

MARKUS VENZIN

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Dean of Innovation
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Markus Venzin is an expert on growth strategies with a focus on innovation and corporate entrepreneurship. He has supported CEOs and senior executives from a variety of industries to design and execute corporate as well as business strategy. Born and raised in Switzerland, but living for over 20 years in Italy, Markus combines the structure and process competence needed to manage complex business development programs with the creativity and flexibility needed to create new ideas. Markus Venzin is Professor of Global Strategy at Università Bocconi and Dean of Innovation. In his long experience as management consultant, speaker and entrepreneur, Markus has learned to apply research results to business issues. In 2017 Markus co-founded Venture Builder Corporate Hangar and since holds the position of its CEO.

PERSONAL INFORMATION

Nationality: Swiss
Date of birth: November 1, 1968
Languages: (Swiss-) German – mother tongue
English – fluent
Italian – fluent
French – basic

EDUCATION

Dr. oec. HSG (equivalent to PhD), 1994 – 1997
“Crafting the Future: Strategic Conversations in the Knowledge Economy”,
Doctoral thesis committee: Professor Georg von Krogh (University of St. Gallen,
Switzerland) and Professor Johan Roos (IMD, Lausanne, Switzerland)
University of St. Gallen, St. Gallen, Switzerland

Lic. oec. HSG (equivalent to Master of Science), 1992 – 1994
Specialization in strategic management and organizational behavior
University of St. Gallen, St. Gallen, Switzerland

Cand. oec. (equivalent to Bachelor of Science), Economics, 1989 – 1991
University of Konstanz, Konstanz, Germany

ACADEMIC CAREER PATH

Full Professor, September 2010 – present
Bocconi University, Milan, Italy

Associate Professor, September 2005 – August 2010
Bocconi University, Milan, Italy

Assistant Professor, September 2001 – August 2005
Bocconi University, Milan, Italy

VISITING POSITIONS

Visiting Professor, April 2005
Fudan University, Shanghai, China

Visiting Professor, September 2004 – December 2004
ESSEC, Cergy, France

Visiting Professor, March 1998 – September 2001
Bocconi University/SDA Bocconi, Milan, Italy

Visiting Professor, October 1999 – February 2003
Steinbeis University, DerMedienMBA

Lecturer, March 1999 – June 2001
Università della Svizzera Italiana, Lugano, Switzerland

Visiting Lecturer, February – April 1997
Institute of Organization and Industrial Sociology
Copenhagen Business School, Copenhagen, Denmark

Visiting Scholar, February – April 1996
Resident Academic Advisors: Professor Jane Dutton, Professor Karl Weick
University of Michigan, Ann Arbor, USA

Research Associate, September 1994 – September 1997
Assistant to Professor Georg F. von Krogh
Institute of Management, University of St. Gallen, St. Gallen, Switzerland

SELECTED LEADERSHIP ASSIGNMENTS AT BOCCONI UNIVERSITY

Dean of Innovation, 2018 - current
Bocconi University, Milan, Italy

Director of Research Division, 2014 - 2016
SDA Bocconi School of Management, Milan, Italy

Director of the Strategic and Entrepreneurial Management Department, 2012 - 2013
SDA Bocconi School of Management, Milan, Italy

Director of the Master of Science in International Management program, 2007 – 2013
Bocconi University, Milan, Italy

OTHER INSTITUTIONAL ROLES

Director of the Double Degree in International Management (Bocconi – Fudan University in Shanghai), 2012 – 2013
Bocconi University, Milan, Italy

Member of the editorial board of the Global Strategy Journal, August 2011 - 2018

Chair of the Host University Organizing committee, June 2006 – July 2008
Academy of International Management Conference 2008
Bocconi University, Milan

Program Director of the Senior Executive Program, 2008 – 2011
SDA Bocconi, Milan, Italy

Responsible for the English class of the Master of Science in Management program, 2006 – 2007
Bocconi University, Milan, Italy

Coordinator of the International Management Group within the Institute of Strategic Management "Gino Zappa", 2006 – 2010
Bocconi University, Milan, Italy

MAIN PROFESSIONAL POSITIONS

Supervisory Board Member
B4i Fund SIS S.p.A., 2021 – present

Managing Partner and Chairman of the Board, 2017 – present
Corporate Hangar srl.

Co-Founder, CEO and Chairman of the Supervisory Board, 2020 – present
Cultifutura srl

Member of the Supervisory Board, 2019 – present
Alessea

Co-Founder and CEO, 2019 – present
Kablee srl

Director, 2005 – current
Steinbeis Transfer Institute Research Center for Financial Services, Munich

Supervisory Board Member, 2010 – 2016
Epta S.P.A.

