

# FRANZISKA GÜNZEL-JENSEN

## PERSONAL DETAILS

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Nationality: German

Date of birth: 2. December 1981

Country of residence: Denmark



## CURRENT POSITION

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10/16 – present **Associate Professor in Entrepreneurship, Department of Management**  
Aarhus University, School of Business and Social Sciences  
(co-financed by the Promoting a Culture of Entrepreneurship project)

## EDUCATIONAL BACKGROUND

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12/11 **Dr. rer. pol. (equivalent to Ph.D.)**  
Otto von Guericke University Magdeburg (Germany)  
Cumulative Dissertation: “Essays on Entrepreneurship and Innovation”

09/07 **Diplom Kauffrau (equivalent to M.Sc.) in Business Administration**  
Otto von Guericke University Magdeburg (Germany)

## RESEARCH POSITIONS

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02/15 – 09/16 **Assistant Professor in Entrepreneurship, Department of Management**  
Aarhus University, School of Business and Social Sciences  
(co-financed by the Promoting a Culture of Entrepreneurship project)

05/12 – 01/15 **Post.Doc., Strategy and Organizational Behavior Research Group**  
Aarhus University, School of Business and Social Sciences  
(financed by the Interdisciplinary Forum on Distributed Leadership)

06/12 – 06/14 **Project Coordinator, Free business models, Genvej til Ny Viden**  
Aarhus University, Center for Entrepreneurship and Innovation

01/12 – 04/12 **Graduate Research Associate, Digital Urban Living**  
Aarhus University, School of Business and Social Sciences

07/11 – 12/11 **Visiting scholar, Centre for Organizational Renewal and Evolution**  
Aarhus University, School of Business and Social Sciences

05/08 – 05/11 **Research Associate, TASC Project**  
Chair of Entrepreneurship, Otto von Guericke University Magdeburg

## HONORS & AWARDS

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2017 Nominate for the **Teacher of the Year Award** (Jubilæumsfondens Pædagogiske Hæderspris) at Aarhus University

2014 **Best Paper Award**, 2<sup>nd</sup> European Entrepreneurship Education Conference, Turku (Finland), € 600

2011 **Aarhus University Foundation Award** for a visiting stay at the Centre for Organizational Renewal and Evolution, Aarhus (Denmark), Dkr. 95.000 (appr. 13.000 €)

## FRANZISKA GÜNZEL-JENSEN

- 2010 **ECSB / USASBE Doctoral Exchange Competition Price** for the best doctoral proposal presented at the RENT XXIII Conference to participate in the USASBE Doctoral Consortium, Nashville (USA), US\$ 1.000 (appr. 750 €)
- 2009 **José Veciana Best Paper Award**, RENT XXIII Conference, Budapest (Hungary), € 600

### RESEARCH

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#### A. Research Interests

Business Model Development and Innovation, Effectuation, Innovation and Entrepreneurship in Healthcare, Growth of Hybrid Organizations

#### B. Publications in Refereed Journals

##### **Published / forthcoming:**

Günzel-Jensen, F., Hansen, J.R., Jakobsen, M. & Wulff, J. (forthcoming) “A Two-pronged Approach? Combined Leadership Styles and Innovative Behavior”, *International Journal of Public Administration*.

Günzel-Jensen, F., Jain, A. & Kjeldsen, A.M. (forthcoming) “Distributed Leadership in Healthcare: The role of formal leadership styles and organizational efficacy”, *Leadership*.

Günzel-Jensen, F. & Robinson, S. (2017) “Enabling Effectuation in the Undergraduate Entrepreneurship Classroom: Four barriers to learning”, *Education + Training*.

Holm, A.B. & Günzel-Jensen, F. (2017) “The role of “Free” in the Business Model Creation of a Sustainable e-Business”, *Journal of Business Strategy*, Vol. 38. Nr. 2, pp. 16-24.

Günzel-Jensen, F. & Holm, A.B. (2015) “Free business models as the foundation for growing an e-business venture: A multiple case study”, *Journal of Entrepreneurship, Management and Innovation*, Vol. 11 No. 1, pp. 77-101.

