

## Extended CV: Prof. Dr. Jörg Freiling

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# 1 - Curriculum Vitae

## Socio-demographics

Surname, First Names	Freiling, Jörg Rainer
Date of birth	February 29 <sup>th</sup> , 1964.
Place of birth	Bückeburg, Germany (Lower Saxony).
Nationality	German.
Marital status	married, 3 children.

## Degrees

2000	Habilitation (Second Doctorate). Title of Habilitation Thesis: "Reorganizations – A Resource-based View". November 8, 2000.
1994	Dr. rer. oec. (Business & Economics), University of Bochum (Germany), July 6, 1994, title of the Dissertation Thesis: Supplier's Dependence on Customers – A Strategic Problem.
1989	Diploma (Business & Economics), University of Bochum (Germany), May 3, 1989. Finished as „Diplom-Ökonom“ (equivalent to M.Sc.). Title of the Diploma Thesis: "Marketing of Hotels".
1983	A-Level ("Abitur"), June 14, 1983.

## Present Post and Previous Employments

since April 2001	Full Professor at University of Bremen, Chair in Small Business & Entrepreneurship
October 2000 – September 2002	Visiting Professor of Marketing: Free University Bozen/Bolzano, Italy, School of Business.
October 2000 – March 2001	Interim Associate Professor at the University of Paderborn, Germany. Chair in Marketing.
August 1998 - October 2000	Assistant Professor, Chair in Marketing (B-to-C Marketing), Faculty for Business & Economics, University of Bochum, Germany.
July 1994 – July 1998	Assistant Professor at the Chair in Marketing (B-to-B & Services Marketing), Faculty for Business & Economics, University of Bochum, Germany.
May 1989 – July 1994	Research Assistant at the Chair in Marketing (B-to-B & Services Marketing), Faculty for Business & Economics, University of Bochum, Germany.
1990-2002	Lecturer of General Management and Marketing courses at several academic institutions (academies, universities).
Jan. 1990 – Oct. 1991	Part-time project manager of the firm "Hoesch Hohenlimburg AG", Hagen/Germany. Project: "Just-in-time in the automotive component manufacturing industry".

## Language Skills

German:	command (mother tongue)
English:	command
French:	low command
Italian:	low command
Dutch:	some passive command
(Latin:	'A' level)

## Visiting Professorships

2000/2001	University of Applied Sciences Kufstein, Austria (Consumer Marketing)
2000-2002	Free University of Bolzano, Italy (Marketing)

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- 2001 University of Innsbruck, Austria (Competence-based Management)
- 2002 St. Petersburg State University, Russia (Industrial & Services Marketing)

## 2 - Research Focus

### (1) Current core areas of research (CAR)

CAR	Topic	Research Questions
1	Entrepreneurship & Entrepreneurial Failure	<p>What are the final reasons for the failure of start-ups (focus: strategic entrepreneurship, high-tech ventures)? Are there any typical patterns in the run of events in case of new venture failure?</p> <p>What are the peculiarities and performance implications of new service ventures?</p> <p>How far is entrepreneurial marketing different from marketing in other settings?</p> <p>What are the reasons for the sluggish adoption of innovative service business models in B-to-B settings?</p>
2	Transnational Companies and Governance of Young/Small Firms in International Business	<p>What are the peculiarities of transnational companies (TNC) compared to other archetypes of international companies? What kind of governance mechanisms do TNC typically employ? How do TNC interact with societal actors and institutions?</p> <p>How do TNC achieve legal certainty when the legal system is bound to the borders of the nation state?</p> <p>What is the very nature of „Born Transnationals“? How do they manage the process of getting established in competition?</p>
3	The Impact of Entrepreneurial Behavior on Performance	<p>How to conceptualize entrepreneurial behavior in the light of entrepreneurship theory?</p> <p>(How far) Is the execution of entrepreneurial functions related to performance measures?</p> <p>How to proactively develop and shape real options?</p>
4	Theory of the Firm, Knowledge, and Organizational Competences	<p>How to explain the need for firms as institutions (within the competence-based theory of the firm) beyond the opportunism debate?</p> <p>What are the constitutive elements of organizational competence?</p>

