

THOMAS KLUETER
IESE Business School
Avinguda de Pearson, 21, 08034 Barcelona, Spain
Email: TMKlueter@iese.edu
Nationality: German

BRIEF BIO

Thomas holds a PhD in Managerial Science and Applied Economics from University of Pennsylvania, an MA from University of Pennsylvania and University College Dublin and a BA Science from Duale Hochschule Baden-Wuerttemberg. Prior to pursuing an academic career, he was a financial analyst and project manager at IBM and JP Morgan. In those functions, he was involved in several worldwide projects in corporate finance and business development.

Thomas' research interests lie at the intersection of strategic entrepreneurship and innovation. He focuses on how established and emerging firms manage technological change and the strategies firms pursue to develop and commercialize new technologies. His work has been published in Academy of Management Journal, Journal of Management Studies, Nature Biotechnology, Organization Science and Research Policy among others.

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RESEARCH INTERESTS

Innovation, Entrepreneurship, Technological Change

EDUCATION

PhD:

Wharton School of the University of Pennsylvania (Philadelphia, USA) in Management (2013)

Master of Science:

Wharton School of the University of Pennsylvania (Philadelphia, USA) in Management (2011)

University College Dublin (Dublin, Ireland) in Business Administration (2007)

Bachelor of Arts:

University of Cooperative Education (Mannheim, Germany) in IT and Business Administration (2002)

ACADEMIC APPOINTMENT

IESE Business School, Associate Professor of Entrepreneurship and Analysis of Business Problems (start July 2019) (Barcelona, Spain)

IESE Business School, Assistant Professor of Entrepreneurship and Analysis of Business Problems (start September 2013) (Barcelona, Spain)

RESEARCH AND ACADEMIC PUBLICATIONS

Publications and Papers under Review

- Moreira S., Klueter, T. Taselli, S. (2020). Competition, Technology Licensing-in, and Innovation. *Organization Science*, forthcoming.
- Kapoor, R. and T. Klueter (2020). Progress and Setbacks: The Two Faces of Technology Emergence. *Research Policy*, 40(1):103874.
- Kapoor, R., Klueter, T., & Wilson, J. M. (2017). Challenges in the gene therapy commercial ecosystem. *Nature Biotechnology*, 35(9): 813.
- Klueter, T., Monteiro, L. F., & Dunlap, D. R. 2017. Standard vs. partnership-embedded licensing: Attention and the relationship between licensing and product innovations. *Research Policy*, 46(9): 1629-1643. Prior Versions: AoM Best Paper Proceedings 2014, *Winner SMS Special Conference Singapore Best Paper Prize, 2012*
- Klueter, T., & Monteiro, F. (2017). How Does Performance Feedback Affect Boundary Spanning in Multinational Corporations? Insights from Technology Scouts. *Journal of Management Studies*, 54(4): 483-510.
- Dushnitsky, G., & Klueter, T. (2017). Which industries are served by online marketplaces for technology? *Research Policy*, 46(3): 651-666.
- Dushnitsky, G. and T. Klueter (2016). "Linking Technologies to Applications – Insights from Online Markets for Technology" *Advances in Strategic Management 35: Resource Redeployment and Corporate Strategy: 285-317.*
- Kapoor, R. and T. Klueter (2015). "Decoding the Adaptability-Rigidity Puzzle: Evidence from Biopharmaceutical Incumbents' Pursuit of Gene Therapy and Monoclonal Antibodies" *Academy of Management Journal* 58(4): 1180-1207. *AMJ Best Article 2015 Finalist*
- Dushnitsky, G. and T. Klueter (2011). "Is there an eBay for ideas? Insights from Online Knowledge Marketplaces." *European Management Review* 8(1): 17-32.
- Under Review:*
- „ Top Management and Alliance Terminations: An Information Processing Perspective “ (with Anindya Ghosh) (1st round R&R)
 - „ Unbundling and Managing Uncertainty Surrounding Emerging Technologies“ (with Rahul Kapoor) (1st round R&R)
 - „ A New Product Development Portfolio View on the Technology Out-Licensing Decision?“ (with Susanne Koster, submitted)

