



**Prof Dr Martin Friesl**  
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(Version: Oct 2025)

**Papers in peer-reviewed journals**

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- [30] Brielmaier, C.; Reis, M.; Friesl, M.; Pfister, R. (fc) Who sits at the table? LinkedIn exposure shapes managers' situated attention and strategic preferences. *Long Range Planning*
- [29] Plotnikova, A.; Brielmaier, C.; Friesl, M. (fc) Performing Micro-Role Transitions in Open Strategy. *Journal of Management Studies*
- [28] Bauer, F. & Friesl, M. (2024) Synergy Evaluation in Mergers and Acquisitions: An Attention-Based-View. *Journal of Management Studies*, 61 (1), 37-68.
- [27] Bauer, F., King, D. R., Friesl, M., Schriber, S. Weng, Q. (2024) Acquisition Integration Capabilities and Organizational Design. *Long Range Planning*, 57 (6), 102479.
- [26] Hanel, E. & Friesl, M. (2024) Digital Capability Gaps in Traditional Industries: Influencing Factors and Strategic Responses. *Industry and Innovation*, 31 (7), 859-895
- [25] Felker, Y.; Bauer, F.; Friesl, M. & King, D. (2024) Benefitting from Acquisition Experience during Integration - The Moderating Effect of Strategic M&A Intent. *British Journal of Management*, 35, 799-815.
- [24] Friesl, M.; Brielmaier, C. & Dobusch L. (2023) Taking Individual Choices Seriously: A Process Perspective of Self-Selection in Strategy Work. *Organization Theory*, 4 (2), April-June.
- [23] Kratochvil, R.; Grünauer, J.; Friesl, M. & Güttel, W. (2023) Deliberate Simple Rule Creation and Use: Activities and Challenges. *Long Range Planning*, 56 (1), 102264
- [22] 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.
- [21] Brielmaier, C. & Friesl, M. (2023) Pulled in all Directions: Open Strategy as an Attention Contest. *Strategic Organization*, 21 (3), 709-720.
- [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] 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.
- [16] 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.



- [15] 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
- [14] 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.
- [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.

## Book chapters, articles in newspapers, magazines and blogs

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- [34] Plotnikova, A.; Brielmaier, C.; Friesl, M. (2025). Open Strategy: Shiny Ideal or Working Reality. *VU Management Perspectives*: <https://www.vumanagementperspectives.com/2025/09/01/open-strategy-shiny-ideal-or-working-reality/>
- [33] Friesl, M. (fc). Synergy in Mergers & Acquisitions. In Angwin, D.; King, D., Bauer, F. (eds.) *Encyclopaedia of Mergers and Acquisitions*. Edgar Elgar, p.
- [32] Plotnikova, A.; Brielmaier, C.; Friesl, M. (2025) The part-time strategists' guide to carving out a strategy role. <https://managementstudiesinsights.com/>
- [31] Friesl, M. (2025) Strategische Transformation: Warum Aufmerksamkeit entscheidend ist. *Ideen- und Innovationsmanagement*, Mai.
- [30] Friesl, M. & Müller, A. (2025). Role theory. In Grossmann-Hensel, B.; Jarzabkowski, P.; Kratochvil, R.; Seidl, D.; Spee, P.; Whittington, R. (eds.) *Elgar Encyclopaedia of Strategy as Practice*, p.
- [29] Friesl, M.; Brielmaier, C.; Hurst, M. & Nicolini, D. (2025). Attention Based View. In Grossmann-Hensel, B.; Jarzabkowski, P.; Kratochvil, R.; Seidl, D.; Spee, P.; Whittington, R. (eds.) *Elgar Encyclopaedia of Strategy as Practice*, p.
- [28] Brielmaier, C.; Ortner, T.; Hautz, J. & Friesl, M. (2025) Experiments and Strategy-as-Practice. In Grossmann-Hensel, B.; Jarzabkowski, P.; Kratochvil, R.; Seidl, D.; Spee, P.; Whittington, R. (eds.) *Elgar Encyclopaedia of Strategy as Practice*, p.
- [27] Stensaker, I. & Friesl, M. (2025). Strategic Change. In Grossmann-Hensel, B.; Jarzabkowski, P.; Kratochvil, R.; Seidl, D.; Spee, P.; Whittington, R. (eds.) *Elgar Encyclopaedia of Strategy as Practice*, p.
- [26] Ulschmid, S. & Friesl, M. (2025). Von der Maschine zum Partner: Warum KI Organisationsthema ist. *OrganisationsEntwicklung*, Januar.
- [25] Dittmar, I.; Friesl, M., Brielmaier, C., Kolm, S., Leisgang, T. Gauck, V., Eichberger, K., Patschke, M. (2024). Professionally polished – Co-creation as an employability approach. *EFMD Blog*
- [24] Dittmar, I.; Friesl, M. & Brielmaier, C. (2023) When the process becomes the prize: Co-creation in management education. *University of Sydney Blog – Disruptive Innovation in Business Education* <https://diberg.blog/2023/12/07/when-the-process-becomes-the-prize-co-creation-in-management-education/>
- [23] Dittmar, I.; Brielmaier, C.; Friesl, M. & Newton, R. (2023) Responsive Management Education: Giving back control. *EFMD Blog* <https://blog.efmdglobal.org/2023/09/21/responsive-management-education-giving-back-control/>
- [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/unternehmensverantwortung-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 Dientsleistungskooperationen 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

