

Reinhard ANGELMAR
Emeritus Professor of Marketing, INSEAD
The Salmon and Rameau Fellow of Healthcare Management, Emeritus

INSEAD:	HOME:
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France	France
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Assistant: Cécile Girdardon	
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EDUCATION

Vienna School of Economics and Business Administration,
Diplomkaufmann (1968)
Kellogg School of Management, Northwestern University, Evanston, Ill.,
MBA (1971), Ph.D. (1976)
Dissertation: Structure and Determinants of Bargaining Behavior in a
Distribution Channel Situation: A Content-Analytic Approach
(Chairman: Louis W. Stern)

AWARDS, FELLOWSHIPS, HONORS

Austrian National Scholarship, 1964-1968
Fulbright Scholarship, 1968-1969
Northwestern University Scholarship, 1969-1971
Scholarship of the Fondation Nationale pour l'Enseignement de la Gestion
des Entreprises (FNEGE), Paris, 1971-1973
"Honorable Mention", 1975-1976 American Marketing Association
Dissertation Competition
Winner, Marketing cases, European Case Awards 1994, European Case
Clearing House (with C. Pinson)
Overall Winner, European Case Awards 1998, European Case Clearing
House (with C. Pinson)
The Salmon and Rameau Fellow of Healthcare Management, September
2006-2011, Emeritus, since 2011

PERMANENT APPOINTMENTS

1974-1977	Assistant, then Associate Professor of Marketing, ESSEC
1977-1989	Associate Professor of Marketing, INSEAD
1989-2011	Professor of Marketing, INSEAD
2011-	Emeritus Professor of Marketing, INSEAD

OTHER APPOINTMENTS

1977-1979	Université d'Aix-Marseille III
1981 (Jan-Aug)	MIT, Sloan School of Management, Visiting Scholar
1986-1988	Université de Paris X Nanterre, Directeur de Recherche
1988 (May)	Stockholm School of Economics, Visiting Professor
1988-2006	Université Paris Dauphine, Directeur de Recherche

SUBJECTS TAUGHT

Biopharmaceutical Marketing Strategy, INSEAD MBA Elective, taught since 2003

New Products / Innovation
 Marketing Management
 Channels of Distribution
 Marketing Models
 Research Methodology
 Evaluation Research

PUBLICATIONS

BOOKS

Co-author: Metatheory and Consumer Research (with G. Zaltman and C. Pinson), New York: Holt, Rinehart & Winston, 1973

Co-editor: Marketing et Dirigisme Economique (with B. Pras and B. Yon), Paris: Ceressec & FNEGE, 1976

Co-editor: Marketing et Réglementation Publique (with P. Naert), Paris: Ceressec & FNEGE, 1977

Editor: France-Allemagne, Special Issue: Recherche et Applications en Marketing (RAM), Presses Universitaires de France, 1991, Vol. 6, Nr. 3

JOURNAL ARTICLES

"The Evaluation of the General Theory of Marketing" (with C. Pinson and E. Roberto), Journal of Marketing, July 1972
 Reprinted in S.D. Hunt, Marketing Theory: The Philosophy of Marketing Science, Irwin, 1983

"Definitions of Marketing: The Fallacy of Misplaced Concreteness and its Consequences" (with C. Pinson), Der Markt, 1974/2, n°50
 Reprinted in Encyclopédie du Marketing, Paris, Editions Techniques, 1975

"Les Conflits dans les Canaux de Distribution" (with C. Waldman), Revue Française de Gestion, May 1975

"The Meaning of Marketing" (with C. Pinson), Philosophy of Science, vol. 42, n°4, June 1975

"Marketing et Dirigisme Economique" (with B. Yon), Revue Française de Gestion, May-June/July-August 1976

"Advertising Strategy Implication of Consumer Evaluation Process Models" (with B. Pras), European Journal of Marketing, vol. II, n°4, 1977

"The Development of a Content Analytic System for the Analysis of Bargaining Communication in Marketing" (with L. Stern), Journal of Marketing Research, February 1978

"New Product Price Controls in France" (with B. Yon), Journal of Consumer Policy, 2, 1978 (1)

"Verbal Rating Scales for Multinational Research" (with B. Pras), European Research, March 1978

