

University Academic Curriculum Vitae

Christian Lechner

Personal information

Christian Lechner

Address: Free University of Bolzano, Faculty of Economics and Management, Piazza Università 1, 39100 Bolzano, Italy

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, 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 Management**
- March 2013
- Free University of Bolzano, Faculty of Economics and Management
- 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

Professional experience

From / to	Job title	Name of academic Institution	Academic level	responsibilities
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 Entrepreneurship
2002-2006	Associated Professor with Tenure	Toulouse Business School	International University	
2000-2002	Assistant Professor	Toulouse Business School	International University	Director of the Specialized Masters Program in Entrepreneurship

Experience in academic teaching

▶ Doctoral Programs:

- Guided literature course in Entrepreneurship (2014-2017) & Introduction to Philosophy of Science (2014-2017)
 - 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 (2018)

▶ MBA – Level:

- Strategic Management
 - Aerospace MBA, ESC Toulouse (2004-2012)
 - LUISS Roma (2005)
- Entrepreneurship
 - LUISS Roma (2006-2011; 2018)
- 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*)

- Teaching at all levels (undergraduate, graduate, MBA, doctoral program)

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).
- *Camila Sitonio de Prince Sales*: “Temporal landmarks and organizational performance”, (PhD program at unibz, completion planned for 2022).

Other 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 (since 2013)

Past responsibilities

- ▶ Director of the Research Center for Entrepreneurship and Strategy, *Groupe ESC Toulouse*
- ▶ Director of the Specialized Masters Program in Entrepreneurship, *Groupe ESC Toulouse*
- ▶ Co-Director of the *Business Incubator at Groupe ESC Toulouse*
- ▶ Member of the Strategic Management Department, *Groupe ESC Toulouse*
- ▶ 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 (*LUISS Guido Carli* – Roma; *Free University of Bolzano*; *WHU, Schloss Kracht*; *WWZ, University of Basel*; *Rutgers University*; *University of Regensburg*; *University of Bologna*)

Memberships

- ▶ 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
- ▶ 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

Citation Analysis (as of October 2019, see: <https://scholar.google.it/citations?user=ZMRg3E0AAAAJ&hl=it>)

H-Index: 20; Total Citations: 3060;

3 Top-Cited-Articles:

Lechner & Dowling 2003: (most cited article of the journal)	1047 cites
Lechner et al. 2006:	613 cites
Lechner & Gudmundsson 2014:	344 cites

Total citations: 3060 cites

Publications

With multiple authorship, if one is the main author, that author's name appears in *Italics*. In addition, in the left-hand margin publications considered especially significant are marked by a star (*). 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'

Journal papers in refereed academic journals

► Journal Papers in refereed academic journals

*A

- **1*)** Christian Linder, *Christian Lechner*, Frank Pelzel (2019). Many Roads Lead to Rome: How Human, Social, and Financial Capital Are Related to New Venture Survival. *Entrepreneurship Theory and Practice*, 1042258719867558.
- **2*)** 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)*

*A

- **3)** *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

- **4*)** *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

Highly Commended Journal Award

- **5*)** *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

- **6)** *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.
- **7)** *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 ○ **8*)** *Sveinn Gudmundsson* and Christian Lechner (2013), Cognitive biases, organization, and entrepreneurial firm survival, *European Management Journal*, 31 (3). 278-294. => Anvur A-list
- CNRS ○ **9*)** *Christian Lechner* and Sveinn Gudmundsson (2012), Superior value creation in sports teams: Resources and managerial experience, *Management*, 15 (3).
- **10)** *Christian Lechner* and Florian Kirschenhofer (2012), Performance drivers of serial entrepreneurs: Entrepreneurial and team experience, *Journal of Entrepreneurial Behaviour & Research*, 18 (3).
- *A ○ **11*)** *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 ○ **12*)** *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 ○ **13*)** *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
- **14)** *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*.
- **15)** 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.
- **16)** *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.
- **17)** *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.

- **18)** *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.*
- **19)** 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.
- **20)** 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.
- *A ○ **21*)** *Christian Lechner, Michael Dowling, 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, 21/4, 514-540. => Anvur A-list*
- **22)** *Sveinn Vidar Gudmundsson and Christian Lechner (2006), Multi-lateral airline alliances: Balancing constraints and opportunities, Journal of Airtransport Management. 12 (3),: 153-158*
- **23)** *Christian Lechner and Florian Kirschenhofer (2005), Management-by-co-incidence: 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 ○ **24)** *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* ○ **25)** *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*
- **26)** *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* ○ **27)** *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*
- **28)** *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.

