

University Academic Curriculum Vitae

Christian Lechner

Personal information

Christian Lechner
Born: in 1966
Nationality: German

Education since leaving school

- 1993: Diplomkaufmann (4 year university degree in Management); Ludwig-Maximilians-University, Munich, Germany
- 1988-1989: University of Florence, Italy; Diploma in Italian and International Business Studies.
- 1995: Master of Business Administration (MBA), University of Georgia, Athens, Ga, USA
- 2000: Doctor (Ph.D.) of Business Administration, Strategic Management and Entrepreneurship, University of Regensburg, Germany. Title of the thesis: *“The competitiveness of firm networks”*; Distinction: *“Summa cum Laude”*
- 2012: HDR (French Habilitation as Research Director), University of Toulouse 1; *“The competitiveness of firms”*

Present appointment

- Full Professor of Entrepreneurship, Design Thinking & Management (Secs/P08)**
- Since February 2021
- LUISS Business School and LUISS University
- Associate Dean of Research, LUISS Business School;
- Member of the Leadership Team and Management Steering Committee Luiss Business School
- Scientific Director Competence Center Entrepreneurship
- Scientific Director Adventure Lab, LUISS Business School
- Director Executive Flex MBA for TIM / Nokia

Professional experience

| From / to | Job title | Name of academic Institution | Academic level | responsibilities |
|-----------|----------------------------------|------------------------------|--------------------------|--|
| 2013-2021 | Full Professor | Free University of Bolzano | Italian University | - Director of the PhD program in Economics and Management on institutional and organizational Outliers; - Responsible for the development of the knowledge platform of the Free University of Bolzano - Head of the Research Cluster Entrepreneurship & Innovation |
| 2006-2013 | Full Professor | Toulouse Business School | International University | - Director of the Research Center for Entrepreneurship and Strategy; - Co-Director of the <i>Business IncubatorTBSeeds</i> ; - Director of the Specialized Masters Program in Ent |
| 2002-2006 | Associated Professor with Tenure | Toulouse Business School | International University | Director of the Specialized Masters Program in Entrepreneurship |
| 2000-2002 | Assistant Professor | Toulouse Business School | International University | Director of the Specialized Masters Program in Entrepreneurship |

Experience in academic teaching

- **Doctoral Programs:**
 - Academic Writing (2022)
 - Executive PhD VU Amsterdam
 - Guided literature course in Entrepreneurship (2014-2021) & Introduction to Philosophy of Science (2014-2021)
 - Free University of Bolzano
 - Research Seminar on the Resource-Based-View
 - L' école doctorale Sciences de Gestion, Université Toulouse 1 (2006-2012)
 - LUISS Roma (2006, 2008, 2009)
 - Entrepreneurship as a research field
 - LUISS Roma (2007, 2009)
 - Free University of Bolzano (since 2018)
- **MBA – Level:**
 - Entrepreneurship
 - LUISS Business School, Roma (2006-2011; 2021-)
 - Design Thinking
 - LUISS, Business School, Roma (2021-)
 - Strategic Management
 - Aerospace MBA, ESC Toulouse (2004-2012)
 - LUISS Roma (2005)
 - Change Management (*WWZ – Basel, 2006, 2007*)
- **Master - Level**
 - Strategic Management (*ESC Toulouse, ESSEC Barcelona ; 2000-2012*)
 - Technology Management (*ESC Toulouse ; 2001-2011*)
 - International Strategy (*ESC Toulouse; 2009-2011*)
 - Entrepreneurship (*ESC Toulouse, University of Florence, Free University of Bolzano, since 2001*)
- **Bachelor - Level**
 - Business Administration (*Free University of Bolzano, 2004, 2005, 2013/2014, 2019/2020*)
- **Tailor Made Programs**
 - Entrepreneurship (*e.g. Pre-incubation & Incubation program NOI TechPark Bolzano, Studium General unibz*)
- **Custom Programs (Luiss Business School)**
 - Entrepreneurship & Design Thinking (*e.g. Wind 3, Eni, Poste, FS, Alperia, ...*)

Ph.D. supervision

- ▶ **Postgraduate supervision (PhD level):**
 - *Florian Kirschenhofer*: « Long-term success factors of habitual entrepreneurs » (Doctoral degree received from the University of Regensburg in 2008, Magna cum Laude).
 - *Leilanie Mohd Nor*: « Factors affecting decision making in family businesses » (TBS-Unirazak Malaysia, Ph.D program, completed 2014).
 - *Abeer Pervaiz*: « Entrepreneurship and industry emergence from a social movement perspective » (PhD program at unibz, completed 2018).
 - *Kristel Moedt*: “Growing pains of hyper-growth firms”, (VU Amsterdam, completion planned for 2025).
 - *Annemarie Wolfrat*: “Intelligent Failure”, *Kristel Moedt*: “Growing pains of hyper-growth firms”, (VU Amsterdam, completion planned for 2026).