"Review of 'Marketing Theory: The Philosophy of Marketing Science' by S.D. Hunt", Journal of Marketing, 1983, 47(4)

"L'Evaluation: Un Outil d'Apprentissage?", Politiques et Management Public, Spring 1984

"Product Acceptance by Middlemen in Export Channels" (with B. Pras), Journal of Business Research, June 1984

"Market Structure and Research Intensity in High Technological Opportunity Industries", Journal of Industrial Economics, September 1985

"Technological Innovation and Interdependence: A Challenge for the Large Complex Firm" (with Y. Doz and C.K. Prahalad), Technology & Society, 1985

"Product Innovation: A Tool for Competitive Advantage", European Journal of Operational Research, July 1990

"Editor's Introduction: France-Allemagne", Recherche et Applications en Marketing (RAM), *Special Issue*., Presses Universitaires de France, 1991, Vol. 6, Nr. 3

"Cognition in Organizational Analysis: Who's Minding the Store?" (with S. Schneider), Organization Studies, 1993, Vol. 14(3)

"Top Management Team Diversity and Firm Performance: Examining the Role of Cognition," (with M. Kilduff and A. Mehra), Organization Science, 2000, Vol. 11(1)

"The Rise and Fall of Baycol/Lipobay," Journal of Medical Marketing, 2007, 7(1)

"Building Strong Condition Brands," (with S. Angelmar and L. Kane), Journal of Medical Marketing, 2007, Vol. 7(4)

"Challenges for Pharmaceutical Sales Forces: Lessons from other sectors" Pharma Focus Asia, 2007 (5).

"Impact of Economic Crises on National Health Care Systems – Experience and Strategies", World Medical Journal, October 2010, 56(5).

PAPERS IN PROCEEDINGS AND CHAPTERS IN BOOKS

"Metatheory in Consumer Research" (with G. Zaltman and C. Pinson), in David Gardner, ed., Proceedings of the 2nd Annual Conference of the Association for Consumer Research, University of Maryland, September 1971

"An Examination of Concept Validity" (with C. Pinson and G. Zaltman), in M. Venkatesan, ed., Proceedings of the 3rd Annual Conference of the Association for Consumer Research, University of Chicago, November 1972

"Marketing et Politique Industrielle des Pouvoirs Publics: Principaux Concepts et Thèmes de Recherche" (with B. Yon), in Angelmar et al., eds., Marketing et Dirigisme Economique, 1976

"Implications en Matière de Stratégie Publicitaire et de Segmentation des Modèles de Choix Multi-attributs" (with B. Pras), in J. Léonardi and J.N. Sheth, eds., Proceedings of the 4th International Research Seminar in Marketing, Sénanque, June 1977; reprinted in Le comportement des consommateurs: L'apport des modèles de comportement à l'élaboration des stratégies publicitaires, IREP, Paris, 1977

"Marketing and Public Policy" (with B. Yon), in E. Topritzhofer, ed., Marketing - Neue Ergebnisse aus Forschung und Praxis, Wiesbaden: Gabler, 1978

"L'Intervention Réglementaire de l'Etat: Un Cadre d'Analyse" (with J.G. Padioleau), Comptes-Rendus, Colloque DGRST, Politiques Publiques, June 1978

"The Effectiveness of Firm Regulation as a Strategy for Managing Marketing Externalities: An Analytical Framework" (with J.G. Padioleau), in G. Fist, J. Arndt & K. Gronhaug, eds., Future Directions for Marketing, Cambridge, Mass.: Marketing Science Institute, 1978

"Determinants of Channels Transportation Costs: A Cross-sectional Analysis" (with M. Corstjens), in 1979 Combined Proceedings, American Marketing Association, Minneapolis, 1979

"Determinants of Foreign Product Acceptance by US Middlemen" (with B. Pras), in J.P. Léonardi, ed., Proceedings of the 6th International Research Seminar in Marketing, Sénanque, June 1979

"Les Méthodes de l'Evaluation", in J.-P. Nioche and R. Poinard, eds., L'Evaluation des Politiques Publiques, Paris: Economica, 1984

"Multi-Attribute Approaches for New Product Design: Predictive Validity Issues in High-Tech Environments" (with R. Best), Proceedings of the 14th International Research Seminar in Marketing, La-Londe les Maures, June 1987

