



Management Advisory Group
St.Gallen – Wien

BGW AG

Spin-off from the Institute of Technology Management of
the University of St.Gallen, Switzerland

The Service Delivery Profile

BGW AG

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BGW AG – Management Advisory Group

- BGW AG is a spin-off from the Institute of Technology Management of the University of St.Gallen (ITEM-HSG) in St. Gallen, Switzerland
- Offices in St. Gallen and Vienna
- Strategy and management advice; development of sustainable, well-fitting solutions in innovation and intellectual property management
- Extensive project management and support: from goal definition, facilitation studies, analyses and concepts to activity plans and succeeding implementation
- The relation to the Institute of Technology Management of the University of St.Gallen (ITEM-HSG) enables the access to current and important developments and insights into the international innovation management and strategy research
- International team with a large set of focused practitioner's and academic's experiences: Dr. Martin A. Bader, Prof. Dr. Oliver Gassmann, Dr. Christoph H. Wecht

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BGW AG: Competence team with a large set of experiences



Dr. Martin A. Bader, Managing Partner

- Intellectual property and innovation management expert
- European and Swiss Patent Attorney
- Former Vice President and Chief Intellectual Property Counsel, *Infineon Technologies*



Dr. Christoph H. Wecht, Managing Partner

- Innovation management expert
- Extensive, international experiences as development engineer and project manager, in Austria, Germany and the USA
- Former head of Knowledge Management & Innovations, *Continental*



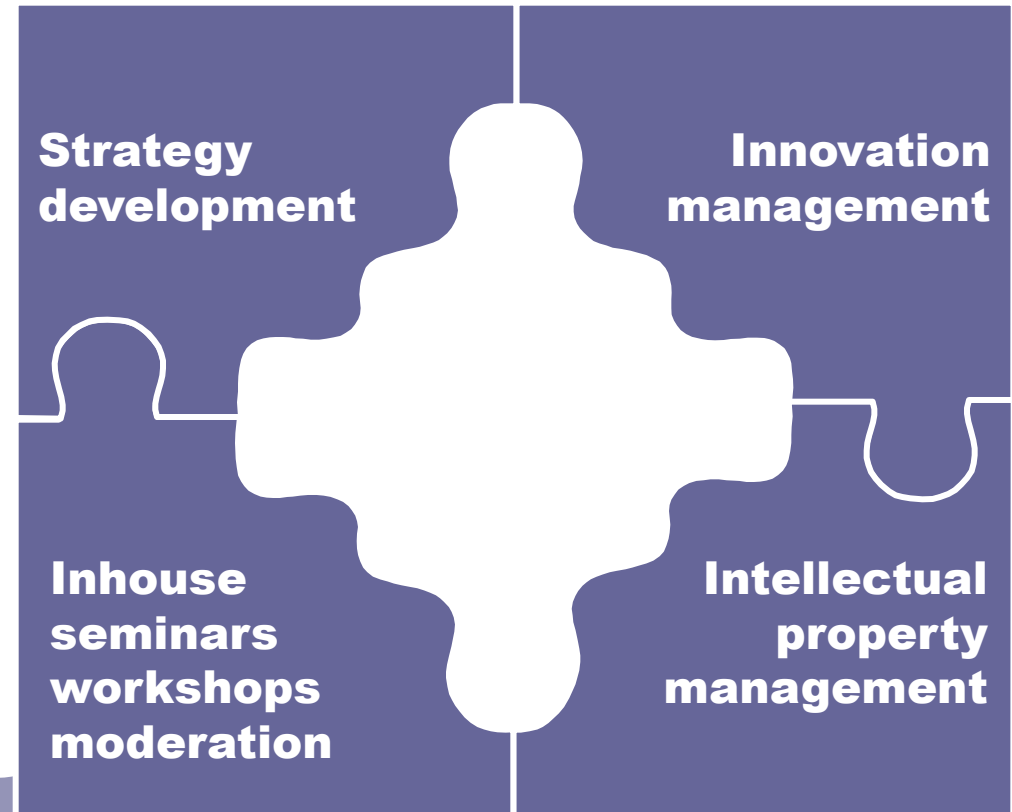
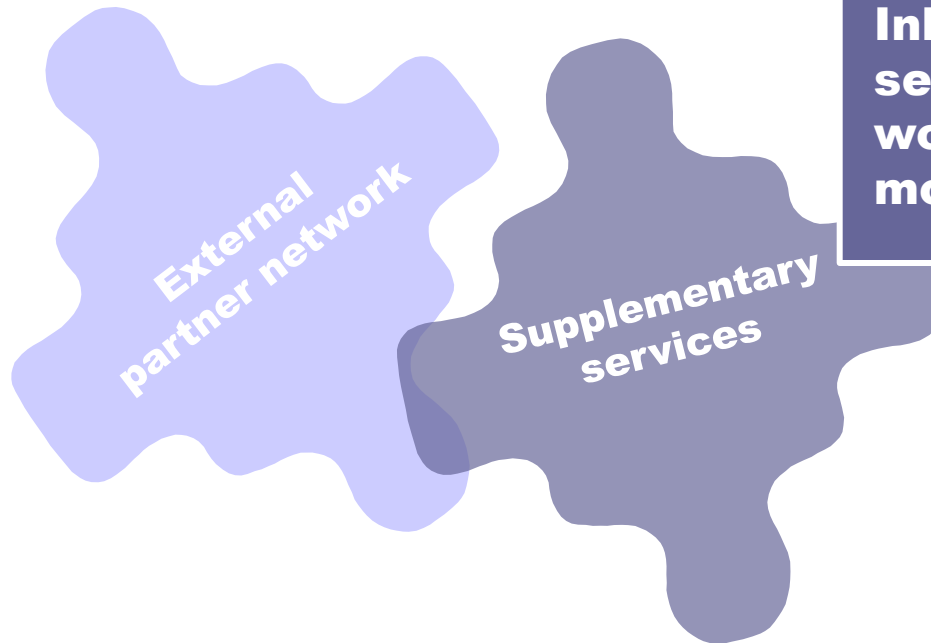
Prof. Dr. Oliver Gassmann, Partner