Past academic responsibilities

- ▶ Director PhD program in economics and management on organizational and institutional outliers, school of economics and management, Free University of Bolzano;
 - Program prepared during 2013, accredited in 2014
 - First cycle started in November 2014
- ▶ Responsible (by Rector's delegation) for the knowledge transfer platform of the Free University of Bolzano (2014-2017)
- ▶ Responsible of the Research Cluster in Entrepreneurship and Innovation at the Free University of Bolzano (2013-2020)
- ▶ Director of the Research Center for Entrepreneurship and Strategy, *Toulouse Business School*
- ▶ Director of the Specialized Masters Program in Entrepreneurship, *Toulouse Business School*
- ▶ Co-Director of the *startup incubator(TBSeeds) at Toulouse Business School*
- ▶ Member of the Strategic Management Department, *Toulouse Business School*
- ▶ Member of the scientific committee of the Doctoral School in Management at the University *LUISS Guido Carli* – Roma;
- ▶ Member of the Research Audit Committee CNR (consiglio nazionale di ricerca), Italy
- ▶ Member of the research audit committee for the Politecnico di Milano, Italy
- ▶ Appointments as visiting professor (*VU Amsterdam; Free University of Bolzano; WHU, Schloss Kracht; WWZ, University of Basel; Rutgers University; University of Regensburg; University of Bologna; Toulouse Business School*)

Memberships

- ▶ Consulting Editor and Member of the editorial board of "International Small Business Journal"
- ▶ Member of the editorial board of "Intelligent Enterprise"
- ▶ Member of the editorial board of the "Journal of Global Scholars of Marketing Science"
- ▶ Member of the review board of the Babson Kaufmann Entrepreneurship Research Conference (until 2019)
- ▶ Member of the Academy of Management, The Strategic Management Society, L'Academie de l'Entrepreneuriat;
- ▶ Reviewer for the Academy of Management Journal, Strategic Management Journal, Journal of Management Studies, Journal of Business Venturing, Small Business Management Journal, Entrepreneurship Theory & Practice, International Small Business Journal, Small Business Economics, Strategic Entrepreneurship Journal, Entrepreneurship & Regional Development, Journal of Business Research, Journal of Airtransport Management, Management International Review, Academy of Management, Strategic Management Society, Babson Kaufmann Entrepreneurship Research Conference, IECER and Electronic Markets.
 - Best Reviewer Award in Entrepreneurship of the Academy of Management in 2004

Research Assessment

Citation Analysis (as of May 2023, see: https://scholar.google.it/citations?user=atO_kaoAAAAJ&hl=de)

Citation Analysis

H-Index: 23; Total Citations: 4700;

3 Top-Cited-Articles:

Lechner & Dowling 2003: 1350 cites
(most cited article of the journal)

Lechner et al. 2006: 821 cites

Lechner & Gudmundsson 2014: 793 cites

Total citations:

4700 cites

Publications

With multiple authorship, if one is the main author, that author's name appears in *Italics*. Anvur A-Journals are marked by an 'A'. In France, the CNRS-ranking was relevant for the research assessment; journals in the CNRS-ranking that were ranked at the same level as Anvur-A-journals are marked by the acronym 'CNRS'; FT50 journals are also marked.

Journal papers in refereed academic journals

► Journal Papers in refereed academic journals

*A, FT50

- Guercini, S. and Lechner, C. (2023), Competence attrition: A linguistic theory of the effects of external competence acquisition for organizations, forthcoming *Organization Theory*, Vol 4 (2).
- Lechner, C., Delanoë-Gueguen, S., & Gueguen, G. (2022). Entrepreneurial ecosystems and actor legitimacy. *International Journal of Entrepreneurial Behavior & Research*, (ahead-of-print).
- Linder C, Moulick A, Lechner C (2022), Necessary Conditions and Theory-Method Compatibility in Quantitative Entrepreneurship Research, *Entrepreneurship Theory and Practice*, <https://doi.org/10.1177%2F10422587221102103>
- Lechner Christian and Abeer Pervaiz (2022), Understanding industry emergence through entrepreneurship from a social movement perspective. *Competition & Change*, 26(1), 96-124.

*A

- Villani, E., Linder, C., Lechner, C., & Muller, L. (2021). How do non-innovative firms start innovation and build legitimacy? The case of professional service firms. *Journal of Business Research*, 137, 614-625
- Pinelli, M., Lechner, C., Kraus, S., & Liguori, E. (2021). Entrepreneurial value creation: conceptualizing an exchange-based view of entrepreneurship. *Journal of Small Business and Enterprise Development*.

*A

- Guercini, S., & Lechner, C. (2021). New challenges for business actors and positive heuristics. *Management Decision*.

- *A
 - Gueguen, G., Delanoë-Gueguen, S., & Lechner, C. (2021). Start-ups in entrepreneurial ecosystems: the role of relational capacity. *Management Decision*, 59(13), 115-135.

- *A
 - Villani, E., & Lechner, C. (2021). How to acquire legitimacy and become a player in a regional innovation ecosystem? The case of a young university. *The Journal of Technology Transfer*, 46(4), 1017-1045.

- *A, FT50
 - Linder Christian, Lechner Christian, and Pelzel Frank (2020), Many roads lead to Rome: How human, social, and financial capital are related to new venture survival. *Entrepreneurship Theory and Practice* 44.5 (2020): 909-932.
 - Lechner Christian and Abeer Pervaiz (2020), From invention to industry from a social movement perspective: the emergence of the 3D printing industry, *Journal of Innovation and Entrepreneurship* 9 (1): 1-28.

