germany, March 21, 2014; April 03, 2014; May 12, 2014.

Guderian, C., Industrie- und Handelskammer Koblenz, Koblenz, Germany, March 25, 2014.

Hammes, W. & Kremmel, M., BAMAKA AG, Bad Honnef, Germany, April 4, 2014.

Dubiel, A., Conference on Family Firms/Businesses, Vallendar, Germany, April 25, 2014.

Bican, P. M., Guderian, C., Aßmuth, L. M., Blödorn, L., Thomas Krickelberg, Department Head Porsche 911 Powertrain, Dr. Ing. h.c. F. Porsche AG, Oberdollendorf, Germany, May 02, 2014.

Ernst, H., Politecnico di Bari, Italy, May 20, 2014.

Guderian, C., Next B2B Forum, Bloomberg TV, Frankfurt am Main, Germany, June 13, 2014.

Dubiel, A., International Product Development and Management Conference, Limerick, Ireland, June 15–17, 2014.

Ernst, H., India Days Hannover, Hannover, Germany, June 24, 2014.

Dubiel, A., Global Colloquium on Participant-centered Learning, Harvard Business School, Boston/Cambridge, USA, July 20–27, 2014.

Bican, P. M., Bucarius / UC Hastings Summer Program In Transnational IP Law And Licensing, Bucarius School of Law, Hamburg, Germany, July 22, 2014.

Guderian, C., 12th Annual Open User Innovation Conference (OUI), Harvard Business School, Boston/Cambridge, July 27 – August 01, 2014.

Bican, P. M., TIM Doctoral Consortium 2014, Academy of Management Conference, Philadelphia, USA, July 31 – August 05, 2014.

Bican, P. M., Research Trip to Kellogg School of Management, Northwestern University, Evanston, USA, August 05 – September 04, 2014.

Dubiel, A., Research Trip to Nihon University, Tokyo, Japan, August 28 – September 07, 2014.

Guderian, C., Pirate Camp, Pirate Summit Entrepreneurship Conference, Köln, Germany, September 03, 2014.



Presentations

Ernst, H., “Patentbewertung mit dem Patent Asset Index”, VPP Herbst-Fachtagung 2013, Bremen, Germany, October 25, 2013.

Dubiel, A., “Innovation Management in the Context of Emerging Markets”, University of Dayton, Ohio, USA, October 29, 2013.

Guderian, C., “Innovationen im Baugewerbe”, Bauverband Niedersachsen, Arbeitskreis Junger Bauunternehmer, Hannover, Germany, November 07, 2013.

Guderian, C., “World Café zur Lehre – Moderation des World Cafés”, ZVM-Thementag Gründungskulturen schaffen und gestalten, Stifterverband für die Deutsche Wissenschaft e.V., Berlin, Germany, November 21-22, 2013.

Hammes, W. & Kremmel, M., “Presentation of MSc Thesis “BAMAKA AG – Top Management Consulting and Business Model Development”, BAMAKA AG, Bad Honnef, Germany, April 4, 2014.

TIM-Chair Members, Doctoral Seminar, WHU – Otto Beisheim School of Management, Vallendar, Germany April 16, 2014

Müller, P., Düwell, J., & Dubiel, A. “Neue Strukturen schaffen für eine erfolgreiche Neuproduktentwicklung am Beispiel der Technoform Group“, Konferenz Familienunternehmen, WHU – Otto Beisheim School of Management, Vallendar, Germany, April 25, 2014.

Ernst, H., “Value Articulation: A Framework for the Strategic Management of Intellectual Property”, Politecnico di Bari, Italy, May 20, 2014.

Guderian, C., “Expert Session Regional: How to build up the Entrepreneurial B2B Ecosystem in Rhein-Main”, Next B2B Forum, Bloomberg TV, Frankfurt am Main, Germany, June 13, 2014.

Dubiel, A., Glöckner, S., & Durmusoglu, S., “Global Discovery Phase Management: Antecedents and Product Innovation Outcomes”, International Product Development and Management Conference, Limerick, Ireland, June 16, 2014.

Ernst, H., “Frugal Innovation Made in Europe: The Dacia Logan Case”, India Days Hannover, Hannover, Germany, June 24, 2014.

Bican, P. M., Lecture on “IP Management and Licensing: A Business Perspective”, Bucerius / UC Hastings Summer Program In Transnational IP Law And Licensing, Bucerius School of Law, Hamburg, Germany, July 22, 2014.

