

Prof Dr Martin Friesl

Chair for Strategy and Organization Studies

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Papers in peer-reviewed journals

- Brielmayer, C. / Friesl, M. (fc) Pulled in all directions: Open Strategy as an Attention Contest. Strategic Organization
- Bauer, F., Friesl, M., Mai Anh, D. (fc) Run or Hide: Changes in Acquisition Behaviour During the Covid-19 Pandemic. Journal of Strategy and Management
- Friesl, M./Hanel, E./Konuk, V. (fc) Not now: Negotiating research access during the Covid-19 pandemic. M@n@gement
- Friesl, M./Stensaker, I./Colman, H. (2021) Strategy Implementation: Taking stock and moving forward. LRP 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. / Heracleus, 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. LRP 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.

Non-refereed journals, chapters and 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, Florian; Friesl, Martin; Ort, Klaus (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

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.

Invited Presentations

- 2021: Siemens AG: The Culture Angle. Joint presentation with Gerry Johnson (Lancaster University) at Exploring Strategy Workshop 22.06.2021.
- 2021: It'll be ok: Building on and breaking with the past to move on, NHH / RACE Corporate Workshop, 27.05.2021
- 2021: Developing Research for Publication. Virtual Seminar at Andrassy Universität Budapest, 29.-30.04.2021
- 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.
- 2020: Digitalization and adaptation: Learning from history and implications for the future. Strategic Management Society Doctoral Workshop
- 2020: Key Note Speech: Mutineers, Heretics and Odd-balls: Managing strategic innovation without mandate. 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 BagBSB, 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. 26.06.2019
- 2018: Publishing in IJMR International Journal of Management Reviews, LMU Munich, 24.05.2018
- 2018: Studying in the UK and Careers in Higher Education, Aloy-Fischer-Schule Deggendorf, 13.04.2018
- 2018: When the parent imitates the child: Strategic renewal through separation and subsequent re-integration of a business unit. Leeds University Business School, 06.03.2018
- 2018: A strategy perspective on organizational decline and corporate insolvency, 19.01.2018.



- 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)
- 2014: Abseiling from the Shard. The assembly of capabilities in temporary organizations. Presentation at Johannes-Kepler University Linz. 6th November.
- 2014: Framing qualitative research. Seminar at University Paris-Dauphine, December
- 2014: Against the grain: Capability renewal through contested initiatives. Presentation at University Bw Munich. 4th April.
- 2013: "Show us your trail of evidence": Analysing and presenting qualitative data for publication. Presentation at University Dauphine, Paris. 3rd December.
- 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. 24.08.2011
- 2011: Career paths and trajectories in management research. Panel discussion at ODC doctoral consortium at the Academy of Management, San Antonio. 13.08.2011
- 2010: Subsidiary Collaboration as Intended Strategy – From Best Practice Approach to Mediocre Outcome. Invited presentation at the Lancaster University Management School Vice President Lunch, 02.07.2010.
- 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

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.