"Strategies for Leveraging a Technological Advantage" (with R. Best), in H.E. Glass, ed., Handbook of Business Strategy: 1988/1989 Yearbook, Warren, Gorham and Lamont, Inc., 1988

"Assessing the Scope of Innovations: A Dilemma for Top Management" (with Y. Doz and C.K. Prahalad) in R.S. Rosenbloom and R.A. Burgelman, eds., Research on Technological Innovation, Management and Policy, Vol.4, Greenwich, Connecticut: JAI Press, 1989

"Brevets et investissements en biotechnologies: Le cas des grandes sociétés pharmaceutiques", Economie et sociologie rurales, "Actes et Communications" N°4, July 1989

"Les Conflits dans les Canaux de Distribution", L'Encyclopédie de la Gestion, Paris: Editions Vuibert , 1992

"Developing New Products and Services for the Global Market, » Chapter 7 in H. Gatignon & J.R. Kimberly, eds., The INSEAD-Wharton Alliance on Globalizing, Cambridge University Press, 2004

"Big Pharma: In Need of Treatment?" INSEAD Knowledge, May 2005

"Patient Empowerment and Efficient Health Outcomes" (with P.C. Berman), in P. Cox, ed., Financing Sustainable Healthcare in Europe: New Approaches for New Outcomes, February 2007

"Vaccine Marketing," (with P.A. Morgon), in M. Ding, J. Eliashberg, S. Stremersch, eds. Innovation and Marketing in Pharmaceutical Industry: Emerging Practices, Research, and Policies, Springer, 2014

"Marketing im Gesundheitssektor," in H-P. Knaebel and M. Wente, eds., Scientific Marketing in der Medizin, Springer, 2015

UNPUBLISHED PAPERS AND RESEARCH REPORTS

Science Policy Section, OECD, February 1978

- "Governmental Strategies for Managing Externalities" (with J.G. Padioleau), May 1977
- "Methods for Evaluating the Impact of Marketing Regulations", October 1977
- "L'Evaluation des Politiques Publiques", February 1978
- "Marketing Research and Evaluation Research", April 1978
- "An Analysis of Foreign Products Penetration and Performance in the US: The Case of French Films" (with B. Pras), November 1979
- "A Strategic Model of Research", May 1980
- "Etude Comparative des Politiques Réglementaires", Compte-rendu de fin d'étude d'une recherche financée par la DGRST, March 1981
- "Typical Marketing Strategies over the Product Life Cycle" (with R. Bagozzi), 1982
- "Patents and the European Biotechnology Lag: A Study of Large European Pharmaceutical Firms" (with C. Liebscher), INSEAD Working Paper 87/18, June 1987
- "Core Technologies and New Business Development in Large Complex Firms" (with Y. Doz and C.K. Prahalad), August 1987
- "Issues in the Study of Organizational Cognition" (with S. Schneider), INSEAD Working Paper 88/08, 1988
- "Cognition and Organizational Analysis: Who's Minding the Store?" (with S. Schneider), INSEAD Working Paper 88/52, 1988; revised November 1990, INSEAD Working Paper 90/88
- "Shared History or Shared Culture? The Effects of Time, Culture and Performance on Institutionalization in Simulated Organizations" (with M. Kilduff), INSEAD Working Paper 89/05, January 1989, revised 1991
- "Evaluating a Firm's Product Innovation Performance", INSEAD Working Paper 89/15, March 1989
- "The Reciprocal Effects of Top Management Cognitive Diversity and Firm Performance: Opening the Black Box," INSEAD Working Paper 98/91
- "Top Management Team Diversity and Firm Performance: Examining the Role of Cognitions," INSEAD Working Paper 99/51; revised version of WP 98/91
- "Fit for Future? The Pharmaceutical Industry in Europe: Trends and Strategic Options" (with R. Vocke et al.), Top Management Survey, July 2010

CASE STUDIES

SIP (A), (B), (C), 1983

Compagnie Luxembourgeoise de Télédiffusion, 1983

Gervais-Danone/Dr. Oetker (A), (B), 1984, revised 1994
reprinted in: D.J. Dalrymple and L.J. Parsons, Marketing Management: Strategy and Cases, New York, Wiley, 1986, 1990; H.R. Dodge and W.G. Zikmund, A Collection of Cases in Marketing Management, 2nd ed., West, 1986; D.W. Cravens, Strategic Marketing, 3rd ed., Irwin, 1990; J.P. Guiltinan and G.W. Paul, Cases in Marketing Management, McGraw-Hill, 1991.

