

LARS BO JEPPESEN

+45 3815 2948 (OFFICE)

+45 3024 6832 (Mobile)

lbj.si@cbs.dk

www.cbs.dk/en/staff/lbjsi

Copenhagen Business School,
Dept. of Strategy and Innovation
Kilen 14A, 2 floor, Room 282.
2000 Frederiksberg

POSITIONS HELD

2014-present Professor, Copenhagen Business School.

2019-2020 Visiting Scholar, Laboratory for Innovation Science at Harvard (LISH)

2014-2017 Visiting Scholar NASA Tournament Lab, Harvard University.

2014-2016 Visiting Scholar Bocconi University

2011-2014 Associate Professor, Bocconi University

2007-2011 Associate Professor, Copenhagen Business School.

2006/2007 Stanford University, Visiting Scholar.

2005-2011 Director, Danish User-Centered Innovation Lab

2004/2006 Assistant Professor, Copenhagen Business School.

2003/2004 MIT Sloan School of Management Visiting Scholar, Massachusetts Institute of Technology.

EDUCATION

2004 Ph.D. Copenhagen Business School

2000 M.Sc. University of Copenhagen,

AREAS OF RESEARCH

Management of Technology and Innovation, Strategy, Digital Economy, Digital platforms, Digital Transformation, Distributed Innovation, Crowd-based Innovation & Funding, Entrepreneurship.

AWARDS AND GRANTS

2018 Danish Ministry of Foreign Affairs, DANIDA Danish Fellowship Centre Grant (12 Mill DKK) Title: "Crowdfunding for Youth Entrepreneurship in Tanzania – a lab & field experiment approach". Main Applicant and project coordinator.

2016 The Danish Industry Foundation Grant (Industriens Fond) (5 mill DKK). "Corporate Garage", the development of organizational forms for companies to deal with disruptive innovation. Joint with consulting company Core & Company and Pree.to (Preeto-typing techniques).

2012 Cre8tv.eu, (EU Framework Programme 7) Research Project Grant (co-applicant)

- 2011 FUHU Research Prize 2011
- 2008 Danish Research Council (Individual) Grant (700,000 DKK)
- 2008 Danish Ministry of Economic and Business Affairs Grant (5,2 mill DKK) for activities in Danish User-Centered Innovation Lab joint with Serious Games Interactive and Unity Technologies
- 2007 Tietgen Prize, for research in business economics
- 2006 Danish Ministry of Economic and Business Affairs Grant (~1,5 mill DKK) for activities in Danish User-Centered Innovation Lab
- 2003 The Tuborg Foundation's Business Economics Prize
- 2001 Marie Curie Training Site funding program of European Union Exchange (Research stay at LEM, Sant'Anna School of Advanced Studies).

I. RESEARCH

A. PUBLICATIONS

JOURNAL ARTICLES

1. Boudreau K., Jeppesen, LB., Miric, M. Competing on Freemium: Digital Competition with Network Effects, *Strategic Management Journal*, Forthcoming.
2. Boudreau, K., Jeppesen, LB., Reichstein, T., Rullani, F. (2021) Crowdfunding as Donations. *Research Policy*, 50(7).
3. Jeppesen L.B. (2021) Social Movements and Free Innovation. *Research Policy*, 50 (6).
4. Foss, NJ., Jeppesen, LB., Rullani, F. (2021) How context and attention shape behaviors in online communities: a modified garbage can model. *Industrial and Corporate Change*. 30 (1).
5. Miric, M, Jeppesen, LB. (2020) Does piracy lead to product abandonment or stimulate new product development?: Evidence from mobile platform-based developer firms. *Strategic Management Journal*. 41 (12), 2155-2184
6. Miric, M., Boudreau K., Jeppesen, LB. (2019) Protecting their digital assets: The use of formal & informal appropriability strategies by App developers, *Research Policy*. 48(8).
7. Dahlander L., Jeppesen LB. Piezunka, H., (2019) Organizing Search Using Crowds, *Research in the Sociology of Organizations*. 64: 239-270.
8. Boudreau K., Jeppesen, LB., (2015) Unpaid Crowd Complementors: The Platform Network Effect Mirage, *Strategic Management Journal*. 34: 1761-1777.
9. Jeppesen, L.B. and Lakhani, K.R., (2010) Marginality and Problem Solving Effectiveness in Broadcast Search, *Organization Science*, 21 (5) 1016-1033.
* Web of Science "Highly Cited Paper": top 1% of the academic field of Economics & Business
10. Jeppesen, L.B. and Laursen K., (2009) The Role of Lead users in Knowledge Sharing, *Research Policy*, Vol 38 (10), 1582-1589
11. Lakhani, Karim R., and Lars Bo Jeppesen. Getting Unusual Suspects to Solve R&D Puzzles. Forethought. *Harvard Business Review* 85, no. 5 (May 2007).

