



Prof Dr Martin Friesl
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Papers in peer-reviewed journals

- Brielmaier, C. and Friesl, M. (fc) The Attention-Based-View: Review and Conceptual Extension Towards Situated Attention. *International Journal of Management Reviews*
- Bauer, F. & Friesl, M. (fc) Synergy Evaluation in Mergers and Acquisitions: An Attention-Based-View. *Journal of Management Studies*
- Brielmaier, C. and Friesl, M. (fc) Pulled in all Directions: Open Strategy as an Attention Contest. *Strategic Organization*
- Friesl, M.; Hanel, E. & Konuk, V. (2022) Not now: Negotiating Research Access During the Covid-19 Pandemic. *M@n@gement*, 25 (1), 33-48.
- Bauer, F.; Friesl, M. & Mai Anh, D. (2022) Run or Hide: Changes in Acquisition Behaviour During the Covid-19 Pandemic. *Journal of Strategy and Management*, 15 (1), 38-53.
- Friesl, M.; Stensaker, I. & Colman, H. (2021) Strategy Implementation: Taking stock and moving forward. *Long Range Planning*, 54 (4)
- Ford, C.J. & Friesl, M. (2019) Abseiling from the Shard: The Cognitive Foundations of Capability Development in Temporary Organizations. *European Management Review*, 16 (3), 507-532
- Friesl, M.; Ford, C.J. & Mason, K.J. (2019) Managing Technological Uncertainty in Science Incubation: A Prospective Sensemaking Perspective. *R&D Management*, 49 (4), 668-683.
- Mason, K. J.; Friesl, M. & Ford, C. J. (2019) Markets Under the Microscope: Making Scientific Discoveries Valuable through Choreographed Contestations, *Journal of Management Studies*, 56 (5), p. 966-999.
- Friesl, M.; Garreau, L. & Heracleous, L. (2019) When the Parent Imitates the Child: Strategic Renewal Through the Separation and Subsequent Re-integration of a Subsidiary. *Strategic Organization*, 17 (1), p. 62-94.
- Friesl, M. & Larty, J. (2018) The Exploration Phase of Replication: The Role of Autonomous Action for Overcoming Knowledge Boundaries in Replicator Organizations. *British Journal of Management*, 29 (3) p. 411-427.
- Friesl, M.; Larty, J. & Jacobs, C. (2018) Putting Strategy Into Action – The Role of Artefacts for Business Format Replication. *European Management Review*, 15, 2, p. 221-235.
- Friesl, M. & Silberzahn, R. (2017) Managerial Coordination Challenges in the Alignment of Capabilities and New Subsidiary Charters in MNEs. *Organization Studies*, 38 (12), p. 1709-1731.
- Friesl, M. & Kwon, W. (2017) The Strategic Importance of Top Management Resistance: Extending Alfred D. Chandler. *Strategic Organization*, 15 (1), p. 100-112.
- Mason, K. J.; Friesl, M. & Ford, C. J. (2017) Managing to Make Markets: Marketization and the Conceptualization Work of Strategic Nets in the Life Science Sector. *Industrial Marketing Management*, 67, p. 52-69.
- Kozika, A.; Kaiser, S. & Friesl, M. (2014) Justifying Routine Change: Contributions of a Conventionalist Perspective on Organizational Routines. *Schmalenbach Business Review (sbr)*, p. 334-356.



- Friesl, M. & Larty, J. (2013). Replication of Routines in Organizations: Existing Literature and New Perspectives. *International Journal of Management Reviews*, 15 (1), p. 106-122.
- Friesl, M. (2012). Knowledge Acquisition Strategies and Company Performance in Young High Technology Companies. *British Journal of Management*, 23 (3), p. 325-343.
- Friesl, M. & Silberzahn, R. (2012). Challenges in Establishing Global Collaboration: Temporal, Strategic and Operational decoupling. *Long Range Planning*, 45, p. 160-181.
- Friesl, M.; Sackmann, S. A. & Kremser, S. G. (2011) Knowledge Sharing in New Organizational Entities: The Impact of Hierarchy, Organizational context, Micro-politics and Suspicion. *Cross Cultural Management: An International Journal*, 18 (1), p. 71 – 86.
- Sackmann, S.A.; Eggenhofer-Rehart, P. & Friesl, M. (2009). Sustainable Change: Long-term Efforts Toward Developing a Learning Organization. *Journal of Applied Behavioral Science*, 45 (4), p. 521-549.
- Silberzahn, R. & Friesl, M. (2009). How to Become Global? Categorization of Change Projects and their Contribution to a Global Change Initiative. *International Journal of Knowledge, Culture and Change in Organizations*, 9 (3), p. 21-34.
- Sackmann, S.A. & Friesl, M. (2007). Cultural Impacts on Knowledge Sharing in Project Teams – Results from a Simulation Study, *Journal of Knowledge Management*, 11 (6), p. 142-156.

