

PROF. DR. MARC GRUBER

Full Professor, College of Management of Technology
Chair of Entrepreneurship and Technology Commercialization
École Polytechnique Fédérale de Lausanne (EPFL)
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I. EDUCATIONAL BACKGROUND

2005	Privatdozent (PD), Habilitation, University of Munich (LMU)
2000	Dr. oec., University of St. Gallen (HSG)
1995	Lic. oec., University of St. Gallen (HSG)

II. ACADEMIC POSITIONS

2005 -	École Polytechnique Fédérale de Lausanne (EPFL), Lausanne Assistant Professor (2005-2008), Associate Professor (2008-2010), Full Professor (since 2011)
2015 – 2018	Imperial College London, Business School Visiting Professor
2009 – 2013	Technion, Haifa Adjunct Senior Teaching Fellow
2004	Wharton School, University of Pennsylvania, Philadelphia Visiting Scholar (Fall Term)
2000 - 2005	University of Munich (LMU), Munich School of Management Senior Research & Lecturer (Habilitation) in the Management Department
1999	Wharton School, University of Pennsylvania, Philadelphia Visiting Scholar, and Ph.D. Student (visiting) in the Management Department
1995 – 1998	University of St. Gallen (HSG) Ph.D. Student and Research Assistant

III. EDITORIAL ACTIVITIES & MEMBERSHIPS

Editorships

- Deputy Editor: Academy of Management Journal (AMJ), 2017-2020
- Associate Editor: Academy of Management Journal (AMJ), 2013-2016
- Co-Editor: Frontiers of Entrepreneurship Research, 2009-2013

Editorial Review Board Memberships

- Academy of Management Journal (AMJ), since 2010
- Journal of Business Venturing (JBV), since 2009
- Entrepreneurship Theory & Practice (ET&P), 2009-2013
- Zeitschrift für Klein- und Mittelunternehmen & Entrepreneurship, 2003-2013

IV. ADMINISTRATIVE EXPERIENCE

- 2020 – **École Polytechnique Fédérale de Lausanne (EPFL)**
Academic Director College of Management Executive Education
- 2017 – 2021 **École Polytechnique Fédérale de Lausanne (EPFL)**
Vice President for Innovation
- Various boards of directors**
CSEM (member), Fondation EPFL Innovation Park (president), Fondation pour l'Innovation Technologique (president)
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- 2015 – 2016 **Swiss National Science Foundation (SNSF)**
Member of the National Research Council
- 2009 – 2016 **École Polytechnique Fédérale de Lausanne (EPFL), Lausanne**
Academic Director, College of Management of Technology
- 2000 – 2005 **University of Munich (LMU), Munich School of Management**
Director, Center for Entrepreneurship

V. PUBLICATIONS

A. Research Interests:

Entrepreneurship, Strategic Management, Technology and Innovation Management

B. Articles in Refereed Journals:

- (29) Identity-Society (Mis)Alignment and the Instrumentalization of Firm Creation: Creative Destruction and Creative Reconstruction (with. Foy, S.E.). Academy of Management Journal, in press.
- (28) Lean Startup Framework: Closing the Academic-Practitioner Divide (with Shepherd, D.A.). Entrepreneurship Theory & Practice, in press.
- (27) The 'Necessity' to Retain Basic Needs as the Boundary Condition of Necessity Entrepreneurship – Dialogue (with. Dencker, J.C., Bacq, S.) Academy of Management Review, in press.
- (26) Reconceptualizing Necessity Entrepreneurship: A Contextualized Framework of Entrepreneurial Processes under the Condition of Basic Needs (with Dencker, J.C., Bacq, S., Haas, M.). Academy of Management Review, 2021, 46(1): 60-79.
- (25) Creating New Ventures: A Review and Research Agenda (with Shepherd, D.A., Souitaris, V.). Journal of Management, 2021, 47(1): 11-42.
- (24) Necessity Entrepreneurship and Industry Choice in New Firm Creation (with Nikiforou, A., Dencker, J.C). Strategic Management Journal, 2019, 40(13): 2165-2190.
- (23) Painting with all the colors: The value of social identity theory for understanding social entrepreneurship - Dialogue (with Pan, N., Binder, J.). Academy of Management Review, 2019, 44(1): 213-215.
- (22) The Role of Teams in Academic Spin-Offs (with Nikiforou, A., Zabara, T., Clarysse, B.). Academy of Management Perspectives, 2018, 32 (1): 78-103.