12. Jeppesen, L.B. and Frederiksen, L., (2006) Why do users contribute to firm-hosted user communities? The case of computer-controlled music instruments. *Organization Science*. Vol 17 (1), 45-64.
13. Jeppesen, L.B. (2005) User Toolkits for Innovation: Consumers Support Each Other. *Journal of Product Innovation Management*. (22): 347–362.
14. Jeppesen, L.B. and Molin, M.J., (2003) Consumers as Co-developers: Learning and Innovation Outside the Firm. *Technology Analysis & Strategic Management* 15 (3) 363-84.

ARTICLES IN BOOKS, CONFERENCE PROCEEDINGS AND, ONLINE PUBLICATIONS

15. Dahlander L., Jeppesen LB. Piezunka, H (2019) Define, Broadcast, Attract, and Select: A Four-Part Crowdsourcing Framework. *INSEAD Knowledge*.
<https://knowledge.insead.edu/strategy/define-broadcast-attract-and-select-a-framework-for-crowdsourcing-11646>
16. Boudreau K., Jeppesen, LB., Miric, M., (2018) Digital “Mash-ups”, Patents and Copyrights, *Academy of Management Proceedings*. 2018(01)
17. Jeppesen, L.B. and Molin, M.J., (2004) Learning in Innovative Consumer Communities: In (eds) Herstatt, C., and Sander, J., *Produktentwicklung mit Virtuellen Communities*. Gabler Publishing, Wiesbaden.

B. PAPERS UNDER REVIEW AND WORKING PAPERS

PAPERS UNDER REVIEW

18. Miric M. and Jeppesen, LB. How Does Competition Influence the Innovative Effort of Self-Rewarded Innovators? Evidence from a Mobile Application Marketplace
19. Boudreau K., Jeppesen, LB., Miric, M., Sustaining Competitive Advantage in Turbulent Digital Marketplaces
20. Boudreau K., Jeppesen, LB. Miric, M., Digital “Mash-ups,” Patents, and Copyright.

WORKING PAPERS

21. Gafni, H., Garofalo O., Jeppesen, L.B and Zunino D. Motivation for Crowdfunding Small Businesses in East Africa": Evidence from field data and experiments.
22. Gafni, H., and Jeppesen, LB. Crowdlending: Is the Crowd Wise Enough to Recognize Creditworthy Borrowers?
23. Garofalo, O., Jeppesen LB. & Zunino, D. (April 2021). Green Coin for Sustainability and against Inequality: A Research Proposal.
https://www.researchgate.net/publication/351061337_Green_Coin_for_Sustainability_and_against_Inequality_A_Research_Proposal
24. Jeppesen L.B. (with Karim R. Lakhani, Peter A. Lohse Jill A. Panetta), (2006) The Value of Openness in Scientific Problem Solving. (GS Cites 523)
<http://www.hbs.edu/research/pdf/07-050.pdf>

25. Jeppesen, L.B. 2004. Profiting from innovative user communities: How firms organize the production of user modifications in the computer games industry. Working Paper WP-04, Copenhagen Business School. (GS Cites 61)

PHD. DISSERTATION

26. Jeppesen, L.B., (2004) Organizing Consumer Innovation - a product development strategy that is based on online communities and allows some firms to benefit from a distributed process of innovation by consumers. Phd.serie, nr.2004-4, Samfundslitteratur, København, 2004, 175 pages.