- *A
 - Lechner Christian, Lorenzoni Gianni, Guercini Simone and Gueguen Gail (2020), Supplier evolution in global value chains and the new brand game from an attention-based view. *Global Strategy Journal*, 10(3): 520-555.
 - Christopher Crawford, Christian Linder, Elisa Villani and *Christian Lechner* (2018), Outlier antecedents, processes and consequences in the emergence of new ventures, *Best Paper 2017 Frontiers of Entrepreneurship Research BCERC Proceedings (FER)*
 - *Christian Lechner*, Gianni Lorenzoni, Enrico Tundis (2016), Vertical disintegration of production and the rise of market for brands. *Journal of Business Venturing Insights*, 6, 1-6.

- *A
 - *Christian Lechner*, Birthe Soppe and Michael Dowling (2016), Vertical Coopetition and the sales growth of young and small firms, *Journal of Small Business Management*, 54 (1), 67-84. => Anvur A-list

- *A
 - *Christian Lechner* and Sveinn Gudmundsson (2014), Entrepreneurial orientation, firm strategy and small firm performance, *International Small Business Journal*, 32(1), 36-60. => Anvur A-list

- Highly Commended Journal Award**
 - *Christian Lechner*, Florian Kirschenhofer and Michael Dowling (2016). The influence of social capital on opportunity emergence and exploitation: a comparison of portfolio and serial entrepreneurs. *Journal of Innovation and Entrepreneurship*, 5(1), 28.
 - *Birthe Soppe*, Christian Lechner, and Michael Dowling (2014), Vertical Coopetition in Entrepreneurial Firms: Theory and Practice, *Journal of Small Business and Enterprise Development*, 21 (4).

- *A
 - *Sveinn Gudmundsson* and Christian Lechner (2013), Cognitive biases, organization, and entrepreneurial firm survival, *European Management Journal*, 31 (3). 278-294. => Anvur A-list

- CNRS**
 - *Christian Lechner* and Sveinn Gudmundsson (2012), Superior value creation in sports teams: Resources and managerial experience, *M@n@gement*, 15 (3).
 - *Christian Lechner* and Florian Kirschenhofer (2012),

Performance drivers of serial entrepreneurs:
Entrepreneurial and team experience, Journal of
Entrepreneurial Behaviour & Research, 18 (3).

***A**

- *Christian Lechner* and *Christophe Leyronas* (2012), The competitive advantage of cluster firms: the priority of regional network position over extra-regional networks – a study of a French high-tech cluster, *Entrepreneurship & Regional Development*, 24 (5-6). => Anvur A-list

***A**

- *Holger Patzelt*, *Christian Lechner* and *Anja Kalukien* (2011), Networks and decisions to persist with underperforming R&D projects, *Journal of Product Innovation Management*, 28: 801-815. => Anvur A-list

***A; FT50**

- *Christian Lechner* and *Christophe Leyronas* (2009), Small Business Group Formation as an Entrepreneurial Development Model, *Entrepreneurship Theory & Practice*, 33 (3): 645-667. => Anvur A-list
- *Christian Lechner* and *Sveinn Gudmundsson* (2008), Which types of resources are necessary to achieve competitive advantage? -- Intangible resources, causal ambiguity, managerial effectiveness and complementary factor markets (abridged), in: *Best Paper Proceedings of the Sixtyseventh Annual Meeting of the Academy of Management*.
- *Christophe Favoreu*, *Christian Lechner* and *Christophe Leyronas* (2008), Légitimité des politiques publiques en faveur des clusters, *Revue Française de Gestion (RFG)*, 183 (3): 157-178.
- *Tobias Schmidt*, *Michael Dowling* and *Christian Lechner* (2007), The Impact of Initial Public Offerings on the Growth Strategies and Performance of Entrepreneurial Firms, *The Journal of Entrepreneurial Finance & Business Ventures*, 11 (2): 95-110.
- *Christian Lechner* and *Christophe Leyronas* (2007), A new model for cluster dynamics: From strategic to regional networks, *Special Issue on Europe, International Journal of Entrepreneurship and Small Business*, 4 (3): 341-360.
- *Christian Lechner* & *Christophe Leyronas* (2007), Network-centrality versus network-position in regional networks: What matters most? – A study of a French high-tech cluster, *International Journal of Technoentrepreneurship*, 1: 92-108.
- *Favoreu Christophe*, *Lechner Christian* and *Leyronas Christophe* (2006), Impact and effectiveness of regional policies on the development of local innovation systems and high Tech Clusters : The Midi-Pyrénées Case, *Cahier de Recherche Groupe ESC Toulouse*, Toulouse.
- *Favoreu Christophe*, *Lechner Christian* and *Leyronas Christophe* (2006), Analysis of cluster development processes in the region : The Geographical Information Systems and 3 D-imaging., *Cahier de Recherche Groupe ESC Toulouse*, Toulouse.
- *Christian Lechner*, *Michael Dowling* and *Isabell Welpel* (2006), The network perspective: the relational mix and the growth of the entrepreneurial firm, *Special issue on alliances and networks, Journal of Business Venturing*,