Kesting, P. & Günzel-Jensen, F. (2015) “SMEs and New Ventures Need Business Model Sophistication”, *Business Horizon*, Vol. 58. Nr.3, pp. 285-293.

Günzel, F. & Holm, A.B. (2013) “One size does not fit all - understanding the front-end and back-ends of business model innovation.”, *International Journal of Innovation Management*, Vol. 17, No. 1.

Holm, A.B., Günzel, F. & Ulhøi, J.P. (2013) “Openness in innovation and business models: lessons from the newspaper industry”, *International Journal of Technology Management*, Vol. 61, No. 3/4, pp. 324-348.

Theiss, S., Günzel, F., Storm, A., Hausn, P., Isenmann, S., Klisch, J. & Ickenstein, G.W. (2013) “Using Routine Data for Quality Assessment in NeuroNet Telestroke Care”, *Journal of Stroke & Cerebrovascular Diseases*, Vol. 22, No. 7, pp. 984-990.

Günzel, F. & Krause, J. (2013) “The Role of Business Models in New Venture Creation – A Systematic Literature Review”, *Betriebswirtschaftslehre Forschung und Praxis*, Vol. 65, No. 2, pp. 175-192.

## FRANZISKA GÜNZEL-JENSEN

Günzel, F. & Wilker, H. (2012) “Beyond high tech: the pivotal role of technology in start-up business model design”, *International Journal of Entrepreneurship and Small Business*, Vol. 15, No. 1, pp. 3-22.

Günzel, F., Theiss, S., Knüppel, P., Halberstadt, S., Raith, M. & Rose, G. (2010) “Telemedicine in Health Care – A Health Economics View”, *Deutsche Medizinische Wochenschrift*, Vol. 135, pp. 84-90.

### **Refereed Best Paper Conference Proceedings:**

Günzel-Jensen, F. & Rask, M. (2015) “You Cannot Live of Love Alone – the interrelation of legitimacy efforts and effectuation in nascent markets”, *Academy of Management Best Paper Proceedings*, 2015(1): 12681-12687.

### **Under review:**

Günzel-Jensen, F., Müller, S. & Siebold, N. “Growing a for-profit social venture: A longitudinal case study”, 2nd round R&R *Entrepreneurship and Regional Development*.

Günzel-Jensen, F. & Rask, M. “The Interrelatedness of Legitimacy and Effectuation in Nascent Markets”, *R&R Journal of Business Venturing*.

### **C. Book Chapters**

Günzel-Jensen, F., Moberg, K., Mauer, R. & Neergaard, H. (2017) “Self-efficacy and the entrepreneurial mindset revisited”, in Carsrud/Brännback (Eds.): *Revisiting the Entrepreneurial Mind - Inside the Black Box*, Springer, pp. 319-335.

Günzel, F. & Storm, A. (2012) “Wertschöpfungspotential der Telemedizin in der Schlaganfallakutversorgung”, in Fuchs/Kurth/Scriba (Eds.): *Report Versorgungsforschung, Vol. 4*, Deutscher Ärzte Verlag, pp. 145-154.

Storm, A., Theiss, S. & Günzel, F. (2011) “A Model for Telestroke Network Evaluation”, in Hu/ Morasch/ Pickl/ Siegle (Eds.): *Operations Research Proceedings 2010*, Springer Berlin, pp. 551-556.

Günzel, F. & Wilker, H. (2011) “Adapting to change: Understanding the relation between business model design and technology development in the creation of new ventures”, in Cassia/ Paleari/ Minola (Eds.): *Entrepreneurship, Technology and Change*, Edward Edgar, pp. 19-47.

Günzel, F., Theiss, S., Rose, G. & Raith, M. (2011) “A Framework for Telestroke Network Design” in Grasczew/ Roelofs (Eds.): *Advances in Telemedicine: Applications in Various Medical Disciplines and Geographical Regions*, InTech, pp. 29-42.

Theiss, S., Knüppel, P., Günzel, F., Raith, M. & Rose, G. (2009) “Ökonomisch motivierte Optimierungsansätze für Telemedizinische Technik in der Schlaganfallakutversorgung“, in Duesberg (Ed.): *e-Health 2010*, Medical Future Verlag Solingen, pp.168-174.