Work in Progress

- “Myopia in Partnership Formations between Established and Startup Firms: The Role of R&D Successes and Failures ”, (with Lori Rosenkopf, preparing for submission to *Strategic Entrepreneurship Journal*)
- “Following the Herd? The Role of Information in Entering and Exiting Strategic Factor Markets” (with Jay Anand, Jason Stigler, preparing for submission to *Academy of Management Journal*), *AoM Best Paper Proceedings 2019*
- “Micro-foundations of Sensing and Seizing New Technological Opportunities– The Role of Managerial Attention to FinTech by Incumbent Financial Institutions” (with Anindya Ghosh, early stage)
- “Performance Feedback and New Product Innovations: The Role of CEO Financial Orientation” (with Ali Samei, data collection ongoing, early stage)

PRACTITIONER ORIENTED PUBLICATIONS & CASES

Kapoor, R. and T. Klueter (2019). “Disruption as a Process of Uncertainty Resolution” *Sloan Management Review*, (forthcoming)

Moreira S., Klueter, T. Taselli, S. (2020). “When Licensing New Tech Is Better Than Building It In-House” *Harvard Business Review Online* (June 2020)

Kapoor, R. and T. Klueter (2016). “Organizing for New Technologies”. *Sloan Management Review*, December Issue

Case Studies:

Building the Virtual Lab: Global Licensing at Merck. - Insead Case Number 31691

Riding the Wave: Financing Ventures Through Crowdequity (IESE E-187)

Rele 2: The Family Council (ASN-79-E)

Local Salad - Decisions, Growth & Problems (IESE – E-0201-E)

Case Studies in Progress:

TRND: Word of Mouth Marketing as Business “Opportunity”

Novicap – Launching a Fintech Startup

IESE Blog:

Business Angels or Crowdfunding? How About a Crowd of Angels?, November 2016

Out of the Building and into the Web: Technology Entrepreneurship and Crowdfunding, June 2014

REFEREED PAPER PRESENTATIONS

“Unbundling and Managing Uncertainty Surrounding Emerging Technologies“ (with Rahul Kapoor)
(AoM, 2019, University of Muenster)

“Following the Herd? The Role of Information in Entering and Exiting Strategic Factor Markets” (with Jay Anand, Jason Stigler) (SMS Frankfurt 2019, AoM 2019)

“Laggards, Leading Imitators or Leapfroggers: How Are Emerging Markets Innovating?” (AoM 2018)

“Performance Feedback and New Product Innovations: The Role of CEO Financial Orientation” (with Ali Samei) (Druid, 2018, SMS 2018)

„Calling it quits: An Information Processing Perspective on Alliance Termination)

- SMS 2016, AoM 2017, SMS Brazil 2018.

„Licensing out under uncertainty: For which of their technologies do established firms use external markets?“ (with Susanne Koster)

- AoM 2016

„Progress and Setbacks: The Two Faces of Technology Emergence?“ (with Rahul Kapoor)

- AoM 2016

“An Ebay for Inventions: Insights from Online Knowledge Markets” (with G. Dushnitsky), presented at:

- Strategic Management Society, 2009, Academy of Management, 2009, Israel Strategy Conference 2009, DIME Conference - Organizing for Networked Innovation 2009

“In Harsh - and Slack Times: How Does Firm Performance Affect the Intensity and the Direction of External Technology Sourcing?” (with Felipe Monteiro), presented at:

- Strategic Management Society, 2010, Academy of Management, 2011, MASC Conference, 2011

“Unleashing Inventions - How do Firms Link Technologies to Applications in the Market for Technology” (with G. Dushnitsky), presented at:

- EURAM, 2012, Academy of Management, 2012, Druid, 2012, Special Issue Redeployment Conference Strasbourg 2015

“No Strings Attached - When Do Firms Benefit from Loosely Coupled Research Partnerships?”

- MASC Conference, 2011, Academy of Management, 2014, EURAM, 2012, Druid, 2013

“Formation of a Marketplace for Ideas: An Industry Analysis” (with G. Dushnitsky), presented at:

- Academy of Management, 2012

“Opening Up but Staying Local: Insights from Partnership Formations by Established Firms”

- Strategic Management Society, 2013, Academy of Management, 2013, Druid, 2013

“Swimming Against the Current -Examining the Relationship between Technological Disruptiveness and Market Value for Startup Firms”

- Strategic Management Society, 2013, Academy of Management, 2014

Invited Talks:

Third Annual Katz - Echo Global R&D and Collaboration Forum, 2013, Research Seminars at BI Norway (2012), Copenhagen Business School (2013), IESE (2012), Tilburg (2012), Rotterdam School of Management (2012), Temple University (2013), Leuven (2016), ESMT (2016), FGV-EBAPE (2017), University of Muenster (2019).