- (21) Entrepreneurial Behavior: A Reconceptualization and Extension based on Identity Theory (with MacMillan, I.C.) Strategic Entrepreneurship Journal, 2017, 11 (3): 271-286.
- (20) The Open Innovation Research Landscape: Established Perspectives and Emerging Themes across different Levels of Analysis (with Bogers, M., Zobel, A.-K., Afuah, A., Almirall, E., Brunswicker, S., Dahlander, L., Frederiksen, L., Gawer, A. et al.). Industry & Innovation, 2017, 24 (1): 8-40.
- (19) R&D Team Diversity and Performance in Hypercompetitive Environments (with Hoisl, K., Conti, A.). Strategic Management Journal, 2017, 38 (7): 1455-1477.
 - *DRUID Best Paper Award, DRUID Conference 2011 (title changed)*
- (18) Measuring the Social Identity of Entrepreneurs: Scale Development and International Validation (with Sieger, P., Fauchart, E., Zellweger, T.). Journal of Business Venturing, 2016, 31 (5): 542-572
- (17) What is an Attractive Business Opportunity? An Empirical Study of Opportunity Evaluation Decisions by Technologists, Managers and Entrepreneurs (with Kim, S.M., Brinckmann, J.). Strategic Entrepreneurship Journal, 2015, 9 (3): 205-225.
- (16) The Effects of Opportunities and Founder Experience on New Firm Performance (with Dencker, J.C.). Strategic Management Journal, 2015, 36 (7): 1035-1052.
- (15) Knowledge Recombination across Technological Boundaries: Scientists versus Engineers (with Harhoff, D., Hoisl, K.). Management Science, 2013, 59 (4): 837-851.
 - *“Jürgen Hauschildt Award” for the Best Paper in Innovation Management, TIE Commission, VHB, 2012.*
- (14) Escaping the Prior Knowledge Corridor: What shapes the Number and Variety of Market Opportunities identified before Market Entry of Technology Start-ups? (with MacMillan, I.C., Thompson, J.). Organization Science, 2013, 24(1): 280-300.
- (13) From Minds to Markets: How Human Capital Endowments Shape Market Opportunity Identification of Technology Start-ups (with MacMillan, I.C., Thompson, J.). Journal of Management, 2012, 38 (5): 1421-1449.
- (12) Darwinians, Communitarians and Missionaries: The Role of Founder Identity in Entrepreneurship (with Fauchart, E.). Academy of Management Journal, 2011, 54(4): 935-957.
 - *“Thought Leader Award” of the Entrepreneurship Division at the Academy of Management 2012*
 - *Finalist: Organization and Management Theory Best Published Paper Award 2012.*
 - *“Jürgen Hauschildt Award” for the Best Paper in Innovation Management, TIE Commission, VHB, 2011.*
- (11) “In Pursuit of the Real Deal” – A Longitudinal Study of VC Decision Making (with Petty, J.), Journal of Business Venturing, 2011, 26 (2): 72-188.
 - *“Irene M. McCarthy Award” for the Best Paper on the Topic of High Technology, Babson College Entrepreneurship Research Conference 2009*
- (10) Configurations of Resources & Capabilities and their Performance Implications: An Exploratory Study on Technology Ventures (with Heinemann, F., Brettel, M., Hungeling, S.). Strategic Management Journal, 2010, 31 (12): 1337-1356.
 - *Best Paper Award Innovation Management, 3rd prize, European Business School 2011*