***A, FT50**

- 21/4, 514-540. => Anvur A-list
- A**
- Sveinn Vidar Gudmundsson and Christian Lechner (2006), Multi-lateral airline alliances: Balancing constraints and opportunities, *Journal of Airtransport Management*. 12 (3),: 153-158
 - Christian Lechner and Florian Kirschenhofer (2005), Management-by-co-occurrence: Typologies of entrepreneurial firms, core strategic logic and enactment processes – Towards a strategic process model of entrepreneurship, *Advances in interdisciplinary European entrepreneurship research*, Vol. II, 43-76.
- *A**
- Christian Lechner & Michael Dowling (2003). Firm networks: external relationships as sources for the growth and competitiveness of entrepreneurial firms. *Entrepreneurship & Regional Development*, 15(1), 1-26. => Anvur A-list
- A***
- Gudmundsson, S. V., de Boer, E. R., & Lechner, C. (2002). Integrating frequent flyer programs in multilateral airline alliances. *Journal of Air Transport Management*, 8(6), 409-417. => Anvur A-list
 - Lechner, C., & Schmidt, T. (2002). Entrepreneurial strategies in transitional industries from a resource perspective: A case study analysis of the business models of German soccer clubs. *New England Journal of Entrepreneurship*, 5(1), 15.
- A***
- Christian Lechner & Michael Dowling (2003). The evolution of industrial districts and regional networks: The case of the biotechnology region Munich/Martinsried. *Journal of Management and Governance*, 3(4), 309-338. => Anvur A-list
 - Dowling, M., Lechner, C., & Thielmann, B. (1998). Convergence–Innovation and change of market structures between television and online services. *Electronic Markets*, 8(4), 31-35.
- VHB**
- Dowling, M., & Lechner, C. (1998). Kooperative Wettbewerbsbeziehungen: Theoretische Ansätze und Managementstrategien. *Die Betriebswirtschaft*, 58(1), 86-102.

Books

► Books – Authored

- Christian Lechner (2017), The competitiveness of firms from a relational perspective, ebook, <https://itunes.apple.com/it/book/competitiveness-entrepreneurial-firms-from-relational/id1282928707?l=en&mt=11>
- Christian Lechner (2001), The Competitiveness of Networks (2001), Peter Lang, Frankfurt – New York.

Chapters in books

► Chapters in books

- Christian Lechner (2020), Passion, Expert Knowledge, and Community Entrepreneurship. *Passion and Entrepreneurship*. Palgrave Macmillan, Cham, 2020. 137-168.

- Christian Lechner, Birthe Soppe and Karolina Heggli (2019), "Collaborating with larger partners: benefits and risks for entrepreneurial firms", *Oxford Handbook on Entrepreneurship and Collaboration*, Oxford University Press: Oxford.
- Christian Lechner, and Abeer Pervaiz (2018). "Entrepreneurial Strategy: A Contingency Review and Outlook for Future Research." *The SAGE Handbook of Small Business and Entrepreneurship* (2017): 145.
- Lechner, C. (2016). 8. The competitiveness of entrepreneurial firms from a network perspective. *Entrepreneurial Process and Social Networks: A Dynamic Perspective*, 217. (Peer Reviewed Book Chapter)
- Lechner, C., & Gudmundsson, S. V. (2016). The interplay of networks and firm performance within high-tech clusters. *Entrepreneurship and Cluster Dynamics*, 129. (Peer Reviewed Book Chapter)
- Nor, L. M., Lechner, C., Yusof, M., Bardai, B., & Xavier, S. R. (2015). 8. Family's decision in venture creation for next generation leaders: the role of trust across two generations in the case of diversification. *Developing Next Generation Leaders for Transgenerational Entrepreneurial Family Enterprises*, 173.
- Sveinn Gudmundsson, Christian Lechner, and Hans van Kranenburg (2013), Multilevel Embeddedness in Multilateral Alliances, in: Das, T. Ed.), *Interpartner Dynamics in Strategic Alliances*, Information Age Publishing, 131–147.
- Sveinn Vidar Gudmundsson and Christian Lechner (2011), Multilateral Airline Alliances: The Fallacy of the Alliances to Mergers Proposition, in: *Air Transport in the 21st Century - Key Strategic Developments*, (Eds.) John F. O'Connell and George Williams, Publisher: Ashgate, Surrey, UK, 171 – 184.
- Christian Lechner (2009), Industrial Policy – Country Study: Germany, in: Khalid Sekkat and Pierre Buigues, *Industrial Policy in Europe, Japan and the USA – Amounts, Mechanisms and Effectiveness*, Palgrave-Macmillan, forthcoming.
- * ○ Kranenburg, V. H., Gudmundsson, S. V., & Lechner, C. (2003). Are service alliances different? An embeddedness perspective.
- Lechner, C. (2003). Unternehmensnetzwerke: Wachstumsfaktor für Gründer. In *Gründungsmanagement* (pp. 305-315). Springer Berlin Heidelberg. (Peer Reviewed Book Chapter)
- Lechner, C. (2002). Unternehmensnetzwerke: Wachstumsfaktor für Gründer. In *Gründungsmanagement* (pp. 261-271). Springer Berlin Heidelberg. (Peer Reviewed Book Chapter)

