

Curriculum Vitae

Univ.-Prof. a.D. Dr. Dr. h.c. Michael Kleinaltenkamp

Professor of Business and Services Marketing

Marketing Department, School of Business & Economics, Freie Universität Berlin

1. Degrees, qualifications

- Honorary Doctorate (Dr. rer. pol. honoris causa), University of Rostock, Germany, 2013, awarded for my achievements in service research and for the internationalization of German business research
- Professorial Dissertation (Habilitation), Ruhr University Bochum, Germany, 1992, Book title: *Standardization and Market Process*
- Ph.D. in Business Administration and Economics (Dr. rer. oec.), Ruhr University Bochum, Germany, 1984, Dissertation Title: *Recycling Strategies*
- Diploma in Business Administration and Economics (Diplom-Ökonom, equivalent to MSc), Ruhr University Bochum, Germany, 1978

2. Positions held (including details of the most recent and significant career appointments) and major achievements

- Professor of Business and Services Marketing, Marketing Department, Freie Universität Berlin, Germany, 1992-2020
- PostDoc/Assistant Professor, Ruhr University Bochum, Germany, 1984-1992
- Research/Teaching Assistant, Ruhr University Bochum, Germany, 1980-1984

In addition, I held or hold the following visiting fellowships:

- Visiting Professor, Department of Economics Marco Biagi, University of Modena and Reggio Emilia (UNIMORE), Feb.-June 2019, Feb.-June 2020, Feb.-June 2021
- Visiting Professor, Católica Porto Business School, Universidade Católica Portuguesa, Porto, Portugal