- *Stephan Schrader Munich Best Paper Award for Entrepreneurship Studies 2011.*
- (9) Exploring the Origins of Organizational Paths: Empirical Evidence from Newly Founded Firms. Journal of Management, 2010, 36 (5): 1143-1167.
 - (8) Individual and Opportunity Factors Influencing Job Creation in New Firms (with Dencker, J.C., Shah, S.K.). Academy of Management Journal, 2009, 52 (6): 1125–1147.
 - *“Thought Leader Award” of the Entrepreneurship Division at the Academy of Management 2010*
 - *All-Academy Carolyn Dexter Award for the Best International Paper, Finalist (Top 4), Academy of Management 2008*
 - *Reprinted in Shepherd, D.A., Grégoire, D. (Eds.) Entrepreneurial Opportunity, The International Library of Entrepreneurship, Edward Elgar Publishing 2012.*
 - (7) Dencker, J.C., Gruber, M., Shah, S.K. (2009). Pre-Entry Knowledge, Learning & the Survival of New Firms (with Dencker, J.C., Shah, S.K.). Organization Science, 2009, 20 (3): 516-537.
 - (6) Look before you Leap: Market Opportunity Identification in Emerging Technology Firms (with MacMillan, I.C., Thompson, J.D.). Management Science, 2008, 54 (9): 1652 - 1665.
 - *“Thought Leader Award” of the Entrepreneurship Division at the Academy of Management 2009*
 - *“Gerald E. Hills Best Paper Award” of the American Marketing Association, Entrepreneurial Marketing Interest Group 2014*
 - *“Best Paper Award Innovation Management”, European Business School 2009*
 - (5) Venture Capitalists’ Evaluations of Start-up Teams: Trade-offs, Knock-out Criteria, and the Impact of VC Experience (with Franke, N., Harhoff, D., Henkel, J.). Entrepreneurship Theory & Practice, 2008, 32 (5): 459-483.
 - *Reprinted in Wright, M., Vanaelst, I. (Eds.), Entrepreneurial Teams and New Business Creation, The International Library of Entrepreneurship, Edward Elgar Publishing, 2009.*
 - (4) Uncovering the Value of Planning in New Venture Creation – A Process and Contingency Perspective, Journal of Business Venturing, 2007, 22 (6): 782-807.
 - *Reprinted in Kuratko, D./Morris, M. (Eds.), Entrepreneurial Leadership, The International Library of Entrepreneurship, Edward Elgar Publishing, 2013.*
 - (3) “What you are is what you like” – Similarity Biases in Venture Capitalists’ Evaluations of Start-up Teams (with Franke, N., Harhoff, D., Henkel, J.). Journal of Business Venturing, 2006, 21 (6): 802-826.
 - (2) New Ventures based on Open Innovation – an Empirical Analysis of Start-up Firms in Embedded Linux (with Henkel, J.), International Journal of Technology Management, 2006, 33 (4): 356-372.
 - (1) Research on Marketing in Emerging Firms: Key issues and Open Questions, International Journal of Technology Management, 2003, 30 (5-6): 600-620.

C. Refereed Best Paper Conference Proceedings:

- (5) How Experience Shapes the Subjective Evaluation of Opportunities (with Kim, S.M., Brinckmann, J.). Frontiers of Entrepreneurship Research, 2010, 30: 285-299.
- (4) “This Deal is Dead!” A Longitudinal Study of VC Decision Making (with Petty, J.S.). Frontiers of Entrepreneurship Research, 2009, 29: 85-99.
- (3) Individual, Organizational and Environmental Drivers of Job Creation in New Firms (with Dencker, J.C., Shah, S.K.). Best Paper Proceedings of the Academy of Management, 2008.
- (2) Knowledge Acquisition Activities, Prior Knowledge and Experience & the Survival of New Firms (with Dencker, J.C., Shah, S.K.). Frontiers of Entrepreneurship Research, 2008, 27: Article 2.
- (1) Process Matters: Empirical Evidence on the Value of Marketing Planning in VC-backed Startups, Best Paper Proceedings of the Academy of Management, 2005.

D. Published (Refereed German Journals):

- (9) “Die Kunst, die Zukunft zu erfinden” – Theoretische Erkenntnisse und empirische Befunde zum Einsatz des Corporate Foresight in deutschen Grossunternehmen (with Venter, C.). Zeitschrift für betriebswirtschaftliche Forschung, 2006, 58 (7): 958-984.
- (8) Anreizsysteme als elementare Gestaltungsgrösse im Personalmanagement von jungen Wachstumsunternehmen (with Tausend, C., Katzauer, A.) Zeitschrift Führung + Organisation (zfo), 2006, 75 (1): 24-28.
- (7) Die Bewertung von Gründerteams durch Venture-Capital-Geber – Eine empirische Analyse (with Franke, N., Henkel, J., Hoisl, K.). Die Betriebswirtschaft (DBW), 2004, 64 (6):651-670.
- (6) Marketing in New Ventures: Theory and Empirical Evidence, Schmalenbach Business Review (ZfbF), 2004, 56 (2): 164-199.
- (5) Entrepreneurial Marketing, Die Betriebswirtschaft (DBW), 2004, 64 (1): 78-100.
- (4) Die Rolle des Corporate Foresight im Innovationsprozess: Ziele, Ausgestaltung und Erfahrungen am Beispiel der Siemens AG (with Kolpatzik, B., Schönhut, J., Venter, C.). Zeitschrift Führung + Organisation (zfo), 2003, 72 (5):285-290.
- (3) Business-Planning in Start-ups: Wissenschaftliche Erkenntnisse und praktische Erfahrungen (with Elsenmüller, B., Fischer, F., Grampp, M.). Zeitschrift für Klein- und Mittelunternehmen und Entrepreneurship (ZfKE), 2002, 50 (4): 217-237.
- (2) Marktorientierte Dienstleistungsgestaltung bei B2B-Einkaufsplattformen (with Runge, A.), Thesis, 2002, 19 (3):28-34.
- (1) Der Wandel von Erfolgsfaktoren mittelständischer Unternehmen, Zeitschrift für Klein- und Mittelunternehmen und Entrepreneurship (ZfKE), 2000, 48 (4): 236-251.