		What are the implications of organizational incompetence?
5	Governance of Family Businesses	<p>Is there a managerial vacuum in case of business succession and – if so – what are the implications?</p> <p>What are the reasons and consequences of de-internationalization of family firms?</p>

### Particular lens and guiding principles of research

- Adopting a co-evolutionary view to analyse dynamics in competition
- Considering and explaining the path-relatedness of decision-making in organizations
- Analysing the managerial discretion of actors by adopting a moderate voluntaristic view (as a foundation for entrepreneurial moves and reactions in competition)
- Analysing the impact of economic decision-making in a systemic and holistic context (e.g. understanding the emergence of industry architectures, co-evolution of firms and societal institutions)

### (2) Current Research Projects (3rd-party funded)

- Collaborative Research Center 597 (funded by the German Research Foundation): Transformation of the State, sub-project A4: The Constitution of Global Trade, currently in its 3rd and final phase (1 January 2011 till 31 December 2014), Focus: Formal and informal governance of international hierarchies and heterarchies (in cooperation with: G. Calliess, Jurisprudence, University of Bremen)
- Center for Transnational Studies ZenTra ([www.zen-tra.de](http://www.zen-tra.de)): funded by Federal State of Bremen, Federal State of Lower Saxony, Volkswagen Foundation, Mercator Foundation), own sub-projects
  - The Impact of Regional Headquarters on Coordination Efficiency, Flexibility, and Organizational Learning in Transnational Corporations (TNCs) (cooperation partners: R. Piekkari, Aalto University; S. Laudien, University of Magdeburg)
  - The Impact of Corporate Culture on Competence Building in TNCs

- 'Born Transnationals' as a New Type of International Entrepreneurship – Peculiarities, Governance Modes, and Establishment in Competition
  - Assets of Foreignness - Building and Leveraging Generative Resources to Shape International Markets
  - Governance of Global Service Operations of TNCs – The Role of Regional Management (cooperation partner: R. Piekkari, Aalto University)
  - An Evolutionary Theory of Conflict in the Transnational Sphere (cooperation partner: G. Calliess, S. Lundan, both University of Bremen)
- Causes and Trajectories of the Failure of New Ventures (funded by the NOWETAS Foundation, cooperation partner: A. Nicolai, University of Oldenburg)
  - Turnaround Management in the Hotel Business: From Problem Solving to Problem Prevention (applied for a EU-funded project in the program "Lifelong Learning", coordination: J.P. van der Rest, The Hague; international consortium)

An overview of finished research projects is available on demand.

### **(3) Editorships of the applicant**

- Editor-in-chief of the double-blind refereed journal "Journal of Competence-based Strategic Management" (JCSM, formerly called: "Jahrbuch Strategisches Kompetenz-Management"), publisher: Hampp, Munich & Mering
- Member of the editorial board of the "Zeitschrift für Management" (double-blind review)
- Editor-in-chief of the publication series "Competence-based Management", published by Gabler/Springer, Wiesbaden
- Member of the editorial board of the publication series "Business-to-Business Marketing", published by Gabler/Springer, Wiesbaden

### **(4) Membership of review boards (formal and ad-hoc reviewing)**

#### ***Journals***

- European Management Journal,
- European Management Review,

- Journal of Small Business Management,
- Journal of Service Management,
- Management International Review,
- Industrial Marketing Management,
- Long Range Planning,
- Management Learning,
- Journal of Business Research,
- Journal of Business Market Management,
- International Journal of Services Operations and Informatics,
- International Journal of Entrepreneurship and Small Business,
- International Journal of Entrepreneurship Education,
- International Journal of Production Economics,
- International Journal of Supply Chain Management,
- Revue Internationale PME,
- Service Industries Journal,
- Research on Competence-based Management,
- DBW - Die Betriebswirtschaft,
- ZfB – Zeitschrift für Betriebswirtschaft,
- Die Unternehmung,
- ZP - Zeitschrift für Planung und Unternehmenssteuerung,
- Marketing ZFP,
- ZfM – Zeitschrift für Management,
- BFuP – Betriebswirtschaftliche Forschung und Praxis.