Partner, 2006 – 2009
Partners CPA, Milan, Italy

Partner, 2005 – 2006
Impresa Sviluppo, Milan (Italy)

Founder and Managing Partner, 1999 – 2005
REDCON srl, Milan (Italy)

Supervisory Board Member, 2002 – 2003
Vitaminic SpA (listed on the Milan Stock Exchange)

Lieutenant, Swiss Army, 1991 – 1992
Infantry Officer School
Bern, Switzerland

Trainee, 1987 – 1989
Credit Suisse, Zurich

PUBLICATIONS

Journal Articles

G. Markman, Markus Venzin, "Resilience: Lessons from banks that have braved the economic crisis – and from those that have not", *International Business Review*, 2014, Vol. 23, pp. 1096 – 1107.

M. Venzin, G. Markman, "Cómo establecer modelos de negocio bancarios resilientes?", *Harvard Deusto Business Review*, December 2014, pp. 30 – 42.

G. Lojacono, M. Venzin, "Designing Export Strategies", In: T. Pedersen, M. Venzin, "Orchestration of the Global Network Organization", *Advances and International Management*, Volume 27, 2014.

G. Pirotti, M. Venzin, "Il processo strategico e la capacità di decidere velocemente", *Economia & Management*, *Economia & Management*, no. 3, 2015.

G. Pirotti, M. Venzin, "La resilienza organizzativa delle aziende: Come misurarla e rinforzarla per resistere e reagire in tempo di crisi", *Economia & Management*, no. 1, 2014.

Ram Mudambi and Markus Venzin, "The strategic nexus of offshoring and outsourcing decisions", *Journal of Management Studies*, Vol. 47, Number 8, December 2010, pp. 1510-1533.

Robert M. Grant and Markus Venzin, "Strategic and organisational challenges of internationalization in financial services", *Long Range Planning*, 2009, Vol. 42, pp. 561-587.

Volker Mahnke, Torben Pedersen and Markus Venzin, "Does Knowledge Sharing Pay? An MNC Subsidiary Perspective on Knowledge Outflows", *Advances in International Management* (Elsevier), 2009, pp.123-149.

Markus Venzin, Vikas Kumar and Jens Kleine, "Internationalization of Retail Banks: A Micro-Level Study of the Multinationality-Performance Relationship", *Management International Review*, 2008/4, Vol. 48, pp. 463-485.

Gabriella Lojacono and Markus Venzin, "Da Export Manager a International Business Developer nelle PMI del sistema arredo", *Economia & Management*, 4/2008, pp. 54-55.

Volker Mahnke, Markus Venzin and Shaker Zahra, "Governing entrepreneurial opportunity recognition in the MNE: Aligning interests and cognition under uncertainty", *Journal of Management Studies*, November 2007, 44:7, pp. 1278-1298.

Jens Kleine, Volker Mahnke and Markus Venzin, "Finanzkonzerne: Welche Werte schaffen Zentralen?", *Die Bank*, January 2006, No. 1, pp.48-53.

Volker Mahnke, Torben Pedersen and Markus Venzin, "The impact of knowledge management on MNC subsidiary performance: the role of absorptive capacity", *Management International Review*, 2005, pp. 101-119.

Carlo Alberto Carnevale Maffè and Markus Venzin, "Sfide e linee guida per la crescita internazionale delle imprese familiari", *Economia & Management*, 2005, 5, pp. 6-7.

Volker Mahnke and Markus Venzin, "The internationalization process of digital good providers", *Management International Review*, 2003/1, pp. 115-142.

Volker Mahnke and Markus Venzin, "Governance of Knowledge-teams in MNC's: The Case of HeidelbergCement", *Management International Review*, 2003/3, pp. 47-67.

Ruggero Sainaghi and Markus Venzin, "Processi di creazione e di sviluppo delle conoscenze nei distretti turistici", *Conference Proceedings AIDEA*, 2003.

Markus Venzin, "The Concept of Foresight in Times of Uncertainty and Ambiguity", *Studies in Communication Sciences*, 2000, No. 1, pp. 193-220.

Markus Venzin, "Wie wird aus einem Internet-Start-up ein profitables Unternehmen?", *Mediareport Internet*, 6/2000, p. 53.

Markus Venzin, "Knowledge Management", *CEMS Business Review*, 1998, 2, pp. 205-210.