E. Editorials, Books & Editorships:

- (11) From the Editors: A brief primer on data visualization opportunities in management research (with Ertug, G., Nyberg, A., Steensma, K.). Academy of Management Journal, 2018, 61 (5), 1613-1625.

- (10) From the Editors: New Ways of Seeing – Radical Theorizing (with Nadkarni, S., DeCelles, K., Connelly, B., Baer, M.). Academy of Management Journal, 2018, 61 (2): 371-377.
- (9) Where to Play: 3 Steps for Discovering your most valuable Market Opportunities (with Tal, S.) Financial Times/Pearson, 2017.
 - Top 10 in the UK Business Book Chart, November 2017
 - Adopted for the Lean Startup toolset by Steve Blank (2019)
 - Translated into German (2018), French (2019), Chinese (2019), Vietnamese (2019), Spanish (2020)
- (8) From the Editors: New Ways of Seeing: Elaboration on a Theme (with Shaw, J. D., Bansal, P.). Academy of Management Journal, 2017, 60 (2): 397-401.
- (7) From the Editors: Managing by Design (with Leon, N., George, G., Thompson, P.), Academy of Management Journal, 2015, 58 (1): 1-7.
- (6) Frontiers of Entrepreneurship Research 2012 (with Zacharakis, A., et al., Eds.). Blank Center for Entrepreneurship, Babson College, Babson Park, MA, 2012.
- (5) Frontiers of Entrepreneurship Research 2011 (with Zacharakis, A., et al., Eds.). Blank Center for Entrepreneurship, Babson College, Babson Park, MA, 2011.
- (4) Frontiers of Entrepreneurship Research 2010 (with Zacharakis, A., et al., Eds.). Blank Center for Entrepreneurship, Babson College, Babson Park, MA, 2010.
- (3) Marketingplanung von wagniskapitalfinanzierten Unternehmensgründungen – eine theoretische und empirische Analyse (Research Monograph), Gabler Verlag, 2005.
- (2) Gründungsmanagement – Wie Jungunternehmer Ideen finden, Strategien entwickeln und Wachstum erzielen (with Henkel, J., Witzler, R., Eds.). Frankfurter Allgemeine Buch (FAZ-Institut), 2002.
- (1) Der Wandel von Erfolgsfaktoren mittelständischer Unternehmen (Research Monograph). DUV/Gabler Verlag, 2000.

F. Chapters in Books and Encyclopaedias, Book Reviews:

- (16) Entrepreneurship and Identity (with E. Fauchart), in Brown, A.D. (Ed.) The Oxford Handbook of Identities in Organizations. Oxford University Press, 2020.
- (15) Towards an improved Understanding of Knowledge Requirements in Entrepreneurship: An Empirical Investigation of Founder and Opportunity Characteristics (with Dencker, J.C.), in: Brewer, J., Gibson, S.W. (Eds.) Necessity-Entrepreneurs: Micro-Enterprise Education & Economic Development, Edward Elgar, 2014, 40-54.
- (14) Book Review on „Getting to Plan B: Breaking through to a Better Business Model” by Mullins, J., Komisar, R., in: Academy of Management Perspectives, 2010, 24 (3): 93-96.
- (13) Die Ideenumsetzung im Rahmen von Markteintrittsstrategien (with Emes, J.), in: Freiling, J., Kollmann, T., Welling, M. (Eds.) Entrepreneurial Marketing, Gabler, Wiesbaden, 2007, 305-322. (new edition: 2014)
- (12) Managing the Process of New Venture Creation: An Integrative Perspective, in: Hanusch, H., Pyka, A. (Eds.), Neo-Schumpeterian Economics, Elgar Companion Series, 2007, 182-192.