CHOPP (A), (B), (C), (D), (E), 1985

reprinted as SEB in: D.J. Dalrymple and L.J. Parsons, Marketing Management: Strategy and Cases, New York, Wiley, 1986; H.R. Dodge and W.G. Zikmund, A Collection of Cases in Marketing Management, 2nd ed., West, 1986; D.W. Cravens, Strategic Marketing, 3rd ed., Irwin, 1990

Colgate-Palmolive France (A), (B), (C), 1984, revised 1986

Reprinted in D.J. Dalrymple and L.J. Parsons, Marketing Management: Strategy and Cases, New York, Wiley, 1990; J.P. Guiltinan and G.W. Paul, Cases in Marketing Management, McGraw-Hill, 1991

Kolbe Coloured Chemicals Division (A), (B), (C), 1987, (with D. Weinstein)
reprinted in W.H. Davidson and J. de la Torre, eds., Managing the Global Corporation, McGraw-Hill, 1989; D.J. Dalrymple and L.J. Parsons, Marketing Management: Strategy and Cases, New York, Wiley, 1990

SGS-ATES: The Gate Array Project, 1987, revised 1991

Reprinted in D.J. Dalrymple and L.J. Parsons, Marketing Management: Strategy and Cases, New York, Wiley, 1990

Ciba-Geigy France: Agricultural Division, 1987, revised 1988

Reprinted in D.J. Dalrymple and L.J. Parsons, Marketing Management: Strategy and Cases, New York, Wiley, 1990

Advanced Drug Delivery Systems: Alza and Ciba-Geigy (A), (B), (C), (D), (E), 1988, (with Y. Doz)

Ciba-Geigy Limited: Pharmaceutical Division (A), (B), (C), 1988 (with Y. Doz)

Alza Corporation (A), (B), 1988, (with Y. Doz)

Glaxo's Zantac (A) and (B), 1991, (with C. Pinson)

- Winner, Marketing cases, European Case Awards 1994, The Case Centre (formerly: European Case Clearing House)
- Overall Winner, European Case Awards 1998, The Case Centre
- 2014 Nr 4 world-wide best-selling case (cumulative sales since 1973), The Case Centre

Aquagliss/Ultraglide, 1993

Capital (A), 1994

Customer Relationship Management at Organon France, 2005

Baycol/Lipobay : A Prescription for Trial, 2006

NICE or Nasty? Access and Reimbursement of Multiple Sclerosis Medicines in the UK, 2006

Lipitor (A), (B), 2006

Celebrex, 2006

Amgen Europe in the Renal Anaemia Treatment Market, 2007, revised 2015

Ethical Advertising and Communication (with the International Chamber of Commerce ICC), 2011

Patient Access to Rencell in China (with E. Tekinturhan), 2013

Competing in the wet AMD market: Visudyne, Macugen, Lucentis and Avastin (with G. Miller), 2014

Gardasil Launch (with J. Kim & M. Schroeder), 2015

Unpublished case studies:

- Johnson & Johnson in Pharmaceuticals, 2005
- Lilly Critical Care Europe, 2008
- Exubera (with M. Kadiri), 2010
- Lyrica (with M. Kadiri), 2010
- Competing in the Aromatase Inhibitor Market, 2010
- Takeda UK (with T. Smith), 2011
- Amylin Pharmaceuticals and Aetna (with R. Aggarwal), 2011
- Patient flow strategies in the Asynapsia market, 2014
- Patient Access to Pulmolive in China (with E. Tekinturhan), 2015
- Pricing Avastin in Europe (with R. Mrad), 2015
- Improving Drug Treatment with Predictive Analytics (with E. Han Burgess), 2016

MISCELLANEOUS PUBLICATIONS

Book reviews in Revue Française de Gestion

"Audio and Video Retailing in the 1980's", European Audio & Consumer Electronics News, Winter 1978

"Das Studium am INSEAD", Marketing: Zeitschrift für Forschung und Praxis, November 1982

