

# Curriculum Vitae Dr. Marcelo Francisco de la Cruz Jara

## Personal Information

Professional address: Ludwig-Maximilians-Universität (LMU) München  
Institute for Innovation Management  
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## Brief Profile

- Internationally recognized scholar with top tier publications (e.g., Organization Studies, Journal of Product Innovation Management).
- Former executive educator and lecturer since 2017; designs and leads large and small-scale courses (up to 600 students) with excellent evaluations; supervised 40+ theses.
- Preparing for habilitation at LMU Munich, startup coach, active member in national and international academic networks and professional service roles.
- Combines 10+ years of industry leadership with academic excellence; bridges innovation management, organisation studies and future studies to drive sustainable development.

## Academic Education

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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>Doctor oeconomiae publicae (Dr. oec. publ.; <i>summa cum laude</i>)</b><br><i>Ludwig-Maximilians-Universität (LMU) München, Germany</i><br>Business Administration – Dissertation Chair: Prof. Dr. Jelena Spanjol<br>Thesis: “Social Value in Business: An Innovation Strategy Perspective” | 2017-2023 |
| <b>Master of Business Research (MBR)</b><br><i>Ludwig-Maximilians-Universität (LMU) München, Germany</i><br>Business Administration Doctoral Program                                                                                                                                           | 2018-2021 |
| <b>Mechanical Engineering (Dipl.-Ing.)</b><br><i>Technical University Munich (TUM), Germany</i><br>Aerospace Engineering and Production Management                                                                                                                                             | 1997-2003 |

## Professional Development

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|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <b>Postdoctoral Researcher/ Assistant Professor Innovation Management</b><br><i>Ludwig-Maximilians-Universität (LMU) München, Germany</i>                  | 2023-present |
| <b>Management Board Member and Chief Financial Officer</b><br><i>Marketing and Innovation Circle (MIC) e.V., München, Germany</i>                          | 2024-present |
| <b>Startup Coach (For-Profit and Sustainability Business Modelling)</b><br><i>LMU Innovation &amp; Entrepreneurship Center (LMU IEC), München, Germany</i> | 2020-2026    |
| <b>Research and Teaching Assistant Innovation Management</b><br><i>Ludwig-Maximilians-Universität (LMU) München, Germany</i>                               | 2017-2023    |
| <b>Head of Projects and Processes (New Product Development)</b><br><i>Kathrein SE/ Ericsson, Rosenheim, Germany</i>                                        | 2015-2017    |
| <b>Senior Manager Innovation Management and Strategy</b><br><i>Porsche Consulting GmbH, Stuttgart, Germany</i>                                             | 2008-2015    |
| <b>Senior Consultant New Product Development</b><br><i>3DSE Management Consultants GmbH, München, Germany</i>                                              | 2003-2008    |

## **Publications**

**de la Cruz Jara, M. F.**, Ritter von Marx, S. (2026). *Crafting Desirable Futures through Narratives: How Entrepreneurs Innovate Business Models for Good*. In Sonia Taneja (Ed.), *Proceedings of the Eighty-sixth Annual Meeting of the Academy of Management*. Online ISSN: 2151-6561. Best Paper Proceedings (top 10% of accepted papers). <https://doi.org/10.5465/AMPROC.2026.118bp>

Rosa, J. A., **de la Cruz Jara, M. F.**<sup>1</sup>, & Spanjol, J. (2026). Decisions under Radical Uncertainty: The role of Volitional Liminality in Radical Innovation. *Journal of Product Innovation Management*, 43(4), 592–615. <https://doi.org/10.1111/jpim.70012>.

**de la Cruz Jara, M. F.**, & Spanjol, J. (2025). Understanding Multiple Perspectives on Social Value in Business: An Interdisciplinary Integrative Review and Typology. *Journal of Business Ethics*, 198, 407–435. <https://doi.org/10.1007/s10551-024-05692-1>.