### **Academic Institutions**

- German Research Foundation (DFG),
- AOM – Academy of Management,
- EURAM – European Academy of Management,
- Industrial Marketing & Purchasing Group,
- VHB – Association of German Professors of Business Administration,
- FGF/G-Forum – Association of German Entrepreneurship Researchers,



- ICSB – International Council for Small Business,
- Wolfgang Ritter Foundation.

### **Other Review Activities**

- Reviewer of textbooks and textbook proposals of UK publishing houses.

### **(5) Memberships: Academic Institutions & Networks**

- SMS – Strategic Management Society,
- EGOS – European Group of Organization Studies,
- EURAM – European Academy of Management,
- ICSB – International Council for Small Business,
- ECSB – European Council for Small Business and Entrepreneurship,
- VHB – Association of German University Professors of Business Administration (member of the following commissions: Organization, International Management, Marketing, Technology & Innovation Management),
- SG – Schmalenbach Association for Business Studies,
- FGF – Association of German Entrepreneurship Researchers,
- Research Group on Business-to-Business Marketing (B-to-B-Group),
- Association for Competence-based Management.

## 3 – Paper Presentations

since 2010

### 2013

- From entrepreneurs to managers: Time-related transition in the process of new venture internationalization, EGOS Colloquium, July 04-06, Montréal (Canada).
- Obstacles to the Adoption of Innovative Service Business Models – The Role of Dominant Logics, ICSB Annual Conference, June 20-23, Ponce (Puerto Rico).
- An Organizational Learning Perspective on International New Ventures – The Case of 'Born Transnationals', ICSB Annual Conference, June 20-23, Ponce (Puerto Rico).
- The Making of Real Options – in the Light of Organization and Management Theory, Invited Presentation, Lappeenranta University of Technology, March 05, Workshop on Real Option Thinking, Lappeenranta (Finland).
- Market Resistance to Innovative Service-focused Business Models: Insights from the Service-dominant Logic, 46th HICSS Conference, January 06-10, Maui (USA).

### 2012

- Competence Building in Transnational Companies – The Role of Regional Headquarters in Subsidiary Coordination, 38th EIBA Annual Conference, December 07-09, Brighton (UK).
- International Market Resistance to Innovative, Service-focused Business Models, 38th EIBA Annual Conference, December 07-09, Brighton (UK).
- Informal Governance and its Impact on Transactional Uncertainty of Transnational Companies: the Case of Social Relatedness, 38th EIBA Annual Conference, December 07-09, Brighton (UK).
- How to Govern the Spread of De-centrally Developed Competences in Transnational Companies; Paper accepted for presentation, 1st CBSM Conference, November 20-23, Copenhagen (Denmark).
- How to Transfer Personal Experience into Organizational Competence: The Story of International New Ventures, 1st CBSM Conference, November 20-23, Copenhagen (Denmark).