### **D. Policy Reports**

Baunsgaard, V. V., Günzel, F. & Neergaard, H. (2012) “Danish Growth Houses: Report for the OECD”, OECD Publishing.

## FRANZISKA GÜNZEL-JENSEN

(for a full list including conference publications and work in progress please see the enclosed publication list)

### E. Research Grants

**Free business models** (2012 – 2014)

Genvej til Ny Viden, Dkr. 620.000 (appr. 83.000 €)

(Researching “free” business models and their underlying financial metrics)

## TEACHING ACCOMPLISHMENTS

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### A. Teaching Interests

Entrepreneurship, Innovation, Management Research Methods, Business Planning

### B. Teaching Positions Held Currently

Entrepreneurship (Master level, course responsible, teacher and examiner)

Social Entrepreneurship (Bachelor level, course responsible, teacher and examiner)

Corporate Entrepreneurship (MBA level, course responsible, teacher and examiner)

Management Research Methods (Master level, tutor and examiner)

### C. Ph.D. related activities

Hosting visiting Ph.D. student Nicole Siebold (08/15 – 10/15)

Second supervisor: Cita Utami (12/16 – present)

## EDITORIAL ACITIVITIES

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### A. Journals

Editorial Review Board Membership: International Journal of Entrepreneurial Behaviour and Research

Ad-hoc Reviewer: Journal of Small Business Management, International Journal of Innovation Management, Journal of Business Strategy, Journal of Global Entrepreneurship Research, Education + Training, Journal of Postdoctoral Research

### B. Conferences

Ad-hoc Reviewer: ACERE Conference 2016; BCERE Conference 2015; RENT Conference 2015-2017; Nordic Conference on Small Business 2014; Academy of Management 2012, 2013, 2017; United States Association for Small Business and Entrepreneurship 2012; ACERE Diana 2012; International Council for Small Businesses 2010, 2011

## OUTREACH AND DISSIMINATION

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### A. Conference presentations

Günzel-Jensen, F., Müller, S. & Siebold, N. (2016) “The best of both worlds: how for profit ventures combine dual missions for growth”, *Australian Centre for Entrepreneurship Research Exchange Conference*, Gold Coast (Australia).

Günzel-Jensen, F. & Ullhøi, J.P. (2014) “Distributed Leadership – Strengthening the Condition for Continuous Innovation in Primary Health Organizations”, *15<sup>th</sup> International CINet Conference*, Budapest (Hungary).

## FRANZISKA GÜNZEL-JENSEN

Günzel-Jensen, F. & Holm, A.B. (2014) “Free business models as the foundation for growing an e-business venture: A multiple case study”, *30<sup>th</sup> EGOS Colloquium*, Rotterdam (Netherlands).

Günzel-Jensen, F. & Rask, M. (2014) “You Cannot Live of Love Alone – the interrelation of legitimacy efforts and effectuation in nascent markets”, *34<sup>th</sup> Babson College Entrepreneurship Research Conference*, London, Ontario (Canada).

Günzel-Jensen, F. & Robinson, S. (2014) “Critiquing Effectuation in Entrepreneurship Teaching with Undergraduates”, *2<sup>nd</sup> European Entrepreneurship Education Conference*, Turku (Finland).

Günzel, F. & Krueger, N. (2012) “Don’t TASE me ... BRO?”, *NYU Stern Conference on Social Entrepreneurship*, New York (USA).

Günzel, F. & Holm, A.B. (2012) “Continuous Business Model Innovation in the Danish Newspaper Industry”, *13<sup>th</sup> International CINet Conference*, Rom (Italy).

Günzel, F. & Holm, A.B. (2012) “An Unequable Race: When Business Models need to follow technology adaptation”, *12<sup>th</sup> European Academy of Management*, Rotterdam (Netherlands).

Günzel, F. & Tomczyk, D. (2011) “Bringing Innovation to the Health Care Sector: Modeling Optimal Cost Distribution for Telestroke Services in Germany”, *International Council for Small Businesses 2011 World Conference*, Stockholm (Sweden).