**de la Cruz Jara, M. F.**, Spanjol, J., & Doppstadt, T. (2024). Strategic Social Value Orientation and Sustainability Performance: A Commensuration Perspective. *Organization Studies*, 46(5), 635–666. <https://doi.org/10.1177/017084062412429>

Spanjol, J., Rosa, A., Schirmeister, E., Dahl, P., **de la Cruz Jara, M. F.**, Domnik, D., Kuhlmann, J., Lindner, M. (2023). The Potential of Futures Literacy for Impact-Oriented Business Schools. *Futures*, 146, 1–15. <https://doi.org/10.1016/j.futures.2022.103084>

**de la Cruz, M.**, Spanjol, J. (2022). *For-Profit Firms' Contribution to Society: A Strategic Orientation Perspective*. In Sonia Taneja (Ed.), *Proceedings of the Eighty-second Annual Meeting of the Academy of Management*. Online ISSN: 2151-6561. Best Paper Proceedings (top 10% of accepted papers). <https://doi.org/10.5465/AMBPP.2022.195>

**de la Cruz, M.**, & Spanjol, J. (2021). Social Value in Business: An Interdisciplinary Integrative Review, Typology, and Research Agenda. In Sonia Taneja (Ed.), *Proceedings of the Eighty-first Annual Meeting of the Academy of Management*. Online ISSN: 2151-6561. Best Paper Proceedings (top 10% of accepted papers). <https://doi.org/10.5465/AMBPP.2021.113>

Spanjol, J., & **de la Cruz, M.** (2019). Innovating for Good—Wie Unternehmen ihren sozialen Mehrwert realisieren können. *OrganisationsEntwicklung. Zeitschrift für Unternehmensentwicklung und Change Management*, 2019(1), 24–31.

Tabatabai, S., **de la Cruz, M.**, & Vu, M. (2014). Produkte systematisch entwickeln. *Controlling and Management Review*, 58(4), 24–31. <https://doi.org/10.1365/s12176-014-0975-7>

Meisenzahl, J., **de la Cruz, M.**, & Vollerthun, A. (2006). Establishing a Verification and Validation Process in Automotive Development: Increasing Product Quality while Reducing Costs. *INCOSE International Symposium*, 16: 1134–1148. <https://doi.org/10.1002/j.2334-5837.2006.tb02801.x>

## **Book chapters**

**de la Cruz Jara, M. F.**, Spanjol, J., & Gümüşay, A. A. (2026). “Conceiving and enacting desirable futures through social entrepreneurship.” In: I. Qureshi, N. Slawinski, & S. Teasdale (Eds.), *The De Gruyter Handbook of Social Entrepreneurship Research*. Walter de Gruyter GmbH & Co KG.

Spanjol, J., **de la Cruz Jara, M. F.**, Gümüşay A. A., Edinger-Schons, L.-M. & Witzigmann, F. (2027). Mehr als Vermarktung - Universitären Wissensaustausch neu denken. In S. Maasen and H. von Grünberg: *Handbuch „Wissenschaft responsivieren. Eine Navigation durch Transfer & Dritte Leistungsdimension“*, Springer.

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<sup>1</sup> Order of authorship for this article is reflective of entry dates into the project with first and second authors making equal contributions

### *Working papers (different stages)*

**de la Cruz Jara, M. F.**, Spanjol, J., & Welzenbach, L. Problematizing Responsible Innovation in Business: A Study from German Small and Mid-Sized Firms – *Status: Revise & Resubmit at Technological Forecasting and Social Change*

**de la Cruz Jara, M. F.** Between the Present and the Possible: Entrepreneurial Narratives as Vehicles for Desirable Futures – *Status: Revise & Resubmit at Technological Forecasting and Social Change*

**de la Cruz Jara, M. F.** & Gurtner, N. Circular Innovation: Old Wine in New Bottles or a New Paradigm? An Integrative Literature Review – *Status: Invited to submit to the Journal of Product Innovation Management*

**de la Cruz Jara, M. F.**, & Jin, Y. Beyond the Number of Labels: How Sustainability Labeling Strategies Shape Consumer Perceptions, Willingness to Pay, and Purchase Intentions – *Status: Data collection (target journal: Journal of Product Innovation Management)*

Qiu, Z., **de la Cruz Jara, M. F.**, & Spanjol, J. Sustainable product innovation under competing managerial attention foci: A strategic orientation perspective – *Status: Data collection (target journal: Journal of Product Innovation Management)*

Surface, D. L., Talay, B., Akdeniz, B., & **de la Cruz Jara, M. F.** Balancing Green Claims: How Eco-Labeling Affects Firm Value in New Product Launches – *Status: Preparing submission to Business Strategy and the Environment*