Conference Papers and Presentations

- Felker, Y./Bauer, F./Friesl, M./Angwin, D./Meadows, I. (2021) How to get back on track – The role of M&A specialists and M&A generalists in managing delays during acquisition integration. British Academy of Management 31st August – 3rd September.
- Brielmayer, C. / Friesl, M. (2021) Pulled in all directions: Open Strategy as an Attention Contest. 41st Strategic Management Society Conference, Toronto.
- Hanel, E. / Friesl, M. (2021) Growing apart: Antecedents of digital capability gaps in traditional industries. 41st Strategic Management Society Conference, Toronto.
- Friesl, M./Hanel, E./Konuk, V. (fc) Not now: Negotiating research access during the Covid-19 pandemic. British Academy of Management
- Strobel, A./Campopiano, G./Friesl, M. (2021) Drivers of Intra-family Conflict and Employee Outcomes in Family Firms” 81st Annual Meeting of the Academy of Management, 30 July - 3 August 2021
- Felker, Y./Bauer, F./Friesl, M./Angwin, D./Meadows, I. (2021) How to get back on track – The role of M&A specialists and M&A generalists in managing delays during acquisition integration. 20th Conference of the European Academy of Management 16-18 June 2021
- Strobel, A./Campopiano, G./Friesl, M. (2021) Intra-Family Conflict: Antecedents and Consequences for Family Firms. 20th Conference of the European Academy of Management 16-18 June 2021
- Brielmaier, C. / Friesl, M. (2021) Pulled in all directions: Open Strategy as an Attention Contest. 37th EGOS Colloquium, Amsterdam 2021
- Hanel, E. / Friesl, M. (2021) Between the poles: Antecedents of digital capability gaps in low-velocity environments. 37th EGOS Colloquium, Amsterdam 2021
- Felker, Y.M./Bauer, F./Friesl, M. (2020). Learning Pathways, Integration Rules and Performance in Acquisitions – What Is Learnt, Intended and Applied. 40th Strategic Management Society Conference.
- Felker, Y.M./Bauer, F./Friesl, M. (2020). Learning Pathways, Integration Rules and Performance in Acquisitions – What Is Learnt, Intended and Applied. Annual Meeting of the Academy of Management.
- Friesl, M./Garreau, L./Newton, R. (2020) Identity Maintenance and Misaligned Sensemaking in Situations of Deliberate Organizational Closure. 36th EGOS Colloquium.
- Friesl, M./Garreau, L./Newton, R. (2019) Strategy in the Danger Zone: Identity maintenance and misaligned sensemaking in instances of deliberate organizational closure. 39th Strategic Management Society, Minneapolis.
- Friesl, M. / Stensaker, I. / Coleman, H. L (2018) Implementing strategy: The design, meaning making and political perspectives of strategy implementation work. Target Journal: 38th Strategic Management Society, Paris.
- Friesl, M. (2018) Co-creating Impactful Qualitative Change Research: A Dialogue Between Authors and Editors. Symposium at the Annual Meeting of the Academy of Management
- Angwin, D. / Sasaki, I. / Mikhalkina, T. / Friesl, M. / Thanos, I. / Fahy, K. (2017) Strategy Practice Teaching Is Dead: Long Live Strategy Practice Teaching. 37th Strategic Management Society Conference, Houston
- Friesl, M / Heracleous, L. (2017) Running to stand still: The transformation of strategy work as a responses to co-evolutionary lock-in. 33rd EGOS Colloquium, Copenhagen.
- Kwon, W. / Balogun, J. / Vaara, E. / Friesl, M. (2017) The missing link: The construction of links between strategic initiatives through narrative work by top managers. 33rd EGOS Colloquium, Copenhagen

- Friesl, M. / Garreau, L. / Heracleus, L. (2016) When the Parent Imitates the Child: Renewal through the Separation and Re-integration of a Subsidiary. 36th Strategic Management Society Conference, Berlin
- Friesl, M. / Kwon, W. (2016) The Strategic Importance of Top Management Resistance: Revisiting Alfred D. Chandler. 32nd EGOS Colloquium, Naples.
- Friesl, M. and Ford, C. (2015) Abseiling from the Shard: The Assembly of Capability in Temporary Organizations. 35th Strategic Management Society Conference, Denver.
- Friesl, M. / Garreau, L. (2015) Strategic Renewal Through Multilevel Balancing. European Academy of Management, Warsaw.
- Friesl, M. / Garreau, L. (2015) Strategic Renewal Through Structural Balancing: A process study of the separation and subsequent re-integration of a business unit. 31st EGOS Colloquium, Athens.
- Razak, A.R.A. / Friesl, M. / Spring, M. (2015). The role of liminality for routine change. 31st EGOS Colloquium, Athens.
- Friesl, M. / Garreau, L. (2014) Against the grain: Capability renewal through contested initiatives. Strategic Management Society Conference, Madrid. 34th Strategic Management Society Conference, Madrid.
- Friesl, M./Jacobs, K./Larty, J. (2013) Artefact-based replication: A comparison of intended and emergent effects. Academy of Management Conference, Orlando. *2013 Best Practice-Oriented Paper Award. Strategizing Activities and Practice Interest Group of the Academy of Management.*
- Balogun, J./Floyd, S./Friesl, M. (2013). Breaking out of strategy vectors to deliver discontinuous change. 33rd Annual Meeting of the Strategic Management Society, Atlanta.
- Friesl, M. / Silberzahn, R. (2012) Do we mind the gap? Divergence and convergence of subsidiary charters and capabilities. SMS Special Conference, Lake Geneva.
- Friesl, M./Jacobs, K./Larty, J. (2012) The Role of Artefacts in the Process of Replication. Paper presented at the 32nd Annual Meeting of the Strategic Management Society, Prague
- Larty, J./Friesl, M./ /Jack, S. (2012). The role of sensegiving for endogenous capability change. Paper presented at the 32nd Annual Meeting of the Strategic Management Society, Prague. Nominated for Best Practice Implications Award.
- Friesl, M./Jacobs, K./Larty, J. (2012) Unpacking Replication Strategies: Artefacts as Enablers and Constrainers of Replication. Paper presented at the Special Strategy-as-Practice Workshop, Paris, June 11th – 12th.
- Larty, J./Friesl, M./ /Jack, S. (2012). Micro-foundations of capability development: The role of sensemaking and sensegiving. Paper presented at the Annual Meeting of the Academy of Management, Boston.
- Friesl, M. / Silberzahn, R. (2012). Subsidiary Charter Harmonization: The Role of Deliberate and Performative Capability Development. Paper presented at the Annual Meeting of the Academy of Management, Boston.
- Kozika, A./Kaiser, S./Friesl, M. (2012). A conventionalist perspective on organizational routines: Challenging the routine discussion by integrating interactionalist and institutional elements. 36. Workshop der Kommission Organisation, Berlin
- Friesl, M./Larty, J. (2011). Role Perception and Micro-Practices of Business Format Replication. Paper presented at the Annual Meeting of the Strategic Management Society, Miami. Nominated for Best Paper Award; Nominated for Best Practice Implications Award.
- Friesl, M./Larty, J. (2011). Micro-foundations of replication: Implications of role perception for business format replication. Strategisches Kompetenz-Management (SKM). 7th Symposium on Strategic Learning. Linz.
- Kozika, A./Kaiser, S./Friesl, M. (2011). Justifying routine change: Contributions of a conventionalist perspective on organizational routines. European Academy of Management Conference. Tallinn.