Awards

- 2019: Best Reviewer Award: Business Research
- 2018: British Academy of Management – Best Full Paper Award (with Katy Mason and Chris Ford)
- 2016: Service Award – Strategic Management Society Conference, Berlin
- 2014: IJMR Best Reviewer Award
- 2013: Best Practice-Oriented Paper Award – Academy of Management – SAP Interest Group
- 2012: Nominated for Best Practice Implications Award – Strategic Management Society Conference, Prague
- 2011: Outstanding Reviewer Award Strategy Practice IG – Strategic Management Society Conference, Miami
- 2010: Finalist for Best Practice Implications Award – Strategic Management Society Conference, Rome.

Chapters, articles in newspapers and magazines

- Friesl, M. (2021) Unternehmensverantwortung und CSR in der Krise. Beitrag im Rahmen der Reihe „5 Fragen an...“ im *Forum Wirtschaftsethik*. <https://www.forum-wirtschaftsethik.de/Unternehmensverantwortung-und-csr-in-der-krise-5-fragen-an-prof-dr-martin-friesl/>
- Friesl, M. (2021) Is that still us? Why technology driven change requires a serious look in the mirror. <https://www.nhh.no/en/research-centres/digital-transformation-hub/>
- Friesl, M. (2021) Wie hängt das alles bloß zusammen? Organisationskultur und ‚implizite‘ Koordination. In *„Sonja Sackmann und der Lehrstuhl für Arbeits- und Organisationspsychologie - ein freies Kulturassessment“* (Festschrift zur Emeritierung von Prof. Sonja Sackmann)
- Bauer, F.; Friesl, M. & Ort, K. (2020) Den Synergiesprung wagen mit LEAP-R. *M&A Review*. 4/2020, 31. Jahrgang. 88-93.
- Friesl, M. & Ramkumar, R. (2019) Rethinking digital strategy. *Director Magazine*, 23.05.2019.
- Friesl, M. (2018) Is this the end of strategy as we know it? *EFMD Global Focus*, 12, p. 16-19.



- Friesl, M. (2018) Business schools under attack, must fight back. *University World News*, 1/06/2018
- Friesl, M. (2018) Why Unilever is right to consolidate its headquarters in Rotterdam, *The Conversation*, 5/03/2018
- Friesl, M. (2018) The secret ingredient that made Netflix a world beater could lead to its demise, *The Conversation*, 16/7/2018
- Friesl, M. (2015) The future of traditional TV looks bleak, and it shouldn't worry us. *The Conversation*, 27.08.2015
- Friesl, M. & Silberzahn, R. (2010) Implementierung von Dienstleistungskooperationen im internationalen Kontext. *Zeitschrift Führung + Organisation*, 3/2010, p. 164-170
- Friesl, M. & Sackmann, S.A. (2010) Kaizen und Führungskultur: Strategische Neuausrichtung eines Unternehmens der Hausgeräteindustrie. *Industrie Management*, 1, p. 49-52.
- Sackmann, S.A. & Friesl, M. (2010) Serviceorientierung als Kulturaspekt – Beiträge der aktuellen Unternehmenskulturforschung. In Bruhn, M./Stauss, B. (Hrsg.) *Serviceorientierung im Unternehmen. Forum Dienstleistungsmanagement*, Gabler, Wiesbaden, p. 419-442.
- Friesl, M. (2009) Wissensmanagement in komplexen Projekten – Spannungsfelder im wissensorientierten Projektmanagement. *Zeitschrift Personalführung*, 12, p. 36-41.
- Friesl, M. (2009) Flexible Projektorganisationen: Projektorganisationen zur Steuerung strategischer Veränderungsprozesse. *Industrie Management*, (4), p. 17-20.
- Friesl, M. & Fiechter, C. (2009) Lernen fördern. *Personal – Zeitschrift für Human Resource Management*, (6), p. 37-39.
- Friesl, M. (2009) Wissensaustausch: Von jungen Unternehmen lernen. *Wissensmanagement*, 11 (2), p. 34-35.
- Sackmann, S.A.; Friesl, M. & Kremser, S. (2009) Organisationskultur – ein wesentlicher Einflussfaktor für den effektiven Umgang mit Wissen in wissensintensiven Projektorganisationen der Bundeswehr. In Dengg, O. (Hrsg.) *Unternehmenskultur und soziales Handeln*. Band 2. Erkenntnisse und Nutzen für militärische Organisationen. Wien. S. 61-90.
- Friesl, M. (2008) Kompetenzmanagement und Unternehmenserfolg – Wodurch zeichnen sich erfolgreiche junge Technologieunternehmen aus? *Aktuelles aus der Forschung Universität der Bundeswehr*, 3/2008.
- Fiechter, C.; Friesl, M.; Opolony, C. & Worch, M (2008) Erlernbares Wissensmanagement für Projektorganisationen - aktueller Sachstand zu ausgewählten CD&E-Themen aus Sicht der Luftwaffe; *Wehrtechnik*, 40 (4), S.118-122.
- Fiechter, C.; Friesl, M. & Opolony, C. (2008) Luftwaffe: Wissensbarrieren vermeiden; *Wissensmanagement*, 10 (5), S. 36-39.