**de la Cruz Jara, M. F.** Desirable, Feasible and Viable Futures: A Business Ethics and Design Thinking Perspective on Sustainable Consumption – *Status: Research design*

**de la Cruz Jara, M. F.** A Retrospective View on Imagining (Sustainable) Futures: The German Case of the Business Confidence Index – *Status: Research design*

### *Other publications (not peer reviewed)*

**de la Cruz Jara, M. F.** (2024). What exactly does the concept of social value in business mean and entail? *LMU Munich School of Management Insights 2024(1)*, 17–19

**de la Cruz Jara, M. F.**, Graf, K., & Hofmann, Q. (2024). Wie Firmen mit generativer künstlicher Intelligenz die Innovationskraft verbessern können. *LMU Munich School of Management Insights 2024(1)*, 12–15

**de la Cruz Jara, M. F.**, & Doosry, L. (2023). Utopia or dystopia? A time travel to the future of the students at the LMU Munich School of Management. *LMU Munich School of Management Insights 2023(1)*, 41–43

**de la Cruz Jara, M. F.**, & Spanjol, J. (2021). Gesellschaftlicher Mehrwert durch gewinnorientierte Unternehmen – Mehr Klarheit für bessere Handlungsfähigkeit. *LMU Munich School of Management Insights 2021(1)*, 8–9

### **Presentations**

#### *Peer-reviewed conference presentations*

2026

Crafting Desirable Futures through Narratives: How Entrepreneurs Innovate Business Models for Good. *86th Annual Meeting of the Academy of Management*, Philadelphia, USA, 2026 – [Best Paper](#)

Circular Innovation: Old Wine in New Bottles or New Paradigm? An Integrative Literature Review. *86th Annual Meeting of the Academy of Management*, Philadelphia, USA, 2026

Problematizing Responsible Innovation in Business: A Study from German Small and Mid-Sized Firms. *33rd Innovation and Product Development Management Conference (IPDMC)*, KTH Royal Institute of Technology in Stockholm, Sweden, 2026

Circular Innovation: Old Wine in New Bottles or a New Paradigm? A Systematic Literature Review. *33rd Innovation and Product Development Management Conference (IPDMC)*, KTH Royal Institute of Technology in Stockholm, Sweden, 2026

Making Responsible Innovation Work: A Sensemaking Model for Market-Driven Small and Mid-Sized Firms (SMEs). *EMAC Spring Conference*, Bath, UK, 2026

Problematizing Responsible Innovation in Business: A Study from German Small and Mid-Sized Firms. 85. *VHB Tagung (TIE Kommission)*, Georg-August-Universität Göttingen, 2026

## 2025

Enacting Responsible Innovation: Insights from German Small- and Mid-Sized Firms. *The 3rd Annual Responsible Innovation & Entrepreneurship (RI&E) Conference*, San Francisco, USA, 2025

## 2024

Holistic Value Creation and Contesting Business Goals: A Strategic Orientation Perspective. *84th Annual Meeting of the Academy of Management*, Chicago, USA, 2024

Strategic orientation and holistic value creation: An empirical analysis of sustainable product innovation under competing managerial attention foci. *40th European Group for Organizational Studies Colloquium (EGOS), Sub-theme 66: Social Innovation at a Crossroads: Organizing and Collaborating for Shared Value*, University of Milan, Italy, 2024

Strategic Orientation and Holistic Value Creation: An Empirical Investigation of Product Innovation as the Effective Response to Contesting Business Goals. *31st Innovation and Product Development Management Conference (IPDMC)*, Trinity Business College, Ireland, 2024 (with T. Doppstadt & J. Spanjol) – Best Student Paper

Sustainable Product Innovation under Competing Managerial Attention Foci: A strategic Orientation Perspective. *2024 Workshop on the evolution of sustainable markets and innovation*, Technical University of Munich, Germany, 2024

## 2023

Strategic Social Value Orientation: A New Concept and Content-Analytic Measure. *83rd Scientific Meeting of the German Academic Association for Business Research (VHB)*, University of Frankfurt, Germany, 2023