Book review in Journal of Marketing, Fall 1983

Book review in International Journal of Research in Marketing, 1985, Vol.2(1) France-Allemagne, Special Issue, Recherche et Applications en Marketing, 1991, Vol. 6, Nr. 3

- Editor's introduction

- Review of "Handbook of German Business Management GBM"

COMMITTEE AND ADMINISTRATIVE ACTIVITIES AT INSEAD

Faculty Evaluation Committee:

- Chairman, 1990-1991

- Member: 1978-1980; 1989-1991; 1995-1996

Rapporteur to the Faculty Evaluation Committee:

- 2000 (M. Christen), 2002 (Q. Huy); 2004 (D. Soberman); 2005 (M. Christen); 2006 (D. Soberman), 2008 (M. Christen), 2010 (M. Gargiulo); 2011 (Hernan Bruno); 2012 (Yakov Bart and Monica Wadhwa)

Dean Search Committee: 1988-1989

Research and Development Committee: 1977-1978; 1987-1996

INSEAD Faculty Steering Committee: 1979-1980

Marketing Area Coordinator: 1979-1980; 1995/96-1997/98

MBA:

- Admissions Committee: 1977-1979; 1981-1985

- MBA Programme Task Force (programme review and revision), 1978-1989

- Strategic Review Task Force, 1993-1994

Ph.D. Programme:

- Doctoral Programme Task Force (Ph.D. programme creation): 1985-1988

- Doctoral Committee, 1988-1989

Executive Education:

- Executive Education Committee: 1984-1987

- Organizer of INSEAD Corporate Affiliate Forum, 1998

Direction of Open-Enrolment / Consortium Executive Programmes:

- "New Developments in Marketing Science" (5 days), 1977-1979

- "Marketing Management Seminar" (2 weeks), 1983-1994

- "European Marketing Programme" (3 weeks; twice a year), 1990-1994
- "International Marketing Programme" (2 weeks; twice a year), 1994–2006
- "Health Compliance Leadership Consortium Programme" (5 days), 2009,
- "Health Care Compliance Implementation Leadership Programmes I & II," (2 x 5 days), 2011-2013

Direction of Company-Specific Programmes:

- "Bang & Olufsen Strategic Marketing Programme," (1 week), 1979, 1980, 1981
- "Danish Electronics Manufacturers Programme," (1 week), 1982, 1983
- "Volkswagen Strategic Marketing Programme," (1 week), 1988, 1989, 1990
- "Creditanstalt-Bankverein Advanced Management Programme," (2 weeks), 1990, 1991, 1992
- "Johnson-Wax Advanced Euro-Management Programme" (10 days), 1994, 1995
- "Janssen-Cilag Strategic Marketing Programme" (10 days), 1995
- "J Walter Thompson Business Management Programme" (1 week; co-director), 1995-1998
- "Hewlett-Packard Management Academy" (2 weeks; twice a year), 1996/97, 1997/98
- "Hewlett-Packard Management Academy Alumni Meeting" (3 days), 1997
- "Pfizer Europe Management Seminar" (2 weeks; twice a year), 1996-2000
- "Pfizer Europe Alumni Seminar" (2 days), 1999
- "Lilly Marketing Master Class" (4 days), 2004
- "Pfizer European Leadership Development Program" (2 weeks; twice a year), 1999-2006
- "Leem (Les Entreprises du Médicament) – INSEAD CSR Workshop" (1 ½ days), 2007
- "Johnson & Johnson Competitive Advantage through Compliance Leadership Program" (5 days), 2007, 2008
- "World Medical Association (WMA) Leadership Program" (6 days), 2007-2011
- "Takeda Leadership Institute – Europe Programme," (5 + 3 days), 2009-2011
- "Amgen Commercial Medical Excellence Programme," (4 days), 2010, 2011
- "Sanofi Pasteur Marketing Excellence Programme," (5 days), 2010-2013
- "Takeda Leadership Institute – Global Programme (3 modules – 5+5+3 days), 2011-2013
- "Teva Brand Academy" (2 days), 2013
- "Abbott Asia-Pacific General Manager Readiness Program" (3 days), 2015
- "Novartis Asia University-INSEAD Emerging Leaders Business Academy" (5 modules – 3.5+4+4+3+3 days), 2014 – to date
- "Entrepreneurs in Clinical Academia" (5 days), supported by Celgene, under the auspices of FOCIS (Federation of Clinical Immunology Societies), 2013 – to date