REPORTS AND PRACTITIONER BOOKS

27. New Nature of Innovation (2009), OECD - Structural Policy Division, Directorate for Science, Technology and Industry. Credited Contributor
28. Jeppesen LB. User-driven innovation. 2014 In: Samfundsrelevant forskning på CBS: 14 Selected cases: Case 11. Frederiksberg: Copenhagen Business School, CBS 2014, p. 38-39
29. Vaupel R, LB Jeppesen; T. Vang, 2019 Accelerate Growth with a Corporate Garage : An Entrepreneurial and Pragmatic Approach to Future-Proof Your Business. København: Core & Company 2019, 104 p. (Corporate Garage)
<https://interactivepdf.uniflip.com/2/80821/1104952/pub/document.pdf>

C. CONFERENCE AND WORKSHOP PRESENTATIONS (SELECTED)

- Innovation in movements.* MIT Sloan School of Management, The Innovation Lab Meeting, Cambridge, MA., 2019
- Open Innovation Policy Experiences. Innovation Policy Workshop,* Max Planck University, Munich, 2017
- Crowdsourcing & Technology Platforms,* European Parliamentary Technology Assessment Meeting, Austrian Parliament, Vienna, 2016
- Entrepreneurial Crowdfunding: Public Goods with Private Gifts & Non-Pecuniary Payoffs.* Bocconi University Technology and Innovation Seminar Series, 2015.
- Corporate platforms for unpaid developers.* MIT Sloan School of Management, The Innovation Lab Meeting, Cambridge, MA., 2015
- TIM Young Scholar Consortium Speaker,* Academy of Management Conference, 2014.
- The Prize of Innovation: Open User Innovation Workshop,* Brighton 2013
- TIM Doctoral Consortium Speaker,* Academy of Management Conference, 2013.
- Crowdfunding In A Community Setting?* Open User Innovation Workshop, Brighton 2013
- Life as a Professors, TIM Doctoral Consortium faculty speech, Academy of Management Conference 2013, Orlando*
- Competing with a Crowd:* European School of Technology Management (ESMT), Berlin 2012
- Unpaid Complementors and Platform Network Effects:* Bocconi University, 2010
- Unpaid Complementors and Platform Network Effects:* European School of Technology Management (ESMT), Berlin 2010

(Complimentary) Complementary Innovation around a Platform: International Open Innovation workshop, MIT, Cambridge, MA, 2010

Creating a Market for Distributed Innovation, Singapore Management University, Singapore, 2009

(Complimentary) Complementary Innovation around a Platform: Tanaka Business School, Imperial College, London 2009

Climate technologies, European Union, Paris, Joint talk with Jill Panetta, Ely Lilly, 2008

Broadcast Search in Problem Solving, SciFoo Camp; Google, Nature, O'Reilly Conference, GoogleSphere, Mountain View, CA, 2008

Lead Users' Role in Knowledge Sharing, ETH, Zurich, 2008

Attracting Needles from the Haystack, Plenary Talk, DRUID Conference, Copenhagen, 2008

It's time to go offensive! Keynote speaker at CEFRIO International Symposium "Creative Cities Regions and Territories, Quebec City, 2008.

Lead Users as Facilitators of Knowledge Sharing in an Online Community Setting. Center for Digital Economy Seminar, NYU/Stern School of Business. New York 2007

Broadcast Search in Problem Solving: Attracting Solutions from Peripheral Solvers. Stanford University, 2007.

Attracting Needles From the Haystack: The Importance of Marginality in a Broadcast Search and Solution Attraction Problem Solving Process. DRUID Summer Conference, 2007.

Users and Innovation. Panel discussion at DRUID Summer Conference, 2006

Consumers as Co-developers: Profiting From Innovative Consumer Communities in Computer Games. Keynote, presentation at Customer-Made Conference, Copenhagen IT University, 2006

Why do Users Contribute to Firm-hosted User Communities? The Case of Computer-Controlled Music Instruments. Paper presented at MIT Sloan School of Management, MIT International User Innovation Workshop: Cambridge, MA, 2005.