Experimenting towards Impact-Oriented Futures: Temporal and Strategic Frame Tensions. PDW “Experimentation for Future-Making” (organized by Magistretti, S., Liedtka, J., and Dell’Era, C.). *83rd Annual Meeting of the Academy of Management*, Boston, USA, 2023

For-Profit Firms' Contribution to Society: A Strategic Orientation Perspective. *30th Innovation and Product Development Management Conference (IPDMC)*, Politecnico di Milano, Italy, 2023

## 2022

The Global Reporting Initiative (GRI) and For-Profit Firms' Social Accountability: Systematic Literature Review and Future Research Priorities. *17th EIASM Interdisciplinary Conference on Intangibles and Intellectual Capital*, University of Messina and University of Ferrara, Italy, 2022

Social Value in Business: An Interdisciplinary Integrative Review, Typology, and Research Agenda. *17th EIASM Interdisciplinary Conference on Intangibles and Intellectual Capital*, University of Messina and University of Ferrara, Italy, 2022

Future-Making Practices in Innovation: A Conviction Narrative Perspective on Foresight. *American Marketing Association (AMA) Summer Academic Conference*, Chicago, USA, 2022

For-Profit Firms' Contribution to Society: A Strategic Orientation Perspective. *82nd Annual Meeting of the Academy of Management*, Seattle, USA, 2022 – Best Paper

Future-Making Practices in Innovation: A Conviction Narrative Perspective on Foresight. *82nd Annual Meeting of the Academy of Management*, Seattle, USA, 2022

Radical Innovators as Fortunetellers? A Conviction Narrative Perspective on Foresight. *Academy of Management Review (AMR) Idea Development Workshop in preparation for the Special Topic Forum (STF) on "Theorizing Time in Management and Organizations"*, virtual, 2022

Foresight in Innovation: Applying and Extending Conviction Narrative Theory. *29th Innovation and Product Development Management Conference (IPDMC)*, University of Hamburg, Germany, 2022

Business Model Innovation for Good – A Conviction Narratives Perspective. *Business and Society Research Seminar*, Audencia Business School, France, 2022

Applying Conviction Narratives to Business Model Innovation for Good. *Rutgers Institute for Corporate Social Innovation, Inclusive Impact Summit*, virtual, 2022

## 2021

Social Value in Business: An Interdisciplinary Integrative Review, Typology, and Research Agenda. *81st Annual Meeting of the Academy of Management*, virtual, 2021 – Best Paper

No need to read between the lines: Defining and measuring strategic social value orientation. *37th European Group for Organizational Studies Colloquium (EGOS), Sub-theme 21: Commensuration and Sustainability: Antecedents, Outcomes, and Processes of Social and Environmental Evaluation Schemes*, Vrije Universiteit Amsterdam, Netherlands, virtual, 2021

So What Exactly is Social Value in Business? An Interdisciplinary Integrative Review, Typology, and Research Agenda. *21st European Academy of Management Conference (EURAM)*, Université du Québec à Montréal, Canada, virtual, 2021

Going beyond Financial and Customer Value: Defining and Measuring Strategic Social Value Orientation. *European Marketing Academy Conference (EMAC)*, ESIC Business & Marketing School, Spain, virtual, 2021

Sustainability indices and their implications for innovation management. *28th Innovation and Product Development Management Conference (IPDMC)*, Politecnico di Milano, Italy, virtual, 2021

Social Value in Business: An Interdisciplinary Integrative Review, Typology, and Research Agenda. *Business and Society Research Seminar*, University of Namur, Belgium, virtual, 2021

## 2020

For-profit firms' contributions to society: An interdisciplinary review and directions for future research. *36th European Group for Organizational Studies Colloquium (EGOS), Sub-theme 37: Organizing for Responsibility: The Role of Ethics, Strategies and Capabilities in Contradictory Environments*, University of Hamburg, Germany, virtual, 2020

How can for-profit firms' innovations contribute to society? A taxonomy and research agenda. *27th Innovation and Product Development Management Conference (IPDMC)*, KU Leuven, Belgium, virtual, 2020

Beyond Customer Value: An Interdisciplinary Review of Societal Value Creation in For-Profit Firms and Directions for Future Research. *European Marketing Academy Conference (EMAC)*, Corvinus University of Budapest, Hungary, 2020 – Cancelled due to COVID19