- Ordinarius for technology management and managing director of the Institute of Technology Management of the University of St.Gallen
- Member of various economic and academic councils
- Former Vice President Technology, *Schindler*

BGW – Service Portfolio

- Strategy development and implementation
- Innovation management
- Intellectual property management
- Workshops, moderation and planning

- Supplementary services
- Extensive external partner network

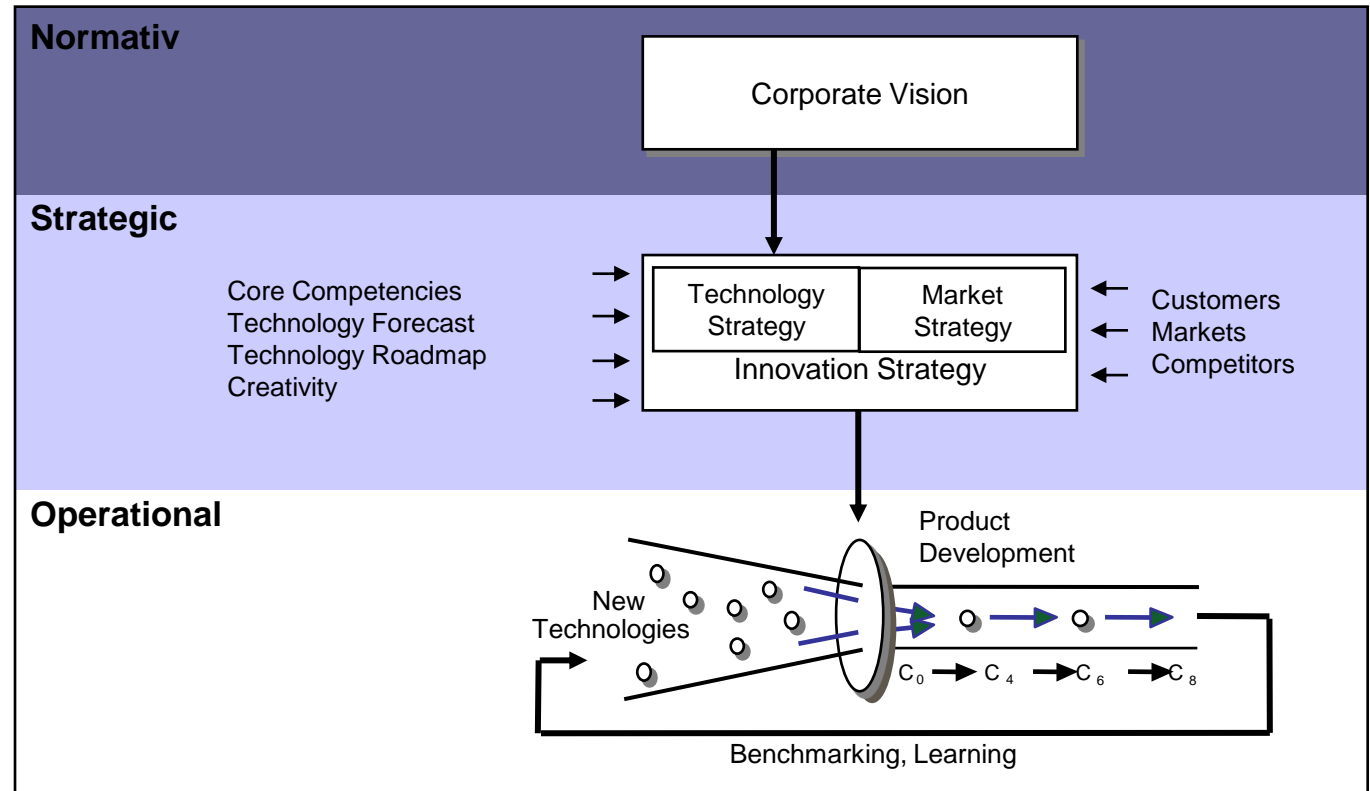


BGW AG: Strategy Development

- Corporate strategy development
- Reorganisation
- Change management and culture
- Tools:
e.g. SWOT, portfolio, workshops

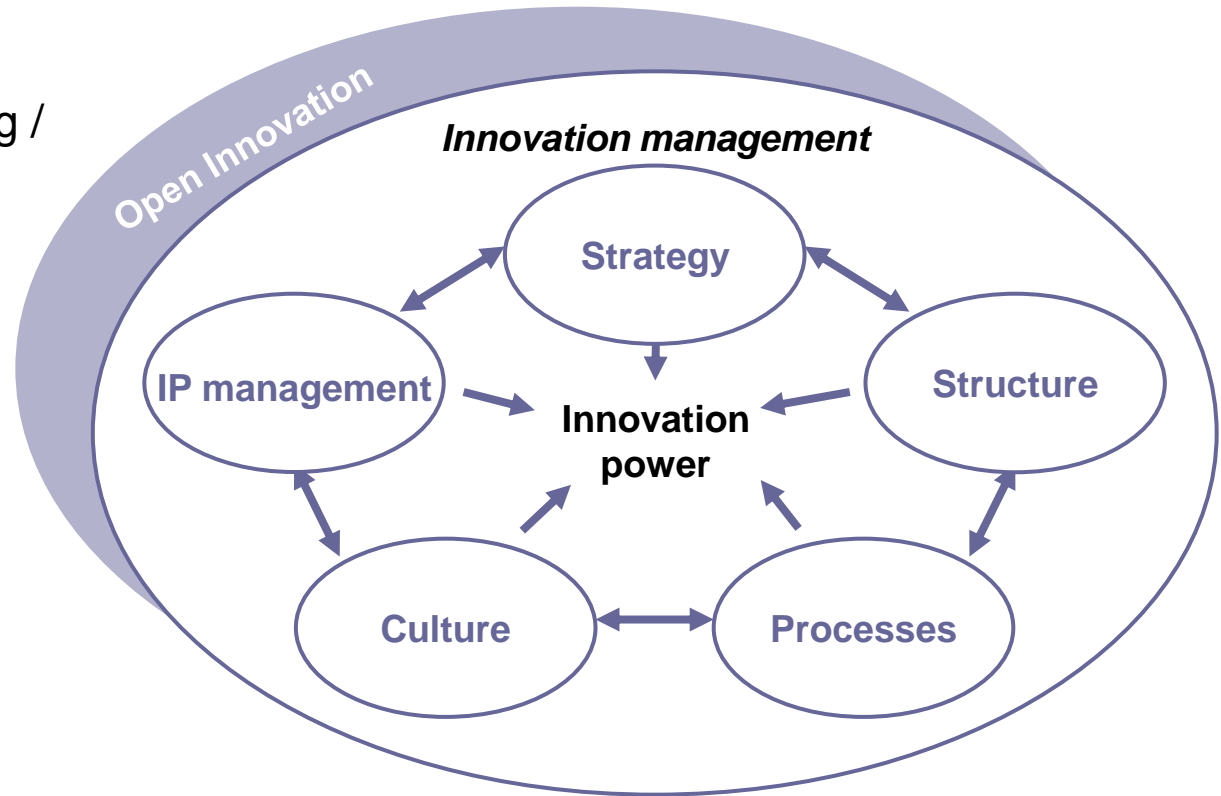
Examples:

- Schindler, Ebikon, Switzerland: strategic reorganisation of a corporate staff department
- Stürm AG: strategy development
- OMV AG: development and introduction of new central core strategy



BGW AG: Innovation Management

- Innovation strategy and -processes
- Technology scanning / roadmapping / screening
- Innovation controlling
- Open Innovation, e.g. customer integration
- Strategic creativity and idea management
- Innovation culture



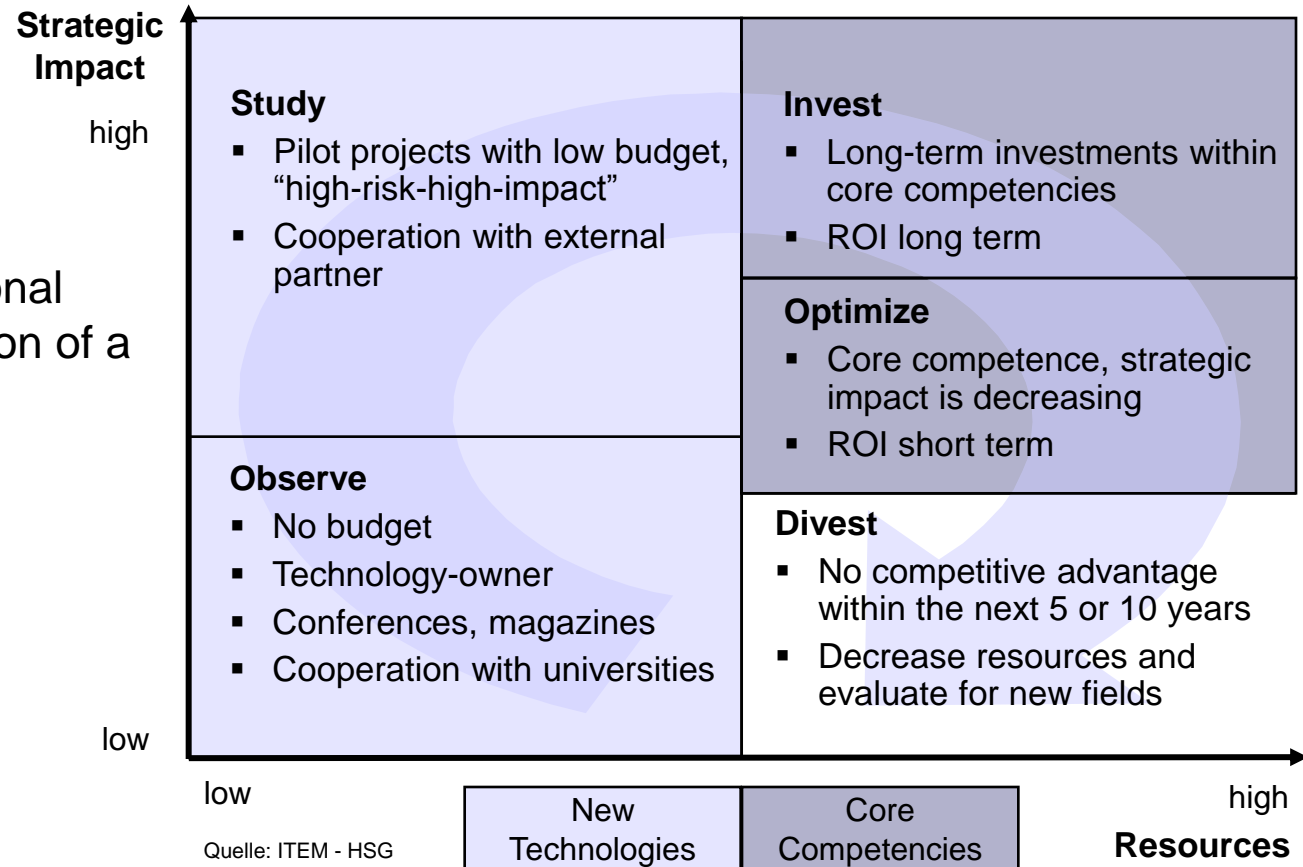
Examples:

- Schering, Zug, Switzerland
- SIG, Neuhausen, Switzerland
- Bircher Reglomat, Switzerland
- Hilti AG, Liechtenstein
- ESG GmbH, Germany

Innovation Strategy and Processes

Examples:

- Strategy concept incl. international market survey for the introduction of a new generation of mechanical engineering machinery; SIG, Neuhausen, Switzerland
- Development of a corporate standardization and normation strategy; Schindler, Ebikon, Switzerland
- Schering, Zug, Switzerland
- Outside-in innovation through partnering, expert workshop series with 11 enterprises; duration: 6months

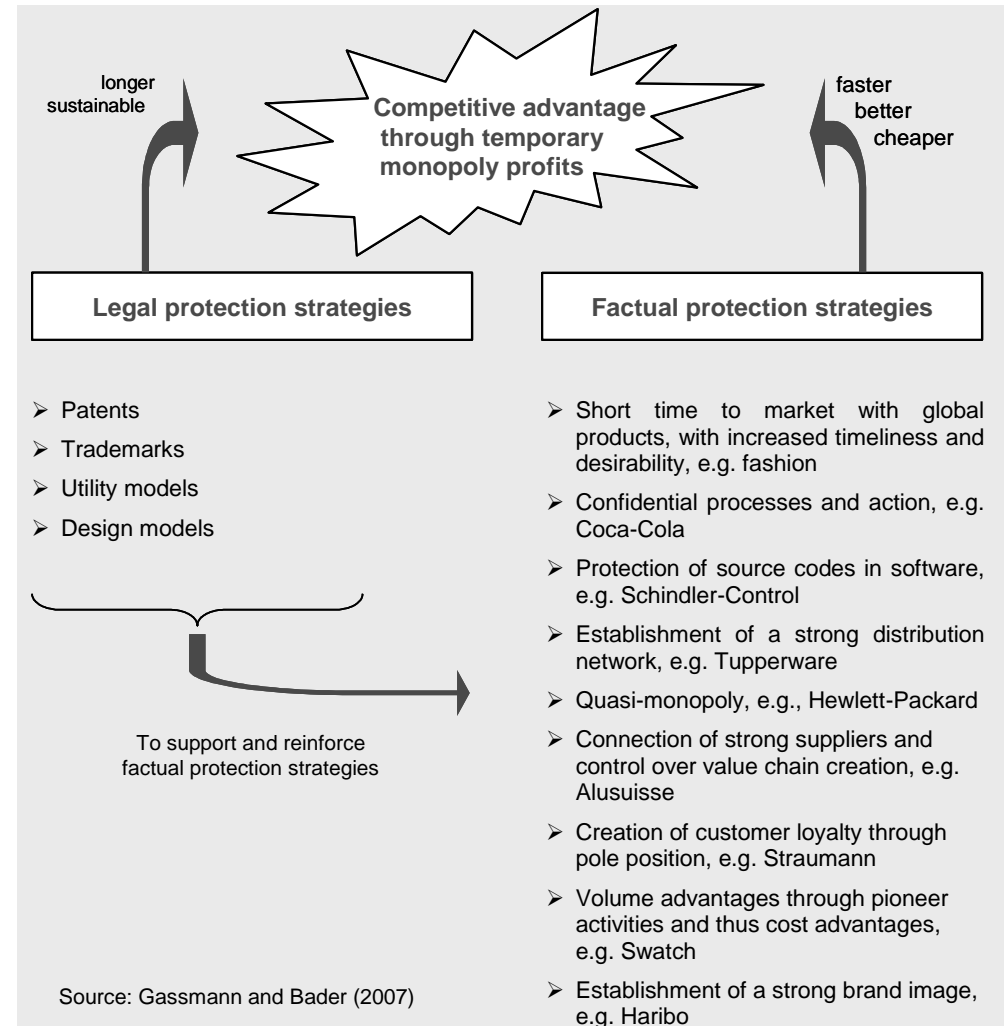


BGW AG: Intellectual Property Management

- Strategy advice; organisational, procedural, cultural, performance measurement aspects
- Patent portfolio management
- Cost / value ratio optimisation
- Outsourcing, insourcing
- Evaluation and valuation of patent portfolios
- Licensing and technology transfer
- Benchmarking
- IP audits
- Independent opinions (managerial)

Examples:

- ITC and electronic industry sector
- Software industry
- Chemical and pharmaceutical industry sector
- Consumer goods industry sector
- Automotive and mechanical engineering industry sector
- Space and aeronautics industry sector