EDITORIAL WORK

Editorial Board, Journal of Business Research, 1977-1978

Editorial Board, Journal of Macromarketing, 1981-1986

Editorial Board, Journal of Business Ethics, 1981-1985
 Book Review Editor, International Journal of Research in Marketing, 1983-1988
 Editorial Board, International Journal of Research in Marketing, 1983-1993
 Editorial Board, Recherche et Applications en Marketing, 1986-2003
 Editorial Board, M@nagement, 1997 – 2000
 Editorial Board, International Journal of Pharmaceutical and Healthcare Marketing, 2007- to date
 Editorial Board, Life Science Compliance, 2012-2013
 Occasional reviewer for: American Marketing Association Conferences, European Marketing Academy Conferences, Conferences of the Association Française de Marketing, Organization Science, Journal of Marketing Research, International Journal of Research in Marketing

OTHER PROFESSIONAL ACTIVITIES

Co-Chairperson, 1st Annual Conference on Marketing and Public Policy, ESSEC, 1975
 Co-Chairperson, 2nd Annual Conference on Marketing and Public Policy, ESSEC, 1976
 European Doctoral Consortium Faculty Member, Brussels, 1976
 Co-Chairperson, Workshop on Marketing Implications of Technological Evolutions in Mass Media, EIASM, Brussels, November 1979
 European Doctoral Consortium Faculty Member, Bielefeld, 1985
 European Doctoral Consortium Faculty Member, Dublin, 1991
 Member of the Commission "Innovation-Produit", French Ministry of Agriculture/Ministry of Research and Technology, 1989-1997
 European Doctoral Consortium Faculty Member, Aarhus, 1992
 Session Organizer and Chairman, World Marketing Congress, Academy of Marketing Science, Istanbul, 1993
 European Doctoral Consortium Faculty Member, Maastricht, 1994
 Member of the Board of the European Case Clearing House, Cranfield, 1994-1996
 Session Chairman, ACR Conference, Peking, 2002
 Dissertation Chairman (Université Paris Dauphine): Lionel Roure (defended 1998), Etienne Krieger (defended 2001)
 Faculty, Scandinavian International Management Institute (SIMI), Copenhagen, 2002, 2003, 2004
 Court-appointed expert, Arbitral Tribunal of the Zurich Chamber of Commerce, 2004-2007
 Expert, Supreme Court of Victoria at Melbourne, 2007-2008
 EABIS / Rutgers / Johnson & Johnson Invitational Conference on "Advancing Global Health Decision-Making," Rutgers University, May 20-21, 2011
 Panel Chairman, INSEAD Conference on "Marcom 3.0 ? Marketing and Sustainability: New Challenges and New Opportunities," 10-11 May, 2012
 Harvard Business School Invitational Conference on "21st Century Health Care Management Education: Confronting Challenges for Innovation with a Modern Curriculum," Cambridge, Mass., October 4-5, 2012
 Panel Chairman, Seventh International Pharmaceutical Compliance Congress and Best Practices Forum, Madrid, May 21-23, 2013