Georg von Krogh and Markus Venzin, "Anhaltende Wettbewerbsvorteile durch Wissensmanagement", *Die Unternehmung*, 1995, No. 6, pp. 417-436.

Georg von Krogh and Markus Venzin, "Strategisches Marketing: Die Suche nach verborgenen Potentialen", *Schrittmacher*, 1995, No. 2, pp. 1-3.

Markus Venzin, "Strategische Allianzen in der Chemie- und Pharmabranche", *M&A-Review*, No. 3, pp. 117-120, 1994.

Markus Venzin. "M&A in Germany: A Review of 1993 - Chemicals; Pharmaceuticals", *M&A-Review*, 1993, pp. 9 - 10.

Markus Venzin and Carsten Witthüser, "Branchenanalyse Pharmaindustrie", *M&A-Review*, 1993, No. 12, pp. 523-532.

Books

M. Venzin, M. Vizzaccaro, F. Rutschmann, "Making Mergers and Acquisitions Work: From Strategy and Target Selection to Post Merger Integration", *Emerald*, 2018.

G. Pirotti, M. Venzin, "Resilient organizations: responsible leadership in times of uncertainty", *Cambridge University Press*, 2017.

M. Venzin, "The Prysmian story: building the nerves of the world", *Prysmian internal publication*, 2015.

G. Pirotti, M. Venzin, "Resilience: i sette principi per una gestione aziendale sana e prudente", *Milano, EGEA*, 2014.

J. Kleine, M. Krautbauer, and M. Venzin, "Mobile payment: current situation and outlook on the European markets", *Stuttgart, Steinbeis-Edition*, 2013.

Markus Venzin, "Building an International Financial Services Firm: How to design and execute cross-border strategies", *Oxford, Oxford University Press*, January 2009.

Markus Venzin, Carsten Rasner and Volker Mahnke, "The strategy process", English translation of the book "Der Strategieprozess: Analyse – Planung – Umsetzung", *London: CyanCampus*, April 2005.

Markus Venzin, "La gestione strategica delle aziende multinazionali", *Milano, EGEA*, July 2004.

Markus Venzin, Carsten Rasner and Volker Mahnke, "Der Strategieprozess: Analyse – Planung – Umsetzung", *Frankfurt/New York: Campus*, March 2003.

Markus Venzin, "Crafting the Future: Strategic Conversations in the Knowledge Economy", Bamberg: Difo-Druck, July 1997.

Book Chapters

M. Venzin and E. Konert, "The disruption of the infrastructure industry. pp.149-168. In The disruption in the infrastructure sector", in: S. Gatti and C. Chiarella (eds.) "Disruption in the infrastructure sector - challenges and opportunities for developers, investors and asset managers", Cham, Springer, 2020.

G. Marchesini e M. Venzin, "Serve ancora la strategia? Cinque approcci per pianificare in tempi di turbolenza", in: A. Beltratti and A. Bezzecchi, "Business NeXT : non è solo questione di tecnologie", Milano, Egea, 2018, pp. 83 – 104.

M. Venzin and G. Pirotti, "Alla base della responsible leadership: creare aziende resilienti", in: M. Magni and F. Pennarola, "Responsible Leadership", Milano, Egea, 2015, pp. 95-106.

A. Sironi, and M. Venzin, "Banking industry", in: The Palgrave Encyclopedia of Strategic Management, Edited by David J Teece and Mie Augier, Palgrave, 2014.

Markus Venzin, "Constructing power to drive strategy processes in multinational firms", in: Mazzola, P. and F. W. Kellermanns (eds). Handbook of research on strategy process. Cheltenham, UK; Northampton, MA, Edward Elgar, 2010, pp. 452 – 470.

Markus Venzin, Carsten Rasner and Volker Mahnke, "Initiierung des Strategieprozesses", in Weissmann (ed.) "Erfolgreich mit den Grossen des Managements: Best of Management", Frankfurt/New York: Campus, 2008, pp. 178-202.

Volker Mahnke and Markus Venzin, "Designing integrated knowledge management systems in the multinational corporation", in Bukh et al. (eds.): "Knowledge management and intellectual capital", New York: Palgrave Macmillan, 2005, pp. 173-194.

Carlo Alberto Carnevale Maffè and Markus Venzin, "Specificità e linee guida della crescita internazionale delle aziende familiari", in Corbetta, G. (ed.): "Capaci di crescere: L'impresa italiana e la sfida della dimensione", Milan, EGEA, 2005, pp. 169-190.