Bican, P. M., Guderian, C. C., & Ringbeck, A. K. “Intellectual Property: Tension on Open Innovation?”, 12th Annual Open User Innovation Conference (OUI) 2014, Harvard Business School and Massachusetts Institute of Technology, Boston/Cambridge, USA, July 28-30, 2014.



Other Scientific Activities

Advisor (Professor Dr. Holger Ernst)

Member of the Scientific Advisory Council for the Innovation Survey by the Centre for European Economic Research (Mannheim, Germany), funded by the German Federal Ministry of Education and Research

Member of Advisory Council of Technology Center Koblenz

Editorships (Professor Dr. Holger Ernst)

Journal of Product Innovation Management:
 Member of the Editorial Board

Schriftenreihe Betriebswirtschaftslehre für Technologie und Innovation, Deutscher Universitäts-Verlag:
 Editor

Creativity and Innovation Management:
 Associate Editor

Journal of Product Innovation Management, Special Issue "Innovation For and From Emerging Markets":
 Guest Editor (with Assistant Professor Dr. Anna Dubiel and Professor Mohan Subramaniam)

Reviewer (Professor Dr. Holger Ernst and Assistant Professor Dr. Anna Dubiel)

Academy of International Business Conference

Academy of Management Conference (TIM Division and BPS Division)

Creativity and Innovation Management

Journal of Business Venturing

Journal of International Business Studies

Journal of Marketing

Journal of Product Innovation Management

Journal of World Business

Management International Review

Product Development and Management Association Conference and Research Forum

R&D Management

Research Policy

Technovation

TIE Division Conference of the German Academic Association for Business Research
 (Verband der Hochschullehrer für Betriebswirtschaftslehre e.V.)

Zeitschrift für Betriebswirtschaft

Röchling Assistant Professorship for International Innovation Management

The Assistant Professorship for International Innovation Management was established at the Chair of Technology and Innovation Management in January 2012. The Professorship is funded by the Röchling Foundation, which is located in Mannheim, Germany. The current professorship holder, Assistant Professor Dr. Anna Dubiel, is interested in the interface of innovation and international management. She is devoting her activities mainly to the following three areas:



1) Research

- Papers in progress and research collaborations:
 - Two papers resulting from her dissertation thesis together with Professor Dr. Holger Ernst and Professor Mohan Subramanian (Carroll School of Management, Boston College, USA), currently under review in the Journal of the Academy of Marketing Science and the Journal of International Marketing
 - A paper together with Professor Dr. Christoph Grimpe (Copenhagen Business School, Denmark)
 - A paper together with Professor Dr. Serdar Durmusoglu (University of Dayton, USA) and Sebastian Glöckner (WHU – Otto Beisheim School of Management)
- Regular reviews for journals and conferences and active participation in (international) research conferences

2) Teaching

- Lecture “New Product Development” in the WHU – Otto Beisheim School of Management’s MSc Program
- Course “Management Abroad Course India” in the WHU – Otto Beisheim School of Management’s BSc Program
- Supervision of several theses in the programs at WHU – Otto Beisheim School of Management



3) Community Outreach

- Speeches at practice-oriented conferences
- Managers invited for guest lectures on NPD practices in their companies
- Depiction of current management trends with the help of case studies written jointly with companies
- Ad-hoc member of the jury for the assessment of potential new students for the WHU – Otto Beisheim School of Management’s BSc program

Business Engagement



The **InnovationsuccessPanel®**, developed and supervised by the Chair of Technology and Innovation Management at WHU – Otto Beisheim School of Management, provides the **opportunity** for firms to **validate** their **Innovation Management** and find areas for improvement using a solid, **data-based approach**. For further information, please contact Professor Dr. Holger Ernst (holger.ernst@whu.edu).

Key Elements of the IsP®

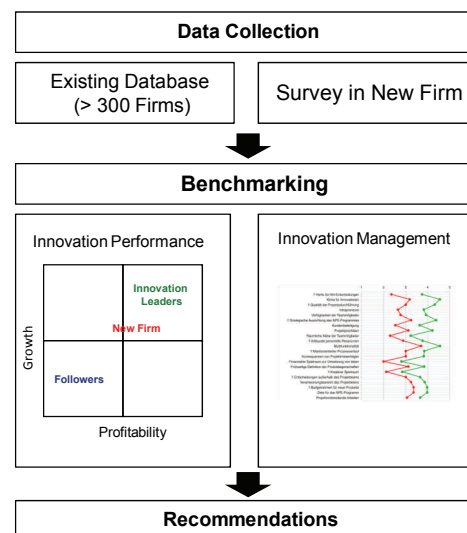


IsP® allows for Comparison to Leading Firms regarding Key Drivers of Innovation Performance:

Characteristics

- The IsP® offers an **easy and actionable** way to check your innovation management against **best practices**.
- The IsP® is based on **scientifically proven** success factors of innovations.
- Through **benchmarking**, we directly compare your firm's innovation management with innovation leaders.
- The IsP® follows a **holistic approach** and considers a broad spectrum of **factors that influence innovation success** (e.g. process, culture, portfolio management, strategy, project management, cross-functional collaboration, organization, incentives, etc.).

Procedure



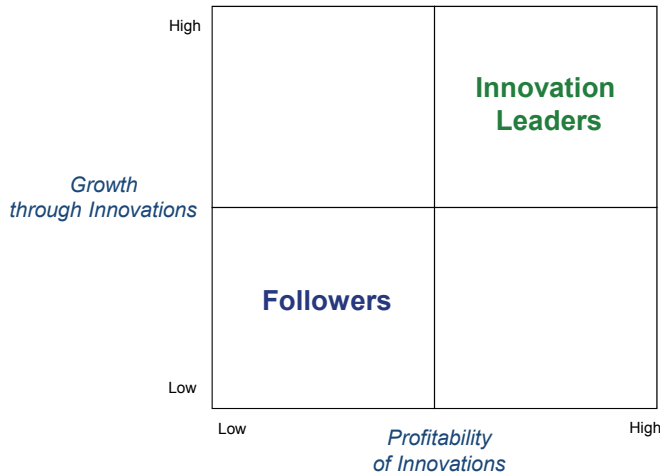
Business Engagement

The Innovation Success Matrix



The Success of Innovation Management is measured by various Variables, representing a Mixture of Objective Data and Subjective Judgments.

The success is measured in two dimensions; **growth** and **profitability** through innovations.

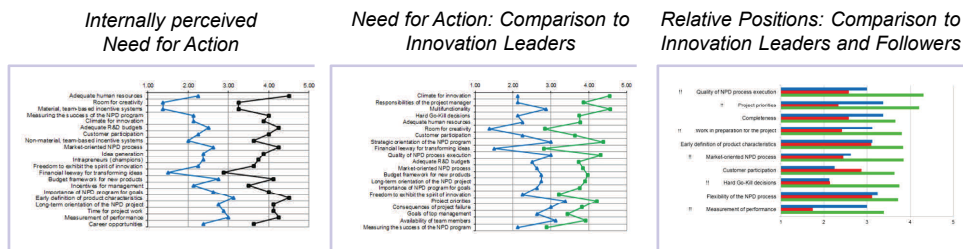


- Profitability of innovations:**
- Profitability (ROI) of the innovation portfolio
 - Contribution of innovations to firm profitability
 - Relative profitability of the innovation portfolio compared to competitors
- Growth through innovations:**
- Commercial success rate of innovations
 - Percentage of sales generated by innovations
 - Contribution of innovations to the firm's sales growth

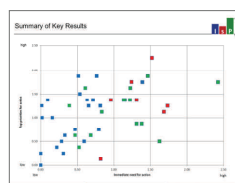
Results of the Benchmarking Analysis



Various Benchmarking Analyses provide a Detailed View on the Quality of your Innovation Management:



Prioritization of Areas of Improvement and Derivation of Actionable Recommendations