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- [3] Friesl, M. & Hanel, E. (fc) Going to the dogs? Mars' and Nestlé's diversification into veterinary clinics (Updated version). In Whittington, R. / Regner, P./Angwin, D./Johnson, G./Scholes, K. *Exploring Strategy*. 14<sup>th</sup> Edition
- [2] Friesl, M. & Hanel, E. (2023) Going to the dogs? Mars' and Nestlé's diversification into veterinary clinics. In Whittington, R. / Regner, P./Angwin, D./Johnson, G./Scholes, K. *Exploring Strategy*. 13<sup>th</sup> Edition, p. 644-651.
- [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*. 13<sup>th</sup> Edition, p. 652-659.

### Key Notes and Invited Presentations

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- [48] Transformation ,ohne Ende. Impulsvortrag WSK AL Workshop Bosch, 30.10.25
- [47] Karriere nach dem Studium. 11 Dinge die zählen. MTP, 27.01.2025
- [46] Transformation in der Echokammer. Key Note at quer.kraft Nürnberg 08.10.24
- [45] What Crossroad? Opening Panel - EGOS Strategy-as-Practice Community Day. 03.07.24
- [44] Who sits at the table? Social Media and Strategic Decision Making. Reseach Symposium at Vrije University Amsterdam, 21.06.2024
- [43] Strategie und Aufmerksamkeit: Wie soziale Medien strategische Entscheidungen beeinflussen. Vortrag bei MTP, 10.06.2024
- [42] Strategische Transformation durch Diversifikation. Vortrag im Rahmen der Zukunftswerkstatt Automotive Amberg, 10.04.2024
- [41] Was bin ich? Kulturwandel managen. IHK Innovationsausschuss, Kronach, 13.03.2024
- [40] The Academic Job Market in Management. Presentation as part of Lancaster University Management School's PhD Programme, 15.11.2023.
- [39] Pricking the Bubble – Wie soziale Medien strategische Entscheidungen beeinflussen. Key Note im Rahmen des M&A Summit 2023, München.
- [38] Handlungsorientierte Didaktik im Bereich Strategie und Organisation – Erste Erfahrungsberichte aus dem Projekt ‚CoCon‘. Vortrag im Rahmen der ZHD Reihe: Bamberger Best Practices in der Lehre, 21.06.2023
- [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, 25.05.2023