**Peer-reviewed
conference
publications &
presentations**

**► Peer-reviewed conference publications &
presentations**

- Lechner C., Minà, A. and Corbo, L. (2023), Resource Allocation, Governance Mode and Cooperative Outcomes: Coopetition Versus Cooperation in the Wine Industry, paper to be presented at SMS annual conference, Toronto.
- Sanguineti, F., Majocchi, A. and Lechner, C. (2023), Habitual or One-time founders: The role of Education, Diversity, and International experience, paper to be presented at the Euram 2023 conference, Dublin, June.
- Somià T. and Lechner C. (2023), How do woman entrepreneurs overcome barriers to entrepreneurship ? A competence based perspective, paper to be presented at the BCERC 2023, Babson Conference, June.
- Sintonio Camila and Lechner Christian (2021), The effects of temporal landmarks on venture capital Investments, Babson Conference 2021.
- Sintonio Camila, Lechner Christian and Linder Christian (2020), Temporal landmarks and firms survival, Babson Conference 2020.
- Minà, A. and Lechner, C. (2019), Il Ruolo della fairness nelle alleanze cooperative, Referred Electronic Conference Proceedings of Sinergie - Sima Management Conference *Management and sustainability: Creating shared value in the digital era*. Extended Abstract Rome, 20-21 June 2019, Sapienza University of Rome
- Villani Elisa, Linder Christian and Lechner Christian (2018), Entrepreneurial team composition and strategic choice, Academy of Management Proceedings
- Christian Lechner (2017), Outlier emergence as a zero-one-phenomenon, presented at the Outlier Workshop 2017, Free University of Bolzano, December.
- Christian Lechner and Sveinn Gudmundsson (2017), Long-term performance of serial entrepreneurs through talent management: The role of entrepreneurial learning and relational capability, paper presented at the 6th Workshop on Talent Management, Barcelona, October, 2017.
- Gaël Gueguen, Servane Delanoe, Christian Lechner (2016), Importance de l'écosystème entrepreneurial dans l'écosystème d'affaires de start-ups et facteurs explicatifs, paper presented at CIFPME 2016, October 2016, Trois-Rivières, Canada.
- Christian Lechner, Gianni Lorenzoni, Enrico Tundis (2016), Vertical Integration, industry concentration, entrepreneurial activity and the emergence of a market for brands, paper presented at the SMS annual conference, Berlin, September 2016.
- Christian Lechner, Marilena Fillipelli, Enrico Tundis (2016), The technology steal myth in unbalanced alliances, paper presented at the SMS Special conference on coopetition, Rome, June 2016.

- Christian Lechner, Christian Linder, Elisa Villani (2016), If innovation is the rule, efficiency is the goal, paper presented at the SMS Special conference on coopetition, Rome, June 2016.
- Christian Lechner, Christian Linder, Elisa Villani (2016), Many roads lead to Rome – configuration analysis for new venture survival, paper presented at Babson Entrepreneurship Conference, Bodo, Norway, June 2016.
- Christian Lechner and Servane Delanoe (2014), From entrepreneurship to entrepreneurial university: A pull model of incubator creation, paper to be presented at the International Research Conference on Incubation and Regional Development, Toulouse Business School, October, Toulouse, France.
- Christian Lechner and Gianni Lorenzoni (2014), Buyer types and value creation in a market for brands, paper presented at the Annual SMS Conference 2014, September, Madrid.
- Christian Lechner and Sveinn Gudmundsson (2014), The interplay of entrepreneurial networks and firm performance within high-tech clusters, paper presented at the 30th EGOS Colloquium, Rotterdam, July 2014.
- Simone Guercini and Christian Lechner (2013), From absorptive capacity to competence attrition: A linguistic-based theory on external knowledge acquisition', paper presented at the 29th EGOS Colloquium, Montreal, July 2013.
- Christian Lechner, Gianni Lorenzoni, and Marco Visentin (2013), Market for brands, paper presented at the Annual SMS Conference 2013, October, Atlanta, Ga.
- Christian Lechner, Birthe Soppe and Florian Kirschenhofer (2013), I Do Not Want to End Up on the Black List: Corporate Strategy and Terrorism, paper presented at the Annual SMS Conference 2013, October, Atlanta, Ga.
- Christian Lechner, Simone Guercini, and Gaïl Guegen (2011), Competence shifts and the substitution of the focal firm in the business network: The case of the sports article industry, paper presented at the Annual SMS Conference 2011, Miami, November.
- Simone Guercini, Christian Lechner and Gaïl Guegen (2011), The stability of the focal firm in the business network: the effect of competence shifts, paper presented at the IMP Conference 2011, Glasgow, September.
- Christian Lechner and Sveinn Gudmundsson (2010), Competitive Advantage, Entrepreneurial Orientation and Firm Performance, Paper presented 2010 Academy of Management Conference.
- Christian Lechner and Sveinn Gudmundsson (2010), Distrust, optimism, overconfidence and their impact on firm survival, Paper presented at the 2010 Academy of Management Conference.
- Paolo Boccardelli, Christian Lechner, Mats Magnusson and Raffaele Oriani (2009), Distinctiveness, Flexibility of Resources and Factor Markets: A Study of the Motion Picture Industry in the USA and Italy, Academy of

Management Annual Conference 2009, Chicago, August 2009.