Carlo Alberto Carnevale Maffè and Markus Venzin, "L'internazionalizzazione dei Beni Digitali", in Dematté, Perretti (eds.) "Strategie di Internazionalizzazione", Milan, EGEA, 2003, pp. 145-161.

Markus Venzin, "Communities of Strategic Practice: How Managers Create and Share Intuition in Strategic Processes", in Beerli, Diemers, Falk (eds.): "Knowledge Management in Practice", New York: AMACOM, 2002, pp. 137-155.

Markus Venzin, Georg von Krogh and Johan Roos, "The concept of knowledge in strategic management: assumptions, appearances and applications", in von Krogh,

Roos and Kleine (eds.) "The Epistemological Challenge: Understanding and Measuring Organizational Knowledge", London, Sage Publications, 1998, pp. 26-67.

Markus Venzin, Georg von Krogh and Johan Roos, "Knowledge Management", in Tschirky, Frauenfelder, Koruna (eds.): "Technologiemanagement in Theorie und Praxis", Zurich, Verlag Industrielle Organisation, 1998, pp. 119-136.

Georg von Krogh and Markus Venzin, "Ledelse av kjernekompetanse", in Hilde Doksrod (ed.): "Kunnskap i Arbeid – Status og fremtidsbilder", Oslo, Tano Aschehoug, 1998, pp. 91-101.

Published Case Studies

G. Corbetta, G. Marchesini, M. Venzin, Integrated mobility: the transformation of Gruppo Ferrovie dello Stato, The Case Center, 2019.

M. Venzin and A. Amodio, Prysmian Group: Leading the Way in the Global Cable Industry, ECCH 2014.

G. Pirotti and M. Venzin, Car Manufacturers and the crisis: how to build resilience, ECCH, 2014.

F. Pennarola, G. Pirotti, M. Venzin, "Short cases on Responsible Leadership", SDA Bocconi, 2013.

- i. "To go or not to go?"
- ii. "Glocal risk"
- iii. "Spring o salty water?"
- iv. "Time or market?"
- v. "Giusto o più giusto?"
- vi. "Il convegno internazionale"
- vii. "Obiettivo Africa"
- viii. "Il contributo molto richiesto"
- ix. "L'oleodotto che nessuno vuole"
- x. "Emergenza in corsia"
- xi. "Fiducia?"
- xii. "L'MbO che fa discutere"

Anne Hoenen and Markus Venzin, Transforming Carlsberg into a Cosmopolitan Firm: Building Strategy Process Capabilities, ECCH, 2013.

Anne Hoenen and Markus Venzin, Transforming Carlsberg into a Cosmopolitan Firm: The The Post-Merger Cultural Integration Challenge, ECCH, 2013 (awarded Best Case 2014, SDA Bocconi).

Anne Hoenen and Markus Venzin, Transforming Carlsberg into a Cosmopolitan Firm: The Acquisition of Scottish & Newcastle, ECCH, 2012 (awarded Best Case 2013, SDA Bocconi).

Olga Annushkina, Markus Venzin and Anna Gryznova, Globalization of Beeline, ECCH 2012.

Markus Venzin and Jens Kleine, Erste Bank: Market Entry Strategy into Central European Countries, ECCH, 2005 (awarded Best Case 2006, SDA Bocconi).

Markus Venzin and Carsten Wuestmann, Staying A – Live: Resist the Usual Career Choice, ECCH, 2004.

Markus Venzin and Volker Mahnke, HeidelbergCement: Accelerating Knowledge Sharing Activities, ECCH, 2004.

Selected Business Press - Online

Markus Venzin, “Come leggere la digital transformation”, e&m plus (<http://emplus.egeaonline.it/it/35/anticipazioni/270/come-leggere-la-digital-transformation>), May 2016

Markus Venzin, “The corporate entrepreneurship equation”, Ideas of Management (ideas.sdabocconi.it), January 2016.

Markus Venzin, “Strategy talk: how to organize strategy meetings that work”, Ideas of Management (ideas.sdabocconi.it), December 2015.

Markus Venzin, “Fixing Greece: treat it like a troubled subsidiary, CNBC.COM, Thursday, 9 Jul 2015 | 7:00 AM ET.

Markus Venzin, “Stop milking this cash cow: the pitfalls of portfolio matrices”, Ideas of Management (ideas.sdabocconi.it), April 2015.

Markus Venzin, “SWOT analysis: such a waste of time?”, Ideas of Management (ideas.sdabocconi.it), February 2015.

Markus Venzin, “Why we need a paradigm shift in leadership”, Ideas of Management (ideas.sdabocconi.it), December 2013.