TEACHING EXPERIENCE

MBA – Core Entrepreneurship Course, Corporate Entrepreneurship (2013-), Analysis of Business Problems (2016-), Venture Capital and Deals (2017-), Building New Businesses (2013-)

Executive and Global Executive MBA Courses in Entrepreneurship and Entrepreneurial Finance (2013-)

Custom and Short Focus Programs in Entrepreneurship and Corporate Entrepreneurship (2013-)

Recitation Instructor: Wharton School, “Introduction to Management,” 2011,2012

Teaching Assistant (Wharton School): Head Teaching Assistant for Management 101, undergraduate (Fall 2011, Spring 2012)

AWARDS AND FELLOWSHIPS

Nomination: SMS London Best Paper Prize	2020	
Nomination: SMS Oslo Best Paper Prize	2018	
Strategic Entrepreneurship Journal outstanding reviewer award	2017	
Research Policy outstanding contribution in reviewing	2017	
AMJ Best Article 2015 Finalist (Top 3 Papers)	2016	
Grant: Ministry of Economics: Incentives and Organization for Innovation	2015-	
AoM TIM Division Best Reviewer Award	2015	
Finalist Best-Paper-Award “Innovation Management” (EBS)	2014	
Fellow Mack Institute for Technology	2014-	today
Winner AOM TIM Division Best Student Paper Award	2013	
Finalist AOM TIM Division Best Paper Award	2013	
Finalist DRUID Best Young Scholar Paper Award	2013	
Grant - Mack Centre for Technology and Innovation (with Lori Rosenkopf)	2013	

Nokia Siemens Networks Award for Best Paper in Technology Management, EURAM	2012
Winner Special Conference SMS Singapore Best Paper Prize	2012
Grant - Mack Centre for Technology and Innovation (with Felipe Monteiro)	2011
Winner SMS Best Conference PhD Paper Prize	2010
Finalist SMS Best Conference Paper Prize for Practice Implications	2010
Wharton Doctoral Council and GAPSA travel grant	2009, 2010
The Wharton School Doctoral Fellowship	2008-13

OTHER RESEARCH EXPERIENCE

Graduate Research Assistant for Prof. Gary Dushnitsky (2008-2009)
 Graduate Research Assistant for Prof. Felipe Monteiro (2009-2010)

PROFESSIONAL ACTIVITIES

Service to the discipline:

Co-Organizer PDW: BPS Junior Faculty Paper Development Workshop AoM, 2015, 2016

Editorial Review Board: Strategic Entrepreneurship Journal (2014-today)

Ad hoc reviewer for Academy of Management Journal, Organization Science, Advances in Strategic Management, Research Policy, Journal of Management Studies (2013-today)

BPS Track Chair (Competitive Heterogeneity): AoM 2014

Doctoral student representative (PhD recruitment for 2010, PhD brownbag seminar organizer) 2009/2010

Organizer PDW: Towards an Integrated View of External Knowledge Sourcing at AoM, 2010

Co-Organizer PDW: Towards an Integrated View of Global Knowledge Sourcing at AiB, 2010

Co-Organizer PDW: External Knowledge Sourcing in the Global Pharmaceutical Industry at AiB, 2012

Reviewer Conferences: Academy of Management Annual Meeting, 2010, 2011, 2012, SMS Annual Meeting, 2012-today, EURAM Annual Meeting, 2012

Memberships:

- Academy of Management (2008-Present), Strategic Management Society (2007-Present).

PhD Committee Member: Susanne Koster, Ali Samei

PhD 2nd year Committee: Susanne Koster, Ali Samei, Sam Garg

INDUSTRY EXPERIENCE

Operations and Management, Project Manager, JP Morgan (UK, Germany)

2007-2008

Financial Analyst, Project Manager, IBM (Germany)

2002-2006