BGW AG: General Services and Skills

- **Benchmarking**
methodology of the Institute of Technology Management of the University of St.Gallen (preparation, conduction, quantitative and qualitative analysis, advice, implementation);
e.g. consumer goods industry sector, chemical and pharmaceutical industry
- **Interim management**
(resource support on managerial and operational level, e.g. to buffer workload peaks, change management activities, deficiencies in HR);
e.g. petrol industry sector
- **Coaching**
support of management and expert executives based on a trustful and discreet relationship
e.g. automotive industry sector
- **Inhouse-training**
individually adapted training programmes for your management and experts in the field of strategy, innovation and intellectual property management, *e.g. furniture component industry*
- **Research and desktop studies**
coverage of a broad field in economics and scientific research (also in collaboration with the University of St.Gallen and other highly renomated research institutes);
e.g. intellectual property licensing methodology and challenges in the chemical industry sector

BGW AG: External Partner Networks

- Access to experts (networks) that collaborate on project basis
- Patent attorney office (CH, DE), patent professionals (world wide)
- Intellectual Property search services
- Management Circle, professional conference organisator
- Technology exhibition centers, e.g. in CH-St.Gallen and AT-Dornbirn



- European Patent Office (European Patent Academy), Munich
- World Intellectual Property Organization (WIPO Worldwide Academy), Geneva
- Danish Patent and Trademark Office, Copenhagen
- European Union, Brussels



- University of St.Gallen, St. Gallen, Switzerland
- University of Applied Sciences, Vaduz, Liechtenstein
- Danube University Krems, university for continuing education, Krems, Austria
- Bocconi University, Milano, Italy

Institute of Technology Management



Università Commerciale
Luigi Bocconi

Managing Global Innovation

Uncovering the Secrets of Future Competitiveness

Boutellier, Roman; Gassmann, Oliver; Zedtwitz, Maximilian von
3rd ed., 2008, X, 807 p. 249 illus., Hardcover
ISBN: 978-3-540-25441-6

What are the secrets of competitive R&D on a global scale? Based on empirical research with hundreds of R&D executives from more than 80 companies and 1000 R&D laboratories, the authors present new concepts and trends in global R&D management. Case studies from 22 best-practice companies illustrate how to put these concepts into practice. Adding new examples and management models, this third edition has been completely revised and updated incorporating emerging themes in R&D such as intellectual property management, innovation in China and India, technology listening posts, and leading R&D centers.

"An insightful and thorough work on the development of global innovation that identifies key strategies and perspectives with relevant and important lessons for those venturing into the global R&D arena and hit the mark for those of us who have been in the middle of building this architecture."

Dr. Richard Carpenter, Global R&D Director, Procter and Gamble

Keywords:

- R&D Management
- Knowledge Management
- Technology Management

Leading Pharmaceutical Innovation

Trends and Drivers for Growth in the Pharmaceutical Industry

Gassmann, Oliver; Reepmeyer, Gerrit; Zedtwitz, Maximilian von
2nd ed., 2008, XVI, 186 p. 47 illus., Hardcover
ISBN: 978-3-540-77635-2

Pharmaceutical giants have doubled their investments in drug development in the past decade only to see new drug approvals remain constant. This book investigates and highlights a set of proactive strategies aimed at generating sustainable competitive advantage based on value-generating business practices. We focus on three sources of pharmaceutical innovation: new management methods in the drug development pipeline, new technologies as enablers for cutting-edge R&D, and new forms of cooperation and internationalization, such as open innovation in the early phases of R&D. Our findings are illustrated by cases from Europe, the US, and Asia.

"One way we try to foster innovation - both the technological innovation and the organizational innovation - is to align our business objectives with our ideals."

Dr. Daniel Vasella, CEO, Novartis International

Keywords:

- Drug Discovery
- Globalization
- Innovation Management
- Pharmaceuticals
- Productivity
- R&D Management

Intellectual Property Management in R&D Collaborations

The Case of the Service Industry Sector

Bader, Martin A.

2006, ~280 pages

ISBN: 3-790-817023

This work examines the current, relevant and complex problem of how companies can take an intellectual property lead within research and development collaborations. Special emphasis is placed on the early phases of the innovation process and the service industry sector, in which intellectual property management is still a new phenomenon. The author derives archetypes for managing intellectual property in collaborations and analyses their strengths and weaknesses. The findings of the book are based on a series of interviews with companies in a variety of industries and regions, as well as on a detailed examination of the service companies IBM, SAP, Swisscom and SwissRe. The author offers organizational and managerial recommendations based both on his extensive industry background and on scientifically induced hypotheses, and has thus written a book of interest to both scientists and practitioners.

Keywords:

- Intellectual Property Management
- Patent Management
- R&D Management
- Research Collaboration
- Service Industry Sector