Organizing Consumer Innovation: Innovative Consumer Communities as a New Organizational Form. Paper presented at Academy of Management Conference, New Orleans, 2004.

Online Modding Communities: Featuring a Case-study of "Natural Selection". Paper presented at MIT Sloan School of Management, The Innovation Lab Meeting, Cambridge, MA, 2004.

Why Pay for Free Software? Paper presented at the Workshop on User Innovation and Open Source Software: The Institute for Innovation Research, Technology Management and Entrepreneurship at the Technical University of Munich, 2004.

Online gaming communities as a source of distributed innovation for game firms. Paper presented at MIT Sloan School of Management, The Innovation Lab Meeting, Cambridge, MA., 2003.

Consumers as co-developers. Paper presented at Consortium on Competitiveness and Cooperation (CCC), Joseph L. Rotman School of Management, University of Toronto, Canada, 2003.

Organizing Consumer Innovation. Paper presented at BPS Doctoral Student Consortium at Academy of Management Conference, Seattle, US, 2003

II. SERVICE

A. PROFESSIONAL SERVICE

Ad hoc reviewer: Management Science, Organization Science, Research Policy, Information Systems Research, Science, Strategic Management Journal.

B. SERVICE TO UNIVERSITY

- 2020 Advisory Board member, Nova School of Business and Economics, Leadership for Impact Knowledge Center.
- 2020 Co-organizer of “Crowdsourcing Summit 2020” jointly with Industriens Fond and Novo Nordisk to be held at Novo Nordisk – *Cancelled*.
- 2015-17 Track organizer (Crowdfunding theme), Open and User Innovation Conference, Harvard Business School/Innsbruck University.
- 2009 Organizer of Open Innovation Seminar Series, Department of Innovation and Organizational Economics, Copenhagen Business School
- 2008 Organizer of Scancor/Druid Workshop on “Distributed Innovation”, March 2008, Stanford University.
- 2007 Organizer of “International User Innovation Workshop” (conference), Copenhagen Business School in collaboration with MIT
- 2005-2011 Director, Danish User-centered Innovation Lab. Participants from Coloplast, Lego, Novo Nordisk, Danisco, Bang & Olufsen, IO Interactive and Danish Ministry of Economic and Business Affairs.
- 2004-2008 Board member, Danish Research Unit for Industrial Dynamics (DRUID)
- 2004 Organizer, “Gaining Advantage From Organizing and accessing User Communities” (conference), June 2004, Center for Knowledge Governance, Copenhagen Business School.

C. SERVICE TO ORGANIZATIONS

- 2019-20 Novo Nordisk
- 2019-20 Industriens Fond
- 2017 Nordea
- 2016-17 “Corporate Garage”, the development of organizational forms for companies to deal with disruptive innovation. With consulting company Core & Company and Pree.to (Preeto-typing techniques).
- 2016 KPMG & Microsoft Denmark, Digital Transformation Keynote (12/10/16)
- 2016 Coloplast
- 2011-12 Novozymes

- 2009 Singapore Ministry of Trade and Industry
- 2008 Novo Nordisk
- 2007 UK Minister of Science and Innovation
- 2006 Danish Ministry of Economic and Business Affairs
- 2006-2009 Danish Foreign Ministry
- 2006 NOKIA/France
- 2006 DAKO
- 2006 COLOPLAST
- 2005-present Director, Danish User-Centered Innovation Lab (DUCI Lab)
- 2005 NOKIA/Helsinki (Corporate Strategy Group).