PRESENTATIONS AT UNIVERSITIES AND PROFESSIONAL MEETINGS

- 1977 International Research Seminar in Marketing, Sénanque
IREP Seminar, Paris
EIASM Colloquium, Brussels
Annual Meeting, European Marketing Academy, Saarbrücken
EIASM/ESSEC Conference, Cergy
- 1978 DGRST Colloquium, Bordeaux
Conference, Norwegian School of Business Administration, Bergen
Séminaire GAPAC, Maison des Sciences de l'Homme, Paris
- 1979 Educator's Conference, American Marketing Association, Minneapolis
EIASM Workshop, Brussels
International Research Seminar in Marketing, Sénanque
- 1980 Workshop, Stockholm School of Economics, Stockholm
- 1981 Marketing and Applied Statistics Workshop, MIT, Cambridge
Marketing Science Symposium, Sloan School, MIT, Cambridge
Seminar, Tuck School, Dartmouth College, Hanover
EIASM Workshop, Brussels
- 1982 Annual Meeting of German-language Marketing Professors, Cologne
- 1983 Conference on Public Policy Evaluation, French Ministry of the
Economy, Finance and Budget, Paris
- 1985 European Doctoral Consortium, Bielefeld
Hitotsubashi University, Tokyo
Annual conference of the Strategic Management Society, Barcelona
- 1987 Mitsubishi Foundation Course, Karuizawa
International Research Seminar in Marketing, La-Londe-les-Maures
Telecommunications Conference, INSEAD, Fontainebleau
INRA/CNRS Colloquium, Paris
Technology and Innovation Conference, INSEAD, Fontainebleau
- 1988 Seminar, Stockholm School of Economics, Stockholm
EIASM Workshop, Brussels
- 1991 European Doctoral Consortium, University College, Dublin
Conference, European Contributions to the Science of Organisations,
INSEAD, Fontainebleau
- 1992 European Doctoral Consortium, Aarhus University
- 1993 World Marketing Congress, Academy of Marketing Science, Istanbul
Academy of Management Meetings, Atlanta
- 1994 European Doctoral Consortium, University of Limburg, Maastricht
- 2004 The Global Pharmaceutical Marketing Roundtable, St. Paul-de-Vence
- 2005 Department of Economic Development and Commerce (DEDC)
Officials and Pharmaceutical Industry Association of Puerto
Rico (PIA-PR) Workshop
- 2006 ANRT-IFRI Conference on Global Innovation Networks, Paris
INSEAD Business in Society (IbiS) Center Workshop, Fontainebleau,
France
Pharma Sales World 2006, Brussels
Leem – Les Entreprises du Médicament, Assemblée Générale, Paris
- 2007 Le Gouvernement du Grand-Duché du Luxembourg – SITRA,
Helsinki, February 7-8, 2007

- New Paradigms in Life Sciences Marketing Workshop, INSEAD, Fontainebleau, France, March 9
- 5th Annual Pharma Branding: Building Brands That Last, Vienna, Austria, April 24-25
- Catalyzing Innovation in the Life Sciences, ETH Eidgenössische Technische Hochschule Zürich / Swiss Federal Institute of Technology Zurich, Zurich, June 4
- First International Pharmaceutical Regulatory and Compliance Congress and Best Practices Forum, Brussels, June 6-7
- Sales Force Europe – The European Pharma Sales Force Effectiveness Congress, London, June 13-14
- Cegedim Dendrite 3rd Annual Seminar, Cannes, September 28-29
- Information to Patients – Seminar for journalists, Brussels, October 2
- Industry Forum Healthcare, Vanajanlinna, Finland, October 30-31, 2007
- 2008 4th Annual Achieving Pharma Marketing Excellence, Barcelona, January 15-16
- Workshop during ASCO (American Society of Clinical Oncology), Chicago, June 1
- Conference Chairman and Speaker: PharmaBrand Summit 2008, Geneva, June 16-18
- EFPIA Annual Meeting, Paris, June 17-20
- IMS Pharma Leadership Conference, Paris, July 3-4
- 2009 eyeforpharma's 7th Annual Sales Force Effectiveness Europe Conference, Barcelona, March 3-5
- IMS Nexus Club Summit, Chantilly, April 27-28, 2009
- 2010 7th Congress in Pharmaceutical Marketing, Athens, 17-19 February 2010
- 2011 Conference of the World Medical Association, September 10-11, Riga
- 2012 Second Asia Pacific Pharmaceutical Compliance Congress and Best Practices Forum, Shanghai, 11-13 September
- 2013 Seventh International Pharmaceutical Compliance Congress and Best Practices Forum, Madrid, 21-23 May
- 2014 INFORMS (Institute for Operations Research and the Management Sciences) Annual Meeting, San Francisco, 9-12 November
- 2016 7th Pediatric Congress, CUF Descobertas Hospital, Lisbon, 4-6 February

SELECTED COMPANY-SPECIFIC LECTURING / CONSULTING

AbbVie, Abbott, ALK-Abello, Ammirall, AstraZeneca, Bristol-Myers Squibb, Capsugel, Grünenthal, Ipsen, Janssen, Lundbeck, Novartis, Novo Nordisk, Pfizer, Roche, Sanofi

Last updated July 2016