- Regional Headquarters and their Impact on Knowledge Transfer Processes in Transnational Companies: A 'Small Worlds' Perspective, 32nd Strategic Management Society Annual Conference 2012, October 06-09, Prague (Czech Republic).
- Entrepreneurship and Entrepreneurial Competences as Drivers of Learning and Coordination in MNEs, SMS Conference Danube Extension 2012, October 04-05, Linz (Austria)
- Breaking Free from the Adaption Logic: A View on SME Managerial Discretion in International Business, Academy of Management Annual Meeting 2012, August 03-07, Boston/MA (USA).
- The Shadow of New Venture Failure on Transforming Societies, 28th EGOS Colloquium, July 05-07, Helsinki (Finland).
- Born to Learn – Knowledge Exploration and Exploitation of 'Born Transnationals', AIB Annual Conference, June 30 – July 04, Washington, D.C. (USA).
- Entrepreneurial failure in the spotlight of the competence-based theory of the firm, 57<sup>th</sup> International Council for Small Business World Conference, June 10-14, Wellington (New Zealand).
- In Need of Speed - The Impact of Organizational Learning on the Competitiveness of Born Transnationals, 57<sup>th</sup> International Council for Small Business World Conference, June 10-14, Wellington (New Zealand).
- SME total cost of ownership models and their sluggish adoption. An explanation based on the service-dominant logic, 57<sup>th</sup> International Council for Small Business World Conference, June 10-14, Wellington (New Zealand).
- The Managerial Vacuum of Business Succession in Family Businesses, 12<sup>th</sup> Annual Conference of the European Academy of Management (EURAM), June 6-8, Rotterdam (The Netherlands).
- Knowledge Transfer and Competence Building in Transnational Companies – A Governance Problem; Paper presented at the 74th VHB Annual Conference, May 30 - June 02, Bolzano (Italy).
- Assets or Liabilities of Foreignness? On the Role of TNCs in International Business, 9th RSAI World Congress, May 09-12, Timisoara (Romania).
- Born Transnationals – a Different Story of International Entrepreneurship?, 9th RSAI World Congress, May 09-12, Timisoara (Romania).
- Sustaining Trust as Informal Governance Mechanism: A Competitive Advantage for Family Firms?, International Conference on Entrepreneurship, Family Firms, and Economic Development, April 27-28, Krakow (Poland).

- Informal Governance and its Impact on Transactional Uncertainty of Transnational Companies: the Case of Social Relatedness, International Conference on Entrepreneurship, Family Firms, and Economic Development, April 27-28, Krakow (Poland).
- An Entrepreneurship Theory-based Approach on the Relationship Between Entrepreneurship and SMEs Performance, Invited Keynote, International Conference on Entrepreneurship, Family Firms, and Economic Development, April 27-28, Krakow (Poland).
- Family Firms: An German Experience. Invited Speech, Conference on Family Firms and The Challenges of the Future (PRZEDSIĘBIORSTWA RODZINNE WOBEC WYZWAŃ PRZYSZŁOŚCI), April 26, Krakow (Poland).
- The SKM Movement: Concepts, Theory, and Applications, CSM Conference, University Duisburg-Essen, Duisburg Campus, March 22-23, Duisburg (Germany).

## 2011

- Regional Headquarters as Mode of Control for TNC Subsidiaries: A Network-Oriented Perspective; Paper presented at the 37<sup>th</sup> EIBA Annual Conference, December 08-10, Bucharest (Romania).
- Regional Headquarters Capabilities as Key Facilitator of the Coordination of Transnational Business Activities, 37<sup>th</sup> EIBA Annual Conference, December 08-10, Bucharest (Romania).
- Market Resistance to Innovative Service-focused Business Models: Insights from Service Dominant Logic, 4<sup>th</sup> ISPIM Innovation Symposium, November 29 - December 02, Wellington (New Zealand).
- Explaining New Venture Failure: A Competence-based Approach, 15<sup>th</sup> G-Forum, November 02-04, Zurich (Switzerland).
- Knowledge Transfer and Competence Building in Transnational Companies - A Governance Problem, 7<sup>th</sup> SKM Symposium, September 28-30, Linz (Austria).
- Why do Start-ups Fail? A Competence-based Perspective, 7<sup>th</sup> SKM Symposium, September 28-30, Linz (Austria).
- On the Need of SME Organizational Adaption to the International Business Environment: A Competence-based Perspective, 5<sup>th</sup> Conference on SME in a Globalized World, September 22-24, Cluj-Napoca (Romania).
- Service Innovation and Market Survival: Implementing the Total Cost of Ownership Concept, MSKE Conference 2011, July 13-15, Famalicao (Portugal).