- (11) Corporate Venturing (with Henkel, J.), in: Albers, S., Gassmann, O. (Eds.) Handbuch Technologie- und Innovationsmanagement, Gabler, Wiesbaden, 2005, 137-153.
- (10) Marketing und Vertrieb, in: Kollmann, T., (Ed.), Lexikon Unternehmensgründung, Gabler, Wiesbaden, 2005.
- (9) Book Review on “The Economics of Knowledge” by Foray, D., in: Journal of Evolutionary Economics, 2005, 15 (5): 595-598.
- (8) Finanzielle Entwicklung junger Wachstumsunternehmen (with Harhoff, D., Tausend, C.), in: Achleitner, A.-K., Bassen, A., (Eds.), Controlling für junge Unternehmen, Schaeffer-Poeschel, Stuttgart, 2003, 27-50.
- (7) Transformation as a Challenge: New Ventures on their Way to Viable Entities, in: Füglistaller, U., Pleitner, H.J., Volery, T., Weber, W. (Eds.), Radical change in the world - will SMEs soar or crash? (Proceedings of the Rencontres de St.Gall 2002). Verlag KMU, 2002, 193-201.
- (6) Book Review on “The Entrepreneurial Mindset” by McGrath, R.G., MacMillan, I.C. in: Schmalenbach Business Review (ZfbF), 2002, 54 (4): 380-381.
- (5) Campus Companies (with Harhoff, D.). Betriebswirtschaftliche Forschung und Praxis (BFuP), 2002, 54 (4): 388-401.
- (4) Strategisches Management in Start-ups: Generierung und nachhaltige Sicherung komparativer Wettbewerbsvorteile (with Harhoff, D.), in: Hommel, U., Knecht, T. (Eds.), Wertorientiertes Start-up Management. Gabler, Wiesbaden, 2002, 320-334.
- (3) Der Wandel von strategischen Erfolgsfaktoren mittelständischer Unternehmen - eine wirtschaftshistorische Betrachtung, in: Brauchlin, E., Pichler, J.H., (Eds.), Unternehmer und Unternehmensperspektiven für Klein- und Mittelunternehmen - Festschrift für Hans Jobst Pleitner. Duncker & Humblot, Berlin, St. Gallen, 2000, 403-419.
- (2) Corporate Venturing, in: Meyer, J.-A., Schwering, M.G. (Eds.), Lexikon für kleine und mittlere Unternehmen. Verlag Vahlen, München, 2000, 51.
- (1) Chancen und Gefahren für KMU, in: Siegwart, H., Neugebauer, G. (Eds.), Mega-Fusionen – Analysen, Kontroversen, Perspektiven. Verlag Paul Haupt, Bern, Stuttgart, Wien, 1998, 391-402.

G. Articles in Non-Refereed Journals:

- (3) L’identification des opportunités de marché par les entreprises technologiques (with Thiel, J.), Revue Economique et Sociale, 2009, 67 (3): 25-39
- (2) Passing the torch: Competitive advantage, core capabilities and entrepreneur succession (with Müller, C.). Journal for Management and Development, 2002, 4 (2): 36-43.
- (1) Synergiefelder bei Unternehmensgründungen: Managementteams und die Rolle von Universitäten (with Müller, C.). Journal for Management and Development, 2001, 3 (6-7): 73-78.

In addition: about 30 contributions to the Entrepreneurship Column of the Frankfurter Allgemeine Zeitung (FAZ), FAZ.net, 2000-2003, full list available on request.

VI. TEACHING ACCOMPLISHMENTS

A. Teaching Interests:

Entrepreneurship, Strategic Management, Technology and Innovation Management, Technology Commercialization

B. Teaching Positions Held:

Various courses on the Bachelor / Master / Ph.D. / Executive Education Levels
(complete overview available on request)

VII. OTHER APPOINTMENTS, ACCOMPLISHMENTS & RECOGNITIONS

- Co-Director: TransformTech Executive Education Program with IMD (since 2017)
- TUM Research Excellence Award, EURAM 2012
- SCCER – Steering Committee Member, Commission for Technology & Innovation of the Swiss Federation (2015-2017)
- Member of the Global Entrepreneurship Monitor Team, Switzerland 2007
- Co-host of the Babson College Entrepreneurship Research Conference Lausanne 2010 (EPFL & IMD)
- Co-director of the Doctoral Consortium, Babson College Entrepreneurship Research Conference 2010
- Co-Founder of a Clean Energy Start-up in 2008

VIII. PHD STUDENT SUPERVISION (PRIMARY ADVISOR)/POSTDOC PLACEMENT

Name & Placement

- Enrico Bergamini (ongoing)
- Shirah Foy (ongoing)
- Dr. Nettra Pan (Cass Business School)
- Dr. Carina Lomberg (University of Bern)
- Dr. Sharon Tal-Itzkovich (Technion)
- Dr. Peter Vogel (University of St. Gallen)
- Dr. Melvin Haas (Industry)
- Dr. James Thompson (University of Pennsylvania, Wharton School)
- Dr. Jana Thiel (ESADE)

(complete list of PhD committee memberships upon request)