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Papers in peer-reviewed journals

- [26] Friesl, M.; Brielmaier, C.; Dobusch L. (fc) Taking individual choices seriously: A process perspective of self-selection in strategy work. ***Organization Theory***
- [25] Felker, Y.; Bauer, F.; Friesl, M.; King, D. (fc) - Benefitting from Acquisition Experience During Integration - The Moderating Effect of Strategic M&A Intent. ***British Journal of Management***
- [24] Kratochvil, R.; Grünauer, J.; Friesl, M. & Güttel, W. (2023) Deliberate simple rule creation and use: Activities and challenges. ***Long Range Planning***, 56 (1), 102264
- [23] Brielmaier, C. & Friesl, M. (2023) The Attention-Based-View: Review and Conceptual Extension Towards Situated Attention. ***International Journal of Management Reviews***, 25 (1), 99-129.
- [22] Bauer, F. & Friesl, M. (fc) Synergy Evaluation in Mergers and Acquisitions: An Attention-Based-View. ***Journal of Management Studies***
- [21] Brielmaier, C. & Friesl, M. (fc) Pulled in all Directions: Open Strategy as an Attention Contest. ***Strategic Organization***
- [20] Friesl, M.; Hanel, E. & Konuk, V. (2022) Not now: Negotiating Research Access During the Covid-19 Pandemic. ***M@n@gement***, 25 (1), 33-48.
- [19] Bauer, F.; Friesl, M. & Dao, M. A. (2022) Run or Hide: Changes in Acquisition Behaviour During the Covid-19 Pandemic. ***Journal of Strategy and Management***, 15 (1), 38-53.
- [18] Friesl, M.; Stensaker, I. & Colman, H. (2021) Strategy Implementation: Taking stock and moving forward. ***Long Range Planning***, 54 (4)
- [17] 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
- [16] 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.
- [15] 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.
- [14] 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.



- [13] 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.
- [12] 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.
- [11] 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.
- [10] Friesl, M. & Kwon, W. (2017) The Strategic Importance of Top Management Resistance: Extending Alfred D. Chandler. **Strategic Organization**, 15 (1), p. 100-112.
- [9] 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.
- [8] 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.
- [7] 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.
- [6] Friesl, M. (2012). Knowledge Acquisition Strategies and Company Performance in Young High Technology Companies. **British Journal of Management**, 23 (3), p. 325-343.
- [5] Friesl, M. & Silberzahn, R. (2012). Challenges in Establishing Global Collaboration: Temporal, Strategic and Operational decoupling. **Long Range Planning**, 45, p. 160-181.
- [4] 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.
- [3] 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.
- [2] 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.
- [1] 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.

Chapters, articles in newspapers and magazines

- [22] Müller, A. & Friesl, M. (2023) Nachhaltigkeit, die nachhält: Erfolgsfaktoren für einen ganzheitlichen Nachhaltigkeits-Ansatz in Organisationen **OrganisationsEntwicklung**, Juli.



- [21] 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/Unternehmens-verantwortung-und-csr-in-der-krise-5-fragen-an-prof-dr-martin-friesl/>
- [20] 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/>
- [19] 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)
- [18] Bauer, F.; Friesl, M. & Ort, K. (2020) Den Synergiesprung wagen mit LEAP-R. **M&A Review**, 4/2020, 31. Jahrgang, 88-93.
- [17] Friesl, M. & Ramkumar, R. (2019) Rethinking digital strategy. **Director Magazine**, 23.05.2019.
- [16] Friesl, M. (2018) Is this the end of strategy as we know it? **EFMD Global Focus**, 12, p. 16-19.
- [15] Friesl, M. (2018) Business schools under attack, must fight back. **University World News**, 1/06/2018
- [14] Friesl, M. (2018) Why Unilever is right to consolidate its headquarters in Rotterdam, **The Conversation**, 5/03/2018
- [13] Friesl, M. (2018) The secret ingredient that made Netflix a world beater could lead to its demise, **The Conversation**, 16/7/2018
- [12] Friesl, M. (2015) The future of traditional TV looks bleak, and it shouldn't worry us. **The Conversation**, 27.08.2015
- [11] Friesl, M. & Silberzahn, R. (2010) Implementierung von Dienstleistungskooperationen im internationalen Kontext. **Zeitschrift Führung + Organisation**, 3/2010, p. 164-170
- [10] Friesl, M. & Sackmann, S.A. (2010) Kaizen und Führungskultur: Strategische Neuausrichtung eines Unternehmens der Hausgeräteindustrie. **Industrie Management**, 1, p. 49-52.
- [9] 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.
- [8] Friesl, M. (2009) Wissensmanagement in komplexen Projekten – Spannungsfelder im wissensorientierten Projektmanagement. **Zeitschrift Personalführung**, 12, p. 36-41.
- [7] Friesl, M. (2009) Flexible Projektorganisationen: Projektorganisationen zur Steuerung strategischer Veränderungsprozesse. **Industrie Management**, (4), p. 17-20.
- [6] Friesl, M. & Fiechter, C. (2009) Lernen fördern. **Personal – Zeitschrift für Human Resource Management**, (6), p. 37-39.
- [5] Friesl, M. (2009) Wissensaustausch: Von jungen Unternehmen lernen. **Wissensmanagement**, 11 (2), p. 34-35.