- On the Sluggish Adoption of Total cost of Ownership Models - An SDL Perspective, Naples Forum on Service, June 14-17, Anacapri (Italy).
- Direktinvestive internationale Unternehmenstätigkeit und das GLOCAL-Dilemma: Die koordinative Rolle von Regional Headquarters, Annual Meeting of the VHB Commission „INT“ 2011, 18.-19.2.2011 in Saarbrücken.
- Overcoming Liabilities of Foreignness by Employing Regional Headquarters as a Hard Mode of Governance - A TNC Perspective, Workshop "Dynamics of Globalization: Location-specific Advantages or Liabilities of Foreignness?", Copenhagen Business School, Copenhagen, 17.-18.1.2011.

## 2010

- Reasoning a Use of Regional Headquarters in TNCs as Structural Instrument of Coordination, 36th EIBA Annual Conference 2010, Porto, 9.-11.12.2010 (with Laudien, S.).
- Entrepreneurial Failure in the Spotlight of the Entrepreneurship Theory, 7th AGBA World Congress, 1.-3.12.2010 in Putrajaya (Malaysia).
- Das Scheitern junger Unternehmen im Spiegel der Entrepreneurship-Theorie, G-Forum 2010, 21./22.10.2010, Cologne.
- Hochleistungsorganisationen und lebensphasengerechtes Kompetenz-Management, Fernausbildungskongress der Helmut-Schmidt-Universität Hamburg, 7.9.10.
- The Impact of Organizational Culture on Organizational Learning in Turbulent Times, Accepted Paper, 26<sup>th</sup> EGOS Colloquium, Lisbon, 1.-3.7.10.
- Transnationale Unternehmen, 72 Annual Conference of the VHB, Universität Bremen, 27.-29.5.10.
- Lebensphasengerechtes Kompetenz-Management, Learntec, Karlsruhe (Germany), 4.2.10.

## 4 - Teaching Experience

### Part One: Previous Teaching in Bachelor, Master, and Diploma Programs

<i>Class</i> (B: Bachelor; D: Diploma; M: Master Program)	<i>Language</i> (D: German E: English)	<i>Semesters</i>	<i>Taught at the following institutions</i>
Basics of Business Administration (B/D)	D	Every WS since WS 2001/02	U Bremen, Hanseatic Academy Hamburg/Bremen
Theory of the Firm (B/D)	D	SS 2004, every WS since 2004/05	U Bremen
Entrepreneurship & Management (D/M)	D	Every WS since WS 2003/04	U Bremen
Services Management (B/D)	D	Every WS since WS 2003/04	U Bremen
New Service Ventures (D/M)	D	Every SS since SS 2004	U Bremen
Business Game (Capstone Course for Entrepreneurs) (D)	D	WS 2003/04, SS 2006	U Bremen
Teaching Project: International Entrepreneurship (B)	D	Every semester, changing topics	U Bremen
Teaching Project: International Entrepreneurship (M)	D	Every semester, changing topics	U Bremen
Strategic Management of Intangible Properties (M)	E	SS 2006	U Bremen
General Management (D)	E	SS 1998, SS 2000	U Kaiserslautern
Resource-based Management (M)	D	SS 2001	U Innsbruck/Austria
Strategic Management (B/D)	D	SS 1998, 1999, 2000, SS 2006, WS 2006/07	U Bochum, U Bremen, Hans. Academy Hamburg/Bremen

Basics of Competence-based Strategic Management (M)	E	WS 2001/02, SS 2002	U Bremen
Managing the Boundaries of the Firm (M)	E	WS 2001/02, SS 2002	U Bremen
International Value-added Processes, Part I (Firm Level)	D	WS 2002/03	U Bremen
International Value-added Processes, Part II (Relationship & Network Level) (D)	D	SS 2003	U Bremen
SMEs in International Value Chains (D)	D	WS 2001/02, SS 2002, WS 2002/03	U Bremen
Industrial & Services Marketing	E	SS 2002, SS 2003, SS 2004	State University of St. Petersburg/Russia, U Bremen
Marketing	D/E	WS 2000/01 - SS 2002	FU Bozen-Bolzano/Italy
International (SME) Marketing	D E	WS 2000/01, SS 2001	U Paderborn, U Bremen, Oviedo Academy/Spain