Published Teaching Cases

- Friesl, M. & Hanel, E. (2023) Barking Mad? Mars' and Nestlé's diversification into veterinary clinics. In Whittington, R. / Regner, P./Angwin, D./Johnson, G./Scholes, K. *Exploring Strategy*. 13th Edition
- Johnson, G. & Friesl, M. (2023) Making Siemens ready for a digital future. In Whittington, R. / Regner, P./Angwin, D./Johnson, G./Scholes, K. *Exploring Strategy*. 13th Edition



Invited Presentations

- 2022: Modes of interaction in qualitative research. Key Note: Qualitative Process and Practice Research in Strategy. BI Norwegian Business School (Oslo), 6th May 2022.
- 2022: Management in der Krise. Podiumsdiskussion an der TU Wien, 09th March 2022.
- 2022: Taking individual choices seriously: How self-selection influences strategy work. SIME Seminar, King's College, London. 09th February 2022.
- 2022: Lost in Covid - Silver lining or business as usual? MADiscover Webinar, 09th February 2022.
- 2021: Siemens AG: The Culture Angle. Joint presentation with Gerry Johnson (Lancaster University) at Exploring Strategy Workshop, 22nd June 2021.
- 2021: It'll be ok: Building on and breaking with the past to move on, NHH / RACE Corporate Workshop, 27th May 2021.
- 2021: Developing Research for Publication. Virtual Seminar at Andrásy Universität Budapest, 29.-30th April 2021.
- 2021: Asset Light Acquisitions. Webinar organized by M&A Review, 25th March 2021.
- 2021: No Future: Sensemaking in Instances of Deliberate Organizational Closure. Seminar at University Paris-Dauphine, 8th March 2021.
- 2020: Digitalization and adaptation: Learning from history and implications for the future. Strategic Management Society Doctoral Workshop.
- 2020: Mutineers, Heretics and Odd-balls: Managing strategic innovation without mandate. Key Note Speech, Bosch ESA Hackathon in Cluj.
- 2020: Challenges of Synergy Evaluation. Webinar zum Thema "Acquisition Strategy & Implementation der M&A Review, 02nd June 2020.
- 2019: Digitalization and the adaptation challenge of large organizations: Learning from history. Digitalisierungs Symposium 2019 BaGSB, 22nd November 2019.
- 2019: The old, the forgotten and the immortals. Presentation as part of the opening panel of the Strategic Management Track at European Academy of Management Conference, Lisbon. 26th June 2019.
- 2018: Publishing in IJMR International Journal of Management Reviews, LMU Munich, 24th May 2018.
- 2018: Studying in the UK and Careers in Higher Education, Aloy-Fischer-Schule Deggendorf, 13th April 2018.
- 2018: When the parent imitates the child: Strategic renewal through separation and subsequent re-integration of a business unit. Leeds University Business School, 06th March 2018.
- 2018: A strategy perspective on organizational decline and corporate insolvency, 19th January 2018.
- 2017: Friesl, M. Manoeuvres in the dark – How organizations change course. Presentation at Sunway University Malaysia, May 2017.
- 2016: Academic careers and career decisions. S-as-P Community Day, European Group of Organization Studies, Naples, July 2016.
- 2016: We can't do strategy: Responses to co-evolutionary lock-in in Small Businesses. Presentation at Aalto University, Helsinki, 8th April 2016.
- 2014: Abseiling from the Shard. The assembly of capabilities in temporary organizations. Presentation at Johannes-Kepler University Linz. 6th November 2014.
- 2014: Framing qualitative research. Seminar at University Paris-Dauphine, December

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- 2014: Against the grain: Capability renewal through contested initiatives. Presentation at University Bw Munich. 4th April 2014.
- 2013: “Show us your trail of evidence”: Analysing and presenting qualitative data for publication. Presentation at University Dauphine, Paris. 3rd December 2013.
- 2013: Do we mind the gap? Convergence and Divergence of Subsidiary Charters and Capabilities. Presentation at Johannes-Kepler University Linz. 6th May 2013.
- 2011: Micro-dynamics of Replication in Organizations. Presentation at the G.D. Goenka World Institute, Delhi. 24th August 2011.
- 2011: Career paths and trajectories in management research. Panel discussion at ODC doctoral consortium at the Academy of Management, San Antonio. 13th August 2011.
- 2010: Subsidiary Collaboration as Intended Strategy – From Best Practice Approach to Mediocre Outcome. Invited presentation at the Lancaster University Management School Vice President Lunch, 02th July 2010.
- 2007: Managing Capability Development – Handlungsmöglichkeiten und Einflussfaktoren. Presentation at the A&O Kolloquium at LMU Munich. July.
- 2005: Erfolgsfaktor Unternehmenskultur. Vortrag anlässlich des 1. Kulturforums im Park der Human Synergistics GmbH, Munich.