- [4] 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.
- [3] Friesl, M. (2008) Kompetenzmanagement und Unternehmenserfolg – Wodurch zeichnen sich erfolgreiche junge Technologieunternehmen aus? **Aktuelles aus der Forschung Universität der Bundeswehr**, 3/2008.
- [2] 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.
- [1] Fiechter, C.; Friesl, M. & Opolony, C. (2008) Luftwaffe: Wissensbarrieren vermeiden; **Wissensmanagement**, 10 (5), S. 36-39.

Published Teaching Cases

- [2] 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
- [1] 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

Key Notes and Invited Presentations

- [37] One word at a time: Performing Micro Role Transitions in Open Strategy. Presented at the Strategy & Management Brown Bag NHH Norwegian School of Management, 25.05.23
- [36] Organizational adaptation: Rethinking roles and role transitions. Presentation as part of Rethinking the Future of Organizations Webinar. Rennes School of Business. 13th February 2023.
- [35] One word at a time: Performing Micro Role Transitions in Open Strategy. AOM Virtual Symposium on Open Strategy, 19th January 2023
- [34] Self-selection and the coordination of strategy work. Presentation at the 'Forschungswerkstatt' of the Management Department at FU Berlin, 13th December 2022.
- [33] Starting the autonomous engine. Key Note at Brose Pitch Day, 26. October 2022.
- [32] Target Screening – A core activity in the M&A process (with Florian Bauer, Lancaster University). Workshop at European M&A Community Summit, Berlin Wannsee, 15th September 2022.
- [31] Modes of interaction in qualitative research. Key Note: Qualitative Process and Practice Research in Strategy. BI Norwegian Business School (Oslo), 6th May 2022.
- [30] Management in der Krise. Podiumsdiskussion an der TU Wien, 09th March 2022.
- [29] Taking individual choices seriously: How self-selection influences strategy work. SIME Seminar, King's College, London. 09th February 2022.



- [28] Lost in Covid - Silver lining or business as usual? MADiscover Webinar, 09th February 2022.
- [27] Siemens AG: The Culture Angle. Joint presentation with Gerry Johnson (Lancaster University) at Exploring Strategy Workshop, 22nd June 2021.
- [26] It'll be ok: Building on and breaking with the past to move on, NHH / RACE Corporate Workshop, 27th May 2021.
- [25] Developing Research for Publication. Virtual Seminar at Andrásy Universität Budapest, 29.-30th April 2021.
- [24] Asset Light Acquisitions. Webinar organized by M&A Review, 25th March 2021.
- [23] No Future: Sensemaking in Instances of Deliberate Organizational Closure. Seminar at University Paris-Dauphine, 8th March 2021.
- [22] Digitalization and adaptation: Learning from history and implications for the future. Strategic Management Society Doctoral Workshop.
- [21] Mutineers, Heretics and Odd-balls: Managing strategic innovation without mandate. Key Note Speech, Bosch ESA Hackathon in Cluj.
- [20] Challenges of Synergy Evaluation. Webinar zum Thema "Acquisition Strategy & Implementation der M&A Review, 02nd June 2020.
- [19] Digitalization and the adaptation challenge of large organizations: Learning from history. Digitalisierungs Symposium 2019 BaGSB, 22nd November 2019.
- [18] 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.
- [17] Publishing in IJMR International Journal of Management Reviews, LMU Munich, 24th May 2018.
- [16] Studying in the UK and Careers in Higher Education, Aloy-Fischer-Schule Deggendorf, 13th April 2018.
- [15] 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.
- [14] A strategy perspective on organizational decline and corporate insolvency, 19th January 2018.
- [13] Friesl, M. Manoeuvres in the dark – How organizations change course. Presentation at Sunway University Malaysia, May 2017.
- [12] Academic careers and career decisions. S-as-P Community Day, European Group of Organization Studies, Naples, July 2016.
- [11] We can't do strategy: Responses to co-evolutionary lock-in in Small Businesses. Presentation at Aalto University, Helsinki, 8th April 2016.
- [10] Abseiling from the Shard. The assembly of capabilities in temporary organizations. Presentation at Johannes-Kepler University Linz. 6th November 2014.
- [9] Framing qualitative research. Seminar at University Paris-Dauphine, December



- [8] Against the grain: Capability renewal through contested initiatives. Presentation at University Bw Munich. 4th April 2014.
- [7] “Show us your trail of evidence”: Analysing and presenting qualitative data for publication. Presentation at University Dauphine, Paris. 3rd December 2013.
- [6] Do we mind the gap? Convergence and Divergence of Subsidiary Charters and Capabilities. Presentation at Johannes-Kepler University Linz. 6th May 2013.
- [5] Micro-dynamics of Replication in Organizations. Presentation at the G.D. Goenka World Institute, Delhi. 24th August 2011.
- [4] Career paths and trajectories in management research. Panel discussion at ODC doctoral consortium at the Academy of Management, San Antonio. 13th August 2011.
- [3] 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.
- [2] Managing Capability Development – Handlungsmöglichkeiten und Einflussfaktoren. Presentation at the A&O Kolloquium at LMU Munich. July, 2007.
- [1] Erfolgsfaktor Unternehmenskultur. Key Note anlässlich des 1. Kulturforums im Park der Human Synergistics GmbH, Munich. 2007.

Awards

- 2022: Best Paper Award – Strategy Practice IG, Strategic Management Society Conference, London
- 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.