- [36] Organizational adaptation: Rethinking roles and role transitions. Presentation as part of Rethinking the Future of Organizations Webinar. Rennes School of Business. 13<sup>th</sup> February 2023.
- [35] One word at a time: Performing Micro Role Transitions in Open Strategy. AOM Virtual Symposium on Open Strategy, 19<sup>th</sup> January 2023
- [34] Self-selection and the coordination of strategy work. Presentation at the ‚Forschungswerkstatt‘ of the Management Department at FU Berlin, 13<sup>th</sup> 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, 15<sup>th</sup> September 2022.
- [31] Modes of interaction in qualitative research. Key Note: Qualitative Process and Practice Research in Strategy. BI Norwegian Business School (Oslo), 6<sup>th</sup> May 2022.
- [30] Management in der Krise. Podiumsdiskussion an der TU Wien, 09<sup>th</sup> March 2022.
- [29] Taking individual choices seriously: How self-selection influences strategy work. SIME Seminar, King’s College, London. 09<sup>th</sup> February 2022.
- [28] Lost in Covid - Silver lining or business as usual? MADiscover Webinar, 09<sup>th</sup> February 2022.
- [27] Siemens AG: The Culture Angle. Joint presentation with Gerry Johnson (Lancaster University) at Exploring Strategy Workshop, 22<sup>nd</sup> June 2021.
- [26] It’ll be ok: Building on and breaking with the past to move on, NHH / RACE Corporate Workshop, 27<sup>th</sup> May 2021.
- [25] Developing Research for Publication. Virtual Seminar at Andrassy Universität Budapest, 29.-30<sup>th</sup> April 2021.
- [24] Asset Light Acquisitions. Webinar organized by M&A Review, 25<sup>th</sup> March 2021.
- [23] No Future: Sensemaking in Instances of Deliberate Organizational Closure. Seminar at University Paris-Dauphine, 8<sup>th</sup> 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, 02<sup>nd</sup> June 2020.
- [19] Digitalization and the adaptation challenge of large organizations: Learning from history. Digitalisierungs Symposium 2019 BaGSB, 22<sup>nd</sup> 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. 26<sup>th</sup> June 2019.
- [17] Publishing in IJMR International Journal of Management Reviews, LMU Munich, 24<sup>th</sup> May 2018.
- [16] Studying in the UK and Careers in Higher Education, Aloy-Fischer-Schule Deggendorf, 13<sup>th</sup> 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, 06<sup>th</sup> March 2018.
- [14] A strategy perspective on organizational decline and corporate insolvency, 19<sup>th</sup> January 2018.
- [13] Friesl, M. Manoeuvres in the dark – How organizations change course. Presentation at Sunway University, Kuala Lumpur, 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, 8<sup>th</sup> April 2016.
- [10] Abseiling from the Shard. The assembly of capabilities in temporary organizations. Presentation at Johannes-Kepler University Linz. 6<sup>th</sup> 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. 4<sup>th</sup> April 2014.
- [7] "Show us your trail of evidence": Analysing and presenting qualitative data for publication. Presentation at University Dauphine, Paris. 3<sup>rd</sup> December 2013.
- [6] Do we mind the gap? Convergence and Divergence of Subsidiary Charters and Capabilities. Presentation at Johannes-Kepler University Linz. 6<sup>th</sup> May 2013.
- [5] Micro-dynamics of Replication in Organizations. Presentation at the G.D. Goenka World Institute, Delhi. 24<sup>th</sup> August 2011.
- [4] Career paths and trajectories in management research. Panel discussion at ODC doctoral consortium at the Academy of Management, San Antonio. 13<sup>th</sup> 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, 02<sup>th</sup> 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' GmbH, Munich. 2007.

## Awards

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- 2024: Best Impact Paper Award - Strategy Practice IG, Strategic Management Society Conference, Istanbul
- 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

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- 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.