III. TEACHING EXPERIENCE AND COURSE DEVELOPMENT (SELECTED)

- 2019 Coordinator of "Minor in Data in Business" for Data Science Programme and MSc elective.
- 2018 “Digital Management”: Served on Digital Management Bachelor programme development committee (the most sought-after bachelor study programme in Denmark in 2018)
- 2018 Member study board BSc in Business Administration & Digital Management in 2018
- 2018 Data Science Programme development of course for new master programme in Data Science "Innovation and Strategy in the Data Economy".
- 2015-present “Innovation and Strategy in the Digital Economy” Copenhagen Business School (Master Level elective – part of minor Data in Business)
- 2017 Nordea, Executive.
- 2016 Executive Education, CBS: International Executive Medical Program
- 2016 Executive Education, CBS Service Academy Innovation Programme
- 2011-present “EMIT: Technology And Innovation Strategy”, (Master level), Bocconi University
- 2011-present “EMIT: Community-Based Innovation and Strategy” (Master level elective), Bocconi University
- 2011-present PhD course: “Technology and Innovation Management – Advanced” (), Bocconi University & Copenhagen Business School.
- 2011-2014 Executive Education, SDA Bocconi
- 2010 “Management of Innovation”, (PhD course) CBS
- 2008 “Managing Outsourcing”, (Master level elective), CBS
- 2006-2009 Executive Education, Danish User-Centered Innovation Lab
- 2006 Executive Education, CBS (Medico Industry course)
- 2006-2007 “Management of Technology and Innovation,” Full-Time MBA, CBS

- 2006 “Innovation and Organizational Strategies in Creative Industries” Elective Course (Master level), CBS
- 2005 “Managing Leading Edge Innovation” - Elective Course (Master level), CBS
- 2005 Executive Education, Stockholm School of Economics
- 2004-2007 Lecturer and guest lecturer at “Getting My Research Into Journals”: PhD course on publishing strategies, DRUID Academy/CBS
- 2004-2007 “Management of Innovation and Business” (Master level) Copenhagen Business School.
- 2003 Guest lecturer at MIT Sloan School of Management MBA course “Generation of New Product and Service Concepts”.

COURSE MATERIAL

Teaching Cases:

1. Ahmad, M., and Jeppesen, L.B. (2009) When Clinicians Develop Medical Products - The Case of Mass General Hospital. 8 pgs.
2. Jeppesen, L.B. (2009) InnoCentive.com: Solving Difficult Research & Development Problems by Capturing Global Solutions. 7 pgs.
3. Jeppesen, L.B. (2009) The Propellerhead Online User Community: Users Help Each Other Innovate, 8 pgs.
4. Jeppesen, L.B. (2009) Cusoo.com and the art of mass producing lead users’ product concepts 8 pgs.
5. Jeppesen, L.B. (2009) Electronic Arts: Innovation Ability through Recruitment Agility
6. Jeppesen, L.B. (2009) Valve Software: Profiting from Community Co-development

IV. PHD STUDENT SUPERVISION (PRIMARY ADVISOR)

Name & Placement

- Vivek Pratap Pundir (current)
- Milan Miric (University of Southern California, Marshall School of Business)

V. SCIENTIFIC AND POPULAR PRESS

A. PRESS MENTIONS (SELECTED)

PBS Newshour: July 2016, [Column: Why different viewpoints lead us to the best solutions](#)

Nature: Sept 2015, [Grant giving: Global funders to focus on interdisciplinarity](#)

The Atlantic: Dec. 2013, [Finding the Next Edison](#)

Nature: *Researching outside the box*, January 19, 2011
<http://www.nature.com/naturejobs/2011/110120/pdf/nj7330-433a.pdf>

Science: *Science and Commerce: Science by the Masses*, March 28, 2008

<http://www.sciencemag.org/cgi/content/full/319/5871/1750>

Wired Magazine: Using Crowd Power for R&D

http://www.wired.com/techbiz/media/news/2007/07/crowdsourcing_diversity?currentPage=all

Businessweek: Open Source Is Opening The Closed World Of Science And R&D, June 7, 2007.

[Open Source Is Opening The Closed World Of Science And R&D.](#)

Financial Times; *Letting users lead the way to new ideas* September 19, 2005.

<http://news.ft.com/cms/s/f1c82104-28da-11da-8a5e-00000e2511c8.html>

INC Magazine;

The Secrets of Open-Source Managing: Start treating your customers like employees December, 2004.

<http://www.inc.com/magazine/20041201/strategies.html>