- Christian Lechner and Sveinn Gudmundsson (2009), Entrepreneurial Orientation and Entrepreneurial Firm Survival: The Moderating Role of Resources and Competences, 29th Babson Kauffman Entrepreneurship Research Conference, (BKERC 2009), Babson, Juni 2009.
- Paolo Boccardelli, Christian Lechner and Mats Magnusson (2008), Distinctiveness and Flexibility of Resources: A Study of the Motion Picture Industry, Strategic Management Society Annual Conference 2008, Köln, Oktober 14, 2008.
- Christian Lechner and Sveinn Gudmundsson (2008), Origins of Overconfidence, Contingent Management Style and Entrepreneurial Firm Survival, 28th Babson Kauffman Entrepreneurship Research Conference, (BKERC 2008), Chapel Hill, Juni 2008.
- Christian Lechner and Sveinn Gudmundsson (2008), Entrepreneurial Orientation, Firm Strategy and Performance, IECER 2008 – Interdisciplinary European Entrepreneurship Research Conference, Regensburg, März 2008.
- Christian Lechner (2007), The antecedents of technology partnering networks and firm performance within high-tech clusters, Strategic Management Society Annual Conference 2007, San Diego, Oktober 14-17.
- Christophe Favoreu & Christian Lechner (2007), Légitimité, rôles et nature des politiques publiques en faveur des clusters, AIMS 2007, Montreal, Juni 7, 2007.
- Kirschenhofer, F. & Lechner, C. (2006). Long-term performance of habitual entrepreneurs—which direction to go. In Workshop on Firm Exit and Serial Entrepreneurship, Max Planck Institute of Economics, Jena (Germany) (pp. 13-14). (Published Conference Proceedings)
- Christian Lechner & Christophe Leyronas (2006), Structural holes versus cohesiveness in regional networks: A matter of perspectives - How does network structure influences entrepreneurial firm performance, Strategic Management Society Annual Conference 2006, Wien, Oktober 31, 2006.
- Christian Lechner (2005), Which resources for a competitive advantage? – An empirical study of the European Soccer Industry, Strategic Management Society Annual Conference 2005, Orlando, Florida, Oktober 23-26,.
- Christian Lechner, Florian Kirschenhofer and Michael Dowling (2005), Long-term performance of serial entrepreneurs in the film industry: Achievement level, experience, ideas and networks, Strategic Management Society Annual Conference 2005, Oktober 23-26, Orlando, Florida.
- Christian Lechner and Florian Kirschenhofer (2005), What Drives The Performance Of Habitual Entrepreneurs? - A Study Of The Role Of Social

Networks, Achievement Levels And Experience Effects, 25th Babson Kauffman Entrepreneurship Research Conference, (BKERC 2005), Babson College, Juni 8-11, 2005.

- Christian Lechner and Christophe Leyronas (2005), The influence of regional and extra-regional networks on firm performance within high-tech clusters, 25th Babson Kauffman Entrepreneurship Research Conference, (BKERC 2005), Babson College, Juni 8-11, 2005.
- Christian Lechner and Christophe Leyronas (2005), A new model for cluster dynamics from strategic to regional networks – A study of the development of a French high-tech cluster, paper presented at the EURAM 2005, The European Academy of Management Conference, TUM, Munich, Mai 4-7, 2005.
- Christian Lechner and Florian Kirschenhofer (2005), Habitual entrepreneurs and social networks, IECER – Interdisciplinary European Entrepreneurship Research Conference, Amsterdam, Februar, 2005.
- Christian Lechner and Christophe Leyronas (2003), The entrepreneurial group as an alternative development model of entrepreneurial firms, efmd 33rd EISB conference, Bocconi, Milan.
- Christian Lechner and Michael Dowling (2003), The network perspective: the relational mix and the growth of the entrepreneurial firm, 23rd Babson Kauffman Entrepreneurship Research Conference, (BKERC 2003), Babson College, Juni 5-7.
- Michael Dowling, Tobias Schmidt and Christian Lechner (2003), The IPO-shock: Post-IPO behavior and factors explaining post-IPO behavior of young entrepreneurial firms - A global study of young entrepreneurial, 23rd Babson Kauffman Entrepreneurship Research Conference, (BKERC 2003), Babson College, Juni 5-7.
- Christian Lechner and Eltaieff Anissa (2003), Cyber-Entrepreneurship and the entrepreneurial process – A new game? ISCB Annual Conference 2003, Belfast.
- Christian Lechner and Tobias Schmidt (2002), Strategic Opportunities in Deconstructed Industries - A Case Study Analysis of New Models of Co-operation between Sports Equipment Manufacturers and European Sports Clubs, Strategic Management Society Annual Conference 2002, September 22-25, Paris, 2002.
- Christian Lechner (1999), The network perspective of the firm: External relationships as a basis for a firm's survival and for the generation of competitive advantages – A case study analysis, Strategic Management Society Annual Conference 1999, Oktober 3-6, 1999, Berlin.
- Christian Lechner (1998), How to design business plan courses? – Single topic business plan courses as a focused approach, IntEnt98 Conference for Internationalizing Entrepreneurship Education and Training, Juli 27-29, 1998, Oestrich-Winkel, Germany at the European Business School.
- Christian Lechner (1998), The birth of regional networks, paper presented at the Conference for Regional Advantage and Innovation: a multilevel perspective,

Oktober 23-24, 1998, Porto, Portugal.