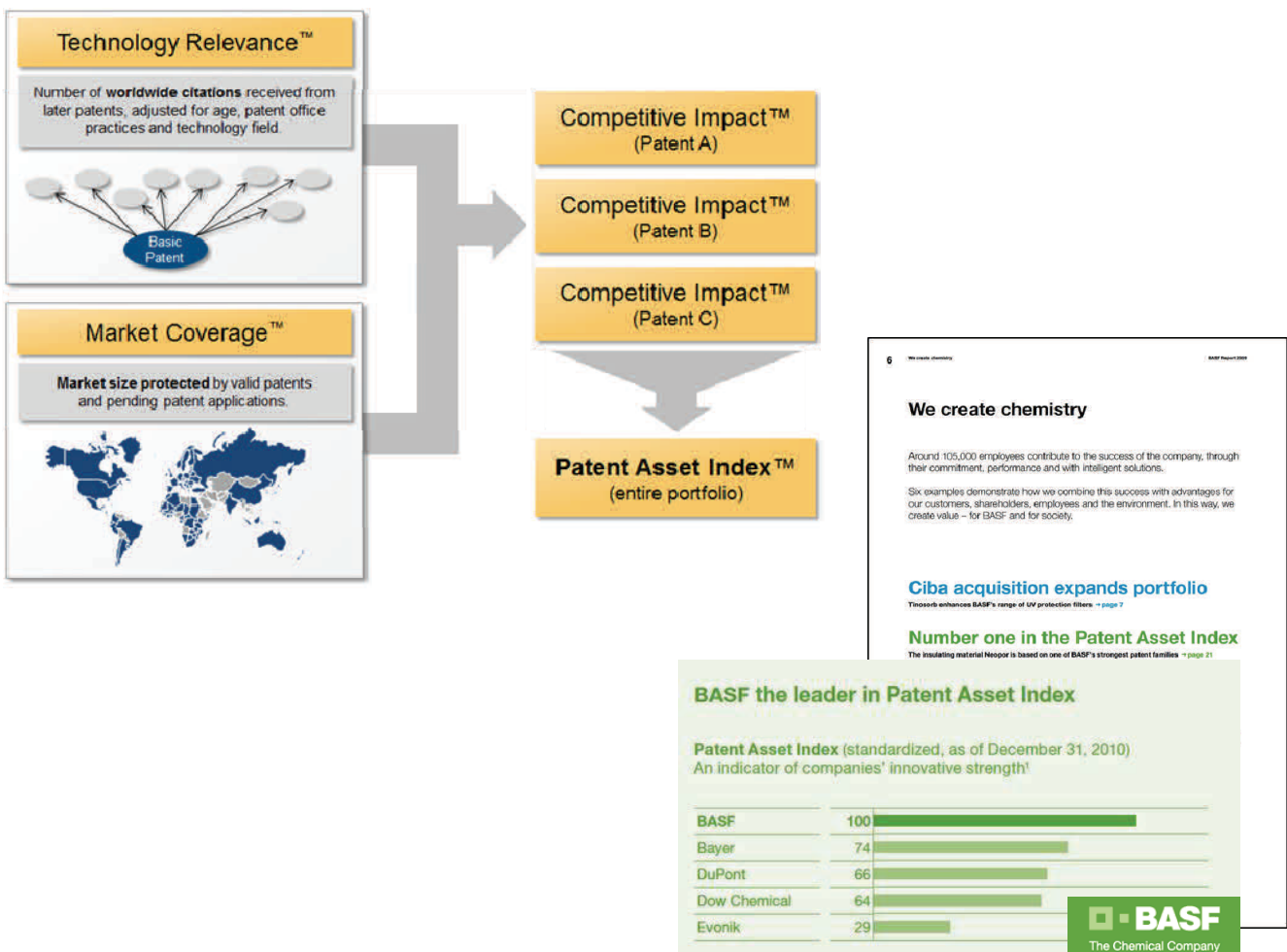
Business Engagement



The PatentSight GmbH, co-founded as an academic spin-off by Professor Dr. Holger Ernst and Diplom-Kaufmann Nils Omland, provides **new insights** into **innovations, technologies and patents**. Its **Patent Asset Index™** reveals the **technological strength of firms** in terms of quantity and quality in all technical areas of interest by means of **objective comparisons**. Therein, the Patent Asset Index™ is a new **method to benchmark patent portfolios** that overcomes the limitations of prior approaches. It globally compares the entire current patent portfolio of firms and stands for a transparent calculation of the indicators as well as a reliable measurement of the competitive impact of the patents.

The Patent Asset Index™ depicts sum of the **Competitive Impact™** of a patent portfolio, where the **Competitive Impact™** is a relative measure comparing the contribution of a patent to the competitive advantage with an average patent. The measure of comprises of the **Technology Relevance™** and the **Market Coverage™**. Herein, the former reflects the importance of the covered invention, whilst the latter represents the extent of patent protection in global markets.

Solutions developed by PatentSight GmbH may be used for **investor relations, public relations, internal patent portfolio management, M&A related topics, in strategy development or patent portfolio evaluations**. For further information, please contact Professor Dr. Holger Ernst (holger.ernst@whu.edu) or PatentSight GmbH (<http://www.patentsight.com>).