2018

Towards a Framework for Evaluating the Societal Contribution of Innovation Initiatives. *Business and Society Research Seminar*, University of Mannheim, Germany, 2018

#### *Invited presentations*

Sustainable Food and Innovation Strategies. Invited presenter at the *Sino-German Research Conference on "Digital Transformation in China and Germany: Strategies, Structures, and Solutions for Ageing Societies"*, Schloss Thurnau, Bayreuth, Germany, 2024

Social Value in Business. Invited presenter at the *Sino-German Research Conference on "Corporate Strategies and Structure for Digital Transformation and Aging Society"*, Institute of Science and Development of the Chinese Academy of Science, China, 2023

Dechiphering Social Value. Invited presenter at the *Munich Global Impact Sprint*, Co-Creation Conference, virtual, 2021

Social Impact Measurement: Die Hebel unserer Wirkung verstehen und maximieren. Invited expert at *HochsprungKonferenz*, Germany, 2019

Evaluating firm societal value creation: Explorations in innovation decision-making. Invited expert at the *Impact Valuation Roundtable*, Allianz Global Corporate & Specialty SE, Germany, 2019

How can companies evaluate their societal value creation? An application in innovation decision making. *Global Good Congress – 5<sup>th</sup> edition of GoodFestival*, École Polytechnique Fédérale de Lausanne (EPFL) Tech4Impact, Switzerland, 2018

Prosperity – Innovating for good. *Act for SDGs! Werde ein Changemaker für eine nachhaltige Zukunft*, *InnovationsGeist*, Ludwig-Maximilians-Universität (LMU) München, Germany, 2018

Integrating Societal Value Evaluation to Managerial Decision Making. Invited presenter at the *Business Model Innovation Summit*, *Robert Bosch GmbH*, Germany, 2018

### **Academic and Professional Services**

#### *Reviewing activities for journals*

**Reviewer** for: Journal of Management, Journal of Business Ethics (JBE), Journal of Product Innovation Management (JPIM, *completed certification program*), Journal of Business Research (JBR), Business Strategy and the Environment, Futures, Journal of Business Economics (JoBE), Schmalenbach Journal of Business Research (SBUR), International Journal of Innovation Studies (IJIS), Corporate Social Responsibility and Environmental Management (CSR-EM), Research-Technology Management, Junior Management Science Journal (JUMS)

#### *Reviewing activities for conferences*

**Reviewer** for: Academy of Management (AoM) annual meetings and specialized conferences (SIM and TIM Divisions), European Marketing Academy annual and regional conferences (EMAC), European Academy of Management annual conference (EURAM), Global Marketing Conference (GMC), World Marketing Conference (WMC), PDMA Doctoral Dissertation Proposal Competition

#### *Other activities*

**Chair and organizer** of the Track "*Innovation in the Circular Economy*" at the JPIM Research Forum, 2025 (Chicago, USA) and 2026 (Atlanta, USA)

**Chair and organizer** of the Track "*Innovations and Entrepreneurial Marketing*" at the World Marketing Congress of the Academy of Marketing Science, Dijon, Burgundy, France, July 2025

**Chair and organizer** of the Special Session “*Firm innovation strategies and behaviors at the intersection of responsibility and uncertainty: Perspectives from young scholars*” at the 2022 JPIM Research Forum, Orlando, USA, November 2022

**Member** of the graduate admission committee (LMU Munich School of Management) since 2023

**Member** of the GIST Hub, an interdisciplinary platform for establishing a long-term partnership between Ludwig Maximilian University of Munich (LMU) and Pontificia Universidad Católica de Chile (UC) in the field of sustainability transformations since 2025

**Responsible** person for the institute’s examination process (i.e., implementation and compliance with the LMU Munich School of Management’s examination regulations as well as coordination and controlling of undergraduate and graduate theses’ supervision and grading) since 2022

**Member** of the Fakultätsrat (LMU Munich School of Management), i.e., elected academic staff representative with advisory and voting capacity (also for professorship appointment and tenure procedures) at the LMU Munich School of Management between 2019 and 2021

**Jury member** Global Good Congress 2E by Roxbourg & GoodFestival (2019), European University Alliance for Global Health (EUGLOH) Social Entrepreneurship 4 Health School (2020, 2021), business plan competition from business@school by Boston Consulting Group (2021)