- Friesl, M./Larty, J. (2011). Replication as shaping: Investigating micro-practices of business format replication. Paper presented at the Annual Meeting of the Academy of Management, San Antonio.
- Friesl, M./Vanharanta, M. (2011). Emergence, Causality and Reduction: Exploring the Ontological Foundations of Organizational Capabilities. Paper presented at the Annual Meeting of the Academy of Management, San Antonio.
- Friesl, M./Larty, J. (2010). Replication as a social practice: Towards a research agenda of capability and routine replication. Paper presented at the Annual Meeting of the Strategic Management Society, Rome. Finalist Best Practice Implications Award and Nominated for Best Paper Award.
- Larty, J./Friesl, M. (2010). Replication of routines and capabilities in franchise organizations. Presentation at the LUMS Inaugural Research Conference, Lancaster.
- Sackmann, S. A./Friesl, M. / / Kremser, S. (2010) Knowledge Sharing - An Investigation of Cultural Dynamics in Knowledge Intensive Teams. Paper presented at the Annual Meeting of the Academy of Management, Montreal.
- Friesl, M. (2009). Kompetenzmanagement als Praxis – Befunde der deutschen Biotechnologieindustrie. 6. Symposium zum Strategischen Kompetenz-Management, 23-25 September 2009, Marburg.
- Silberzahn, R./Friesl, M. (2009). The importance of a balanced HQ-subsiary relationship in a global change initiative. Discussion paper presented at British Academy of Management, 15-17 September, Brighton.
- Friesl, M. (2009) Understanding knowledge sourcing in young companies: The case of German Biotechnology Industry. Paper presented at the 8th IACCM Conference, Vienna.
- Friesl, M./Sackmann, S.A. / Kremser, S.G. (2009). Knowledge Sharing in Military Contexts: An Investigation of Cultural Dynamics in Knowledge Intensive Teams of the German Army. Paper presented at the 8th IACCM Conference, Vienna.
- Silberzahn, R./Friesl, M. (2009). How to become global? Categorization of change projects and their contribution to a global change initiative. Paper presented at the 9th International Conference on Knowledge, Culture and Change in Organizations, 24th – 26th June, Boston.
- Sackmann, S.A./Eggenhofer, P./Friesl, M. (2007). Sustainable Change: Long term efforts towards developing a learning organization. Paper presented at the Annual Meeting of the Academy of Management, Philadelphia.
- Friesl, M./Sackmann, S.A. (2007). Managing Capability Development – Analyzing the impact of CEOs' management experience and education on capability management in young high technology companies. Paper presented at the Global Entrepreneurship Research Conference, San Francisco.
- Friesl, M./Sackmann, S.A. (2006). Cultural complexity and organizational performance – Application of a resource based perspective on rent creation. Paper presented at the Annual Meeting of the Academy of International Business, Beijing.
- Sackmann, S.A./Friesl, M. (2005). Exploring cultural impacts on knowledge sharing in temporal teams". Paper presented at the Carnegie Bosch Conference on Innovation and Growth, Stuttgart.