WHU-Activities/Community Outreach

Activities	Team Member
Head of Biopharma Management Center at WHU	Professor Dr. Holger Ernst
Head of Third-Party-Funded Projects at WHU	Professor Dr. Holger Ernst
Academic Director of Melbourne Business School EMBA Program at WHU	Professor Dr. Holger Ernst
Academic Director of Arizona State University EMBA Program at WHU	Professor Dr. Holger Ernst
Vice Chairman of the PhD Council at WHU	Professor Dr. Holger Ernst
Member of various Councils, Committees and Workgroups at WHU (Appointment Committees, Professorium)	Professor Dr. Holger Ernst
Organization of WHU Research Colloquium of Entrepreneurship & Innovation Group at WHU	Professor Dr. Holger Ernst
Contact Person for Firms and Press	Professor Dr. Holger Ernst
Workshops, Presentations and Advisory for Firms	Professor Dr. Holger Ernst
Presentations at Scientific Conferences	Professor Dr. Holger Ernst
Interviews and Jury Member for the Assessment of Potential BSc Students in Admission Process to WHU	Jun.-Prof. Dr. Anna Dubiel
Presentations at Scientific Conferences	Jun.-Prof. Dr. Anna Dubiel
First Aid – Responsible for Z-Building of WHU	Anke Siedenkamp
Interviews and Jury Member for the Assessment of Potential BSc & MSc Students in Admission Process to WHU	Peter M. Bican
Presentations at Scientific Conferences	Peter M. Bican
Conference/Trade Fair Attendance and Company Visits	Peter M. Bican
Academic Tutor for Exchange Students at WHU	Peter M. Bican
Appointed Doctoral Member in the Appointment Committee for the WHU Caterer 2014	Peter M. Bican
Elected Doctoral Member of the Appointment Committee for Professorships and Assistant Professorships at WHU	Peter M. Bican
Conference/Trade Fair Attendance and Company Visits	Sebastian Glöckner
Voluntary Application Training for Local School Community in Vallendar, Germany	Sebastian Glöckner
Interviews and Jury Member for the Assessment of Potential BSc & MSc Students in Admission Process to WHU	Carsten Guderian
Presentations at Scientific Conferences	Carsten Guderian
Conference/Trade Fair Attendance and Company Visits	Carsten Guderian
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First Aid – Responsible for Z-Building of WHU	Markus Kremmel
Conference/Trade Fair Attendance and Company Visits	Markus Kremmel

Sustainability Report

With our **research**, **teaching** and **business engagement**, we strive to work towards stable and **sustainable solutions** concerning all aspects of technology and innovation management. Therein, we interpret sustainability in a **twofold** way; firstly, in a **developmental** sense, covering social as well as ethical aspects and, secondly, as a **long-term orientation** guiding our thoughts, actions and recommendations. The following depicts a selected overview of the incorporation of sustainability at the TIM-Chair:

Teaching

- A) **Theses** topics dealing with **developmental**, **sustainable**, **social** and **BRIC issues**, e.g. thesis of Ms. Inge Wedel, who analyzed motivations for and developed a CSR cooperation of the medium-sized family firm Martin Bauer Group and a non-profit organization, OneDollarGlasses, to fight amblyopia in Sudan. For this purpose, the frugal innovation “affordable but durable glasses” is sold to the poor, rural population for a very low price.
- B) **Long-term orientation** of course content concerning **student development** in accordance with WHU Mission Statement and WHU Objectives in all WHU programs, e.g. concerning personal development, leadership skills and strategic thinking, to **highlight** the **role** of **innovation** and **change** for achieving **sustainable competitive advantage** and to create **long-term value**.

Research & Business Engagement

- A) **Research** topics dealing with **developmental issues**, **international markets** or **BRIC countries**, e.g. research area of Assistant Professor Dr. Anna Dubiel (International/Emerging Markets). Further, in her dissertation, Ms. Kahle researches different aspects of Base of the Pyramid (BoP) innovations in low-income economies. In the first paper, BoP innovations are framed into a typology of social innovations. The second paper quantitatively examines the success factors of BoP products and their impact on market performance. In the third paper, the democratizing effects of frugal innovations are conceptually analyzed, particularly for inclusive growth and state-building.
- B) **Recommendations** for precise actions or methods to increase **R&D**, **New Product Development** and **Innovation (Management) Impact** as well as the identification of **New Business Opportunities** are **long-term- and stakeholder-oriented**, aiming at **increasing** firm’s **potentials** and revenues and **augmenting** the **impact** of (technological) **innovations**, even under unfavorable conditions for innovation and change.

Thank you...

We would like to thank the donors and sponsors of the
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