## **Funding and Grants**

**LMUexcellent Postdoc Support Fund** 2026

LMU Munich School of Management  
€ 4,000 grant for conference attendance

**LMUexcellent Postdoc Support Fund** 2024

LMU Munich School of Management  
€ 2,790 grant for open access publishing

**Grant for “summa cum laude” dissertations** 2023

LMU Munich School of Management  
€ 500 grant for achieving a dissertation evaluated with *summa cum laude*

**Excellent: Mentoring Program for Junior Researchers** 2022, 2023

LMU Munich School of Management  
€ 2,000 funding per year for selected junior scholars pursuing an academic career

**EXIST Potentiale (conceptual and project management contribution)** 2019

German Ministry of Economic Affairs and Energy  
~ € 1,300,000 funding for developing and implementing the Startup Impact Readiness Program (major applicant Prof. Dr. Jelena Spanjol)

**Performance grant** 2018, 2019

Ludwig-Maximilians-Universität (LMU) München  
~ € 2,500 grant per year for outstanding performance (nominated by the academic supervisor and approved by the university’s central human resources committee)

## **Teaching Experience**

### ***Students’ feedback***

**2026:** “Interesting project partners. For me, this course was an opportunity to work on real projects within a company, to experience how innovation is managed in real life. Moreover, our supervisor was always very helpful and the bi-weekly coaching sessions

helped us to get guidance.”

**2025:** “Great structure. Great lecturer. Dr. De la Cruz is very invested into the course. He provides coherent and strong feedback and really leads the group to great results.”

**2024:** “I think that Marcelo was a great lecturer and had a great way of bringing us closer to the topic of serendipity and AI. I really enjoyed the extensive preparation and all of the interim presentations we had during the course. Marcelo was always there for questions and advice!”

**2023:** “We thank you for the great time and that we could learn so much through the interactive presentation process of our concept. We had a lot of fun during the time we spent together and we also got along very well as a group.”

**2022:** “Marcelo did a very good job to motivate to work on this topic and gave really good advices for improvement. Great instructor with a lot of knowledge. At first the task seemed a bit confusing but after some time it became clear what was expected and it was cool to see how everything was linked together and started making sense after some time.”

**2021:** “Marcelo, you are such an amazing mentor always caring so much about all of your students. There is nothing negative I could say about this seminar. I felt comfortable and well-informed all of the time and I never had a feeling of “being lost”, even though the topic and the way we solved the tasks in the seminar was absolutely new to us.”

**2020:** “Marcelo de la Cruz was a very professional, prepared and incredible seminar leader. His abilities, availability and support were exceptional.”

#### *Bachelor courses (in-person, virtual and hybrid)*

##### **Business Modelling (lecture and tutorial lead)**

Responsibilities: Conceptualize, develop teaching materials and deliver lectures; manage overall course organization, including coordination of 60 start-ups and an average of 550 students; train tutors; lead weekly tutorials; and assess business models

##### **Innovating for Organizational, Market, and Societal Impact (seminar lead)**

Responsibilities: Instruct students in scientific working, teach/ coach innovation management topics, conduct final examination of presentations and seminar theses

##### **Managing the Front End of Innovation (tutorial lead)**

Responsibilities: Instruct students in innovation management basics through weekly tutorials aiming at practicing the lecture content, work on case studies and analyze academic papers

##### **Current Challenges in Innovation Management (seminar lead)**

Responsibilities: Instruct students in scientific working, teach and coach innovation management topics, conduct final examination of presentations and seminar theses

#### *Master courses (in-person, virtual and hybrid)*

##### **Accelerating Corporate Innovation (seminar lead)**

Responsibilities: Set-up and management of the overall course in cooperation with an industry partner (BMW Open Innovation Department & BMW Acceleration Program), teach concept of accessories’ bundling, market strategy and customer profiling, lead and coach students in developing the project results, conduct final grading of project documentation

##### **Ambidexterity – Key to Surviving the Challenges (seminar lead)**

Responsibilities: Set-up and management of the overall course in cooperation with an industry partner (Porsche Consulting Group), teach concept of ambidexterity, lead and coach students in developing the project results, conduct final grading of project documentation