- Michael Dowling, Christian Lechner and Bodo Thielmann (1998): Industry Structure in Converging Markets: An Analysis of the European TV and Online Services Industries, Consortium for Research on Telecommunications Policy and Strategy, Fourth Annual CRTPS Conference, Juni 5-6, 1998, Ann Arbor, Michigan.
- Michael Dowling, Christian Lechner and Bodo Thielmann (1998), Industriekonvergenz – die Veränderung von Branchenstrukturen, Deutsche Hochschullehrertagung, Berlin, Juni 1998.

Case Studies

► Case studies published

- Lechner, C., Rigamonti, E., & Dowling, M. (2011). 8 Benetton vs. Inditex and H&M: Another Falling Star?. Fallstudien zum Internationalen Management: Grundlagen-Praxiserfahrungen-Perspektiven, 103.
- Christian Lechner and Gaël Gueguen (2011), Yue Yuen - Un fabricant de chaussures de sport peut-il devenir une marque mondiale ?, Centrale de cas et de média pédagogiques, reference: G1723.
- Christian Lechner, Eric Rigamonti and Michael Dowling (2011), Benetton vs. Inditex and H&M: Another falling star ?, in: Zentes, J. and Swoboda, B. (eds.), Fallstudien zum Internationalen Management, 4. vollständig überarbeitete Auflage, Verlag Dr. Th. Gabler, Saarbrücken 2011.
- Christian Lechner, Eric Rigamonti and Michael Dowling (2008), Benetton vs. Inditex and H&M: The European fashion battle reloaded, in: Zentes, J. and Swoboda, B. , Fallstudien zum Internationalen Management, 3. vollständig überarbeitete Auflage, Verlag Dr. Th. Gabler, Saarbrücken 2008.
- Lechner, C., & Dowling, M. (2004). New Product Development—The Benetton Group. In Fallstudien zum Internationalen Management (pp. 179-196). Gabler Verlag.

Other Publications

Christian Lechner (2007), Book Review: Deniz Ucbasaran, Paul Westhead and Mike Wright, Habitual Entrepreneurs. Cheltenham: Edward Elgar, 2006. Invited book review published in International Small Business Journal 25 (4), 451-453.

Christian Lechner (2005), Quels reseaux pour quelle performance? – Les vertus du 'relational mix', invited contribution and interview, Business Digest, Mars.

Official Reports & competitive funding & grants

► Official Reports & Competitive Funding

- **Rome Technopole, Responsible Spoke 2**, Strengthening of research structures and creation of R&D "*innovation ecosystems*", set up of "*territorial leaders in R&D*" — to be funded under the National Recovery and

Resilience Plan (NRRP), Mission 4, Component 2 Investment 1.5, funded from the European Union – NextGenerationEU, 2022-2025; New Entrepreneurship & Technology Transfer. Funding: € 540.000.

- **Project SIAA** (Social Impact in Alps-Adria). Co-PI. 1.1.2018 - 31.10.2020 €150,000 - Interreg ITA-Austria; Project SIAA (Social Impact in Alps-Adria) 1.1.2018 - 31.10.2020 €150,000 - Interreg ITA-A
- **Marie Curie Grant** (European Commission) for Somià Tatiana, WOentrecompMEN, Project Id 892825, Programme: H2020, 2020-2024; Grant sum: € 251.000.
- **Positive heuristics**, interdisciplinary research project, competitive funding, Free university of Bolzano, 2015-2017. Funding: € 96.000
- **NEKS** -- Networking, knowledge sharing and cluster development; Joint Research Project with Bologna, Italy and Durham, England, pilot project for the European Commission. Grant sum: € 207.000. Projekt lenght: Januar 2004 – Januar 2006.
- **CNES**: Spin-Off Systems: Research project on technology spillover and spin-offs, French space agency (with C. Favoreu und C. Leyronas).

Conference & Workshop Organizations

- 2023: PDW Academy of Management Conference, Boston, Exceptionalism & outliers: Advancing Theory & Policy From Power Law Distributions of Growth
- 2018: Professional Development Workshop with C. Crawford, "Modeling the Emergence of Outliers in Entrepreneurship: Theory, Mechanisms, and Methods", in 2018 Academy of Management Meeting in Chicago, IL, USA.
- 2018: Workshop on Social Entrepreneurship, Free University of Bolzano, December.
- 2017: Workshop on Outliers, Free University of Bolzano, December.
- 2017: EURSPRING Entrepreneurship Conference, Politecnico Milano, Co-organizer, November.
- 2017: Workshop on Universities 3rd Mission, Free University of Bolzano, December.
- 2016: 3rd Academic Workshop on Entrepreneurship, Entrepreneurship and Universities, December.
- 2016: Euregio Conference (collaboration of the universities of Bolzano, Innsbruck and Trento): 'Shifting Boundaries', Free University of Bolzano, November.
- 2016: Strategic Management Society, Annual Conference, Extension Conference on Outliers, Free University of Bolzano, September.
- 2015: 2nd Academic Workshop on Entrepreneurship, Universities and Entrepreneurial Ecosystems, December.
- 2014: 1st Academic Workshop on Entrepreneurship, The Entrepreneurial University December.
- 2006: EU Workshop on Entrepreneurial Networks, Toulouse Business School, September.
- 2002: SMS Extension on Strategic Entrepreneurship, Toulouse Business School, September.