## Part Two: Education of Doctoral Students

### Internal Doctoral Workshops

- about twice a year with all internal and external doctoral students under supervision
- duration: two or three days
- objectives: (1) detailed overview of delimitation and contents of the PhD projects, (2) constructive feedback, (3) stimulating a mutual transfer of ideas in the group, (4) community building, (5) training in scientific methods

### Doctoral Bootcamp

- about every 18 months
- duration: 1 week
- focused work
- daily presentations of the participants with intense discussions among all participants

### External Doctoral Workshops

- one workshop each year jointly with the own PhD students and the PhD students of a colleague from another university
- duration: at least two days
- objectives: see above

#### Seminar Sessions

- seminars on the basics of the philosophy of science and methodological issues
- duration: half a day or a day
- on demand

#### Semester Seminar for Doctoral Students

#### Personal Trainings & Consultations

- four times a year
- duration: about two hours
- objectives: personal feedback, individual support, motivation check

### **Part Three: Executive Education**

- Executive program: Competence-based Management for SME's (3 modules, each module two days), target group: top managers & personnel managers of SME's (German language program)
- E-learning executive program: Competence-based Management for SME's (in preparation), target group: top managers & personnel managers of SME's (German language program)
- Executive program: Management for Industrial Production (RWTH Aachen, Technical University), module: industrial marketing
- Summer School on Entrepreneurship (University of Bremen)
- Various seminars (details on demand)



## 5 – Academic Services

### Dean's Office

- 2009-2011: Dean for Study Affairs
- 2011-now: Vice Dean

### Development & Management of International Study Programs

- Chair of the Master Board of the Master Degree Program "Business Studies" (MBS), University of Bremen (2001-2006)
- Interim Chair of the Master Board of the Master Degree Program "Management of International Economic Relations" (MIER), University of Bremen (2003)
- Chair of the Founding Project Group of the Study Program "Master of Science in Global Brand Management" of the University of Bremen (2004-2005)
- Member of the Commission "Development of Master and Bachelor Degree Programs" at the Faculty of Business & Economics, University of Bremen (2003-2005)

### Membership of Filling/Appointment Commissions

- Chair of the Filling Commission: Junior Professor/Young Faculty Group Leader in Marketing and Governance (2013)
- Chair of the Filling Commission: Junior Professorship in Industrial Services (2012)
- Chair of the Filling Commission: Professorship in International Management and Governance, University of Bremen (2009)
- Chair of the Filling Commission: Professorship in Innovative Brand Management, University of Bremen (2002)
- Vice Chair of the Filling Commission: Professorship in Evolutionary Economics (2010)
- Vice Chair of the Filling Commission: Professorship Management, University of Bremen
- Member of 3 Filling Commissions: Professorships in Family Business Management, University of Witten/Herdecke (2010-2012)
- Member of the Filling Commission: Professorship Entrepreneurship, University of Oldenburg (2003-2004)
- Member of the Filling Commission: Professorship Organization & Management, Hanseatic University Rostock (2006)

### Membership of other Academic Commissions of the University

- Member of the Faculty Board (2003-2005; since July 2007)
- Member of the Examination Board of the Diploma and Bachelor Study Programs "Wirtschaftswissenschaft" (Business & Economics) und "Betriebswirtschaftslehre" (Business Studies); University of Bremen (since April 2003)
- Member of the PhD Committee of the Faculties of Sociology and Business & Economics, University of Bremen (2004-2008)

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- Member of the Study Commission of the Faculty of Business & Economics, University of Bremen (2001-2003, since 2007)

Management of other Academic Affairs of the University

- Chair of the Transfer Center of the Faculty of Business & Economics, University of Bremen (2002-2003)