- 29*) Dowling, M., & Lechner, C. (1998). Kooperative Wettbewerbsbeziehungen: Theoretische Ansätze und Managementstrategien. *Die Betriebswirtschaft*, 58(1), 86-102.

Books

► Books – Authored

- 1) 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=1>
- 2) Christian Lechner (2001), The Competitiveness of Networks (2001), Peter Lang, Frankfurt – New York.

Chapters in books

► Chapters in books

- * ○ 1*) 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.
- * ○ 2*) Christian Lechner, and Abeer Pervaiz (2017). "Entrepreneurial Strategy: A Contingency Review and Outlook for Future Research." *The SAGE Handbook of Small Business and Entrepreneurship* (2017): 145.
- * ○ 3*) 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)
- * ○ 4*) 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)
- * ○ 5*) 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.
- * ○ 6*) 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.
- * ○ 7) 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.

- 8) 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.
- 9) Kranenburg, V. H., Gudmundsson, S. V., & Lechner, C. (2003). Are service alliances different? An embeddedness perspective.
- 10*) Lechner, C. (2003). Unternehmensnetzwerke: Wachstumsfaktor für Gründer. In *Gründungsmanagement* (pp. 305-315). Springer Berlin Heidelberg. (Peer Reviewed Book Chapter)
- 11) Lechner, C. (2002). Unternehmensnetzwerke: Wachstumsfaktor für Gründer. In *Gründungsmanagement* (pp. 261-271). Springer Berlin Heidelberg. (Peer Reviewed Book Chapter)

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Peer-reviewed conference publications & presentations

► Peer-reviewed conference publications & presentations

- Christian Lechner and Anna Miná (2018), Misconceptions about Cooperation and Escalation of Conflicts in Inter-Firm Relationships, presented at the Annual Conference of the Strategic Management Society (SMS), September, Paris.
- Christian Linder, Elisa Villani and Christian Lechner (2018), Too much of a good thing? Entrepreneurial Team Composition and Strategic Choice: A Configurational Analysis, presented at the Academy of Management Annual Conference, August, Chicago.
- 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.
- X) 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 Gail 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.
- X) Simone Guercini, Christian Lechner and Gail 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.
- X) 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.
- X) 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.
- X) Christophe Favoreu & Christian Lechner (2007), Légitimité, rôles et nature des politiques publiques en faveur des clusters, AIMS 2007, Montreal, Juni 7, 2007.
- X) 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.

- X) 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.
- X) 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.
- X) 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.
- X) 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. (2013). 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

► Official Reports

- **NEKS** -- Networking, knowledge sharing and cluster development; Gemeinsames Forschungsprojekt mit den Universitäten Bologna, Italien und Durham, England im Rahmen eines Pilotprojektes für die Europäische Kommission. Fördersumme: € 207.000. Projektdauer: Januar 2004 – Januar 2006.
- **CNES**: Spin-Off Systems: Forschungsprojekt über die Effekte von Spin-Offs auf die Entwicklung von Clustern für die französische Raumfahrtagentur (mit C. Favoreu und C. Leyronas).

Conference & Workshop Organizations

2018: Social Entrepreneurship Conference, Free University of Bolzano, December.

2018: Third Workshop on Outliers, Free University of Bolzano, November.

2017: 2nd 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 Entrepreneurship 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 *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*.

- 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*, ect.
- 3) Masterup (Rai3). TV show on Entrepreneurship. Prof. Lechner as evaluator of start-up project. First season of five shows in 2015/2016; Second season of five shows in 2016/2017; Third season of five shows in 2018/2019.

Invited presentations 2012-2017

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-occurrence and cognition*, Workshop on cognition, Florence, Italy, May 2014.

Paolo Boccadelli, 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

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.

Out of these activities about 50 start-ups were created in 10 years.

I accompanied directly about 15 start-ups in the same time period. 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 20 years of experience in the field of Entrepreneurship as a teacher, researcher and practitioner having led to relevant number of student entrepreneurial ventures, study programs and international publications. Help students to put their destiny in their hands!

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 B2 level

Spanish: approximately at B1 level