**Innovating for Impact (seminar lead)**

Responsibilities: Instruct students in scientific working, teach and coach innovation management topics, conduct final examination of presentations and seminar theses

**Social Entrepreneurship Lab: Scaling Impact (seminar lead)**

Responsibilities: Supervise and coach students consulting social entrepreneurs, conduct final grading of project documentation. This course is a joined event by TUM and HM in Munich.

| Term/ Course Name                                          | Level | Type (Participants)                        | Evaluation <sup>1, 6</sup> |
|------------------------------------------------------------|-------|--------------------------------------------|----------------------------|
| <i>Summer 2026</i>                                         |       |                                            |                            |
| Business Modelling: Creating and Capturing Value           | BSc   | Lecture (480)/ Tutorial (20)               | 9.2/10 <sup>7</sup>        |
| <i>Winter 2025/ 2026</i>                                   |       |                                            |                            |
| Accelerating Intrapreneurship                              | MSc   | Seminar (7)                                | 9.0/10 <sup>7</sup>        |
| <i>Summer 2025</i>                                         |       |                                            |                            |
| START with Business Modelling                              | BSc   | Lecture (40)/ Tutorial (20)                | 9.5/10 <sup>7</sup>        |
| <i>Winter 2024/ 2025</i>                                   |       |                                            |                            |
| Innovating for Impact                                      | MSc   | Seminar (11)                               | 9.1/10 <sup>7</sup>        |
| <i>Summer 2024</i>                                         |       |                                            |                            |
| START with Business Modelling                              | BSc   | Lecture (555)/ Tutorial (40)               | 8.5/10 <sup>7</sup>        |
| <i>Winter 2023/ 2024</i>                                   |       |                                            |                            |
| Innovating for Organizational, Market, and Societal Impact | BSc   | Seminar (16)                               | 9.2/10 <sup>7</sup>        |
| <i>Summer 2023</i>                                         |       |                                            |                            |
| START with Business Modelling                              | BSc   | Lecture (520)                              | n/a                        |
| <i>Winter 2022/ 2023</i>                                   |       |                                            |                            |
| Innovating for Organizational, Market, and Societal Impact | BSc   | Seminar (18)                               | 4.4/5 <sup>3</sup>         |
| Managing the Front End of Innovation                       | BSc   | Tutorial (99)                              | n/a                        |
| <i>Summer 2022</i>                                         |       |                                            |                            |
| START with Business Modelling                              | BSc   | Lecture (609) <sup>2</sup> / Tutorial (40) | 5.0/5 <sup>4</sup>         |
| <i>Winter 2021/ 2022</i>                                   |       |                                            |                            |
| Innovating for Impact                                      | MSc   | Seminar (8)                                | 4.7/5 <sup>3</sup>         |
| <i>Summer 2021</i>                                         |       |                                            |                            |
| START with Business Modelling                              | BSc   | Lecture (517) <sup>2</sup> / Tutorial (40) | 4.5/5 <sup>4</sup>         |
| <i>Winter 2020/ 2021</i>                                   |       |                                            |                            |
| Innovating for Impact                                      | MSc   | Seminar (10)                               | 4.7/5 <sup>3</sup>         |
| <i>Summer 2020</i>                                         |       |                                            |                            |
| START with Business Modelling                              | BSc   | Lecture (582) <sup>2</sup> / Tutorial (40) | 4.4/5 <sup>3</sup>         |
| <i>Winter 2019/ 2020</i>                                   |       |                                            |                            |
| Ambidexterity in the Automotive Industry                   | MSc   | Seminar (7)                                | 4.8/5 <sup>5</sup>         |
| <i>Summer 2019</i>                                         |       |                                            |                            |
| Innovating for Impact                                      | MSc   | Seminar (14)                               | 4.5/5 <sup>5</sup>         |
| START with Business Planning                               | BSc   | Lecture (552) <sup>2</sup> / Tutorial (40) | 4.9/5 <sup>4</sup>         |
| <i>Winter 2018/ 2019</i>                                   |       |                                            |                            |
| Innovating for Impact                                      | MSc   | Seminar (4)                                | n/a                        |
| Social Entrepreneurship                                    | MSc   | Seminar (30)                               | n/a                        |
| Innovating for Organizational, Market, and Societal Impact | BSc   | Seminar (15)                               | 5.0/5 <sup>5</sup>         |

| Term/ Course Name                                          | Level | Type (Participants)                        | Evaluation <sup>1, 6</sup> |
|------------------------------------------------------------|-------|--------------------------------------------|----------------------------|
| <i>Summer 2018</i>                                         |       |                                            |                            |
| Innovating for Impact                                      | MSc   | Seminar (12)                               | 4.3/5 <sup>5</sup>         |
| START with Business Planning                               | BSc   | Lecture (545) <sup>2</sup> / Tutorial (40) | 4.8/5 <sup>4</sup>         |
| Current Challenges in Innovation Management                | BSc   | Seminar (10)                               | 4.8/5 <sup>5</sup>         |
| <i>Winter 2017/ 2018</i>                                   |       |                                            |                            |
| Innovating for Organizational, Market, and Societal Impact | BSc   | Seminar (10)                               | 4.7/5 <sup>4</sup>         |

<sup>1</sup> Average evaluating according to following rating scale: from worst (1=fully disagree or not at all likely) to best (5=fully agree or extremely likely)

<sup>2</sup> Set-up/ management of overall course (obligatory core course for students in the 2<sup>nd</sup> semester)

<sup>3</sup> "How do you rate this course overall?"

<sup>4</sup> "The lecturer cares about the learning success of the participants"

<sup>5</sup> "I would attend further seminars offered by the seminar leader(s)"

<sup>6</sup> New evaluation scale introduced in 2023. Average evaluating according to following rating scale: from worst (1=not at all likely) to best (10=extremely likely)

<sup>7</sup> "I would recommend this lecturer to others"

### *Theses supervision*

**Co-supervisor of PhD candidates in business administration** (since 2026)

**Supervisor of Bachelor and Master theses in business administration** (since 2017) and in **industrial engineering** (2017) and **mechanical engineering** (2004, 2005)

### *Teaching skills development*

Participation in the **19<sup>th</sup> Annual Global Business Ethics Teaching Workshop** (Bentley University, Hoffman Center for Business Ethics) facilitated by Jill Brown (Bentley University), Jeff Moriarty (Bentley University), Nien-hê Hsieh (Harvard Business School), Jessica Flannigan (University of Richmond), Jennifer Kish-Gephart (University of Massachusetts), Harry Van Buren (University of Tennessee)

Participation in courses offered by the **teaching qualification center (PROFiL)** of the Ludwig-Maximilians-Universität (LMU) München: body language and presence on stage, designing inclusive teaching units, emotional intelligence in the classroom, using digital tools in teaching, supervising PhDs, civil/moral courage in class, using artificial intelligence in teaching

### **Skills**

**Languages:** Spanish (native), German (native), English (fluent), Italian (basic), French (basic)

**Software:** Python, SmartPLS, Qualtrics, MATLAB, STATA, Moodle

### **Awards and Recognitions**

**Thomas Hustad Best Student Paper Award (IPDMC)** 2024  
Innovation & Product Development Management Conference  
Best paper (co-authored) selected by the Conference Board.

**William C. Frederick Best Dissertation Award Runner-up (AoM)** 2023  
Academy of Management, Social Issues in Management Division  
In recognition of the dissertation "Social Value in Business: An Innovation Strategy Perspective". The award recognizes an exemplary thesis relevant to the SIM division content areas in terms of its relevance to the domain, the

significance of its contribution, the adequacy of its literature review, conceptual development, methodological appropriateness, and presentation style.

**SIM Division Best Student Paper Award Runner-up (AoM)** 2022  
Academy of Management, Social Issues in Management Division  
In recognition of the fine quality of the presented paper "For-Profit Firms' Contribution to Society: A Strategic Orientation Perspective."

**SIM Division Best Student Paper Award Runner-up (AoM)** 2021  
Academy of Management, Social Issues in Management Division  
In recognition of the fine quality of the presented paper "Social Value in Business: An Interdisciplinary Integrative Review, Typology, and Research Agenda."

**Awardee of the PAD (Paedagogischer Austauschdienst)** 1995  
Standing Conference of the Ministers of Education and Cultural Affairs in the Federal Republic of Germany  
International Awardee Program for outstanding school achievements to promote education of foreign students in the German language.