Publications about Entrep- reneurship activities and research

There are two types of articles published about my academic work.

- 1) Entrepreneurship programs and student ventures. These activities have been reported in various media and covered by the press in journals such as *Forbes, Le Monde, Le Figaro, Les Echos, Express, Le point, L'Expansion, Nice Matin, La Depeche du Midi, La Repubblica, Famiglia Cristiana* and in TV such as *France 2, France 3, Canal+, Corriere della Sera, Alto Adige, Dolomiten, RAI24, Millionaire*.
- 2) Research. Some of the research published has been reported in industry journals or newspapers such as *Le monde, The Indian Times, Südtiroler Wirtschaftszeitung, Dolomiten, Corriere della Sera*, ect.
- 3) Masterup (Rai3). TV show on Entrepreneurship. Prof. Lechner as evaluator of start-up project. First series of five shows in 2015/2016; Second series of five shows in 2016/2017; Third series 2017; fourth season 2018/2019; fifth season 2020/2021, sixth season 2021/2022; seventh season 2022/2023.

Invited presentations

Christian Lechner (2022), The subjectivist theory of entrepreneurship, Toulouse Research Workshop, Toulouse Business School, March 2022.

Christian Lechner (2017), Passion & Entrepreneurship, Workshop on Passion and Management, Florence, Italy, November 2017.

Christian Lechner (2016), *Outlier Emergence*, SMS Extension on Outliers, Free University of Bolzano, September 2016.

Christian Lechner (2014), *Should I stay or should I go ? - sviluppo organizzativo e sviluppo imprenditoriale*, XXXVIII Convegno di Economia e Politica Industriale, Ancona, Italy, September 26-27, 2014.

Christian Lechner (2014), *Management by co-incidence and cognition*, Workshop on cognition, Florence, Italy, May 2014.

Paolo Boccardelli, Christian Lechner, Raffaele Oriani, Richard Priem (2014), *Making most of what you manage: How factor market competition affects relationships among managerial ability and resource quality on consumer value creation*, Research Seminar, University of Bolzano, February 2014.

Christian Lechner (2013), *Wachstum aus der Gründerperspektive*, 3. Südtiroler Führungsforum, Bolzano, May 28, 2013.

Christian Lechner* and Simone Guercini (2012), *Absorptive capacity and competence attrition*, Management Research Seminar University of Bologna, October 2012, Bologna.

Christian Lechner* and Simone Guercini (2012), *Competence shifts and competence attrition*, Strategy Workshop University of Toulouse, February 2012, Toulouse.

Entrepreneurship

The developed activities had led 100+ startups.

At Luiss University & Business School, responsible for Entrepreneurship activities, co-ordination of activities with LuissEnLabs, one of the largest acceleration programs in Italy.

At the Free University of Bolzano I was involved in the transformation of the Master Program in Entrepreneurship, in the development in policy measures with the Province such as the Business Angel Matching Funds and Young Founders' Grants, in developing collaboration with the Noi Tech Park (pre-incubation program, coaching) and as Advisor of Start-ups.

At Toulouse Business School, I launched the Specialized Masters Program in Entrepreneurship (started in 2001) with a local entrepreneur. The program was consistently ranked as one of the Top 5 – programs in France; it was ranked as one of the best 30 entrepreneurship programs in the world in 2012 (<http://www.best-masters.com/ranking-master-entrepreneurship.html>).

I was involved in the launch of a major in Entrepreneurship in the Graduate program of Toulouse Business School and the launch of the schools incubator TBSeeds which I co-directed.

Since 2013, I am part of a TV show on startup: “Master-up” on RAI3 Trentino – Alto-Adige.

In addition, I have personal experience in Entrepreneurship.

2009-2012: Member of supervisory evaluation committee for investments of Midi-Capital, Toulouse (Venture Capital Firm)

2007-2010: Strategy and communication consultant and original co-founder (exited in 2010) of Dolce Vita Design, Srl, Toulouse; Project development and distribution of Italian Interior Design

2000 - 2001: Co-founder ERPA-TEX GmbH, Munich; Textile production and marketing

1999- 2010: Co-founder ERPA AG, Munich; Marketing of renewable resources

1999 - 2001: Buyout and shareholder of Schürer GmbH, Glauchau (Saxonia) and member of the investment team.

Statement of interest

More than 20 years of experience in Academics in research, teaching, managing of research programs, teaching programs, transversal institutional activities and management of higher education institutions.

Language competence

German: Native

English: C2 (Cambridge ESOL certificate)

Italian: C1 (CELI certificate)

French: Fluent, written and spoken, approximately at C1 level (12 years living in France)

Portuguese: approximately at B1 level

Spanish: approximately at B1 level