Staak, T. & Günzel, F. (2011) “Saving tax payers’ money: Selecting Start-up Support Projects based on the Market Failure Theory”, *International Council for Small Businesses 2011 World Conference*, Stockholm (Sweden).

Günzel, F. & Wilker, H. (2011) “Facilitating value creation and capture: The dynamic relation of business model and technology in start-ups”, *Interdisciplinary European Conference on Entrepreneurship Research*, Munich (Germany).

Günzel, F. & Wilker, H. (2011) “Enabling Change: The related roles of business model and technology in start-ups”, *AGSE Entrepreneurship Research Exchange*, Melbourne (Australia).

Storm, A., Günzel, F. & Theiss, S. (2010) “A Model for Telestroke Network Evaluation”, *International Conference on Operations Research 2010*, Munich (Germany).

Günzel, F. (2010) “Confronting Business Model Literature with Entrepreneurial Practice – Current State of the Art and Research Agenda”, *International Council for Small Businesses 2010 World Conference*, Cincinnati (USA).

Günzel, F. & Wilker, H. (2010) “Patterns in Business Models Evolution: a Longitudinal Case Survey”, *31<sup>th</sup> Babson College Entrepreneurship Research Conference*, Lausanne (Switzerland).

Günzel, F. & Wilker, H. (2009) “Patterns in Business Models: a Case Survey”, *RENT XXIII*, Budapest (Hungary).

Günzel, F. & Wilker, H. (2009) “Using Business Model Visualization to Highlight Entrepreneurial Value Creation”, *International Council for Small Businesses*, Seoul (South Korea).

### B. Co-Organization of Professional Development Workshops

## FRANZISKA GÜNZEL-JENSEN

“Sustaining the Sustainable: Business Modeling for Sustainable/Social Ventures”,  
Academy of Management Annual Meeting 2013, Orlando (USA)

“Are we moving the needle? Measuring impact in entrepreneurship education”,  
Academy of Management Annual Meeting 2013, Orlando (USA)

### C. Invited talks (selected)

“Business Model Canvas: Classical Mistakes in its Application”, *National Practitioners Workshop 2016*, Aarhus (Denmark).

“Collaborative goal setting in telemedicine”, *Samarbejde bag fremdrift af telemedicine 2012*, Silkeborg (Denmark).

“Wertschöpfungspotential der Telemedizin in der Schlaganfallakut-versorgung”,  
*Symposium Telemedizin und Versorgungsforschung 2011*, Berlin (Germany).

“Auf dem Weg zu einer nachhaltig finanzierten telemedizinischen Schlaganfallakutversorgung”, *2<sup>nd</sup> Erlanger TELEMEDIZIN-Symposium 2011*, Erlangen (Germany).

### RELEVANT PROFESSIONAL EXPERIENCE

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04/15 – present **Advisory Board Member, KlarParatFirma** (Aarhus-based start-up)

04/14 – 03/15 **Advisory Board Member, Skrifa** (Aarhus-based start-up)

06/06 – 12/06 **Intern, Marketing & Sales**  
Daimler Chrysler Singapore Operations (Singapore)

07/05 – 10/05 **Intern, Production**  
Shanghai Volkswagen (China)

01/04 – 04/08 **Student Assistant**  
Chair of Entrepreneurship, Otto von Guericke University Magdeburg  
Consulting start-up projects

### INVOLVEMENT IN DEPARTMENTAL ACTIVITIES

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11/15 – present Co-organizer of the **Knowledge Exchange Forum** in the INEIS section at the Department of Management

08/15 – 9/16 Elected member of the **Department Council** at the Department of Management

09/12 – 06/15 Co-organizer of the **Business Model Discussion Group** at the Department of Management

### IT AND LANGUAGES

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**Software:** Expert user of QSR NVivo 11  
Advanced user of IBM SPSS, AMOS and MS Office programs

**Languages:** German: native  
English: highly proficient in both spoken and written English  
Danish: intermediate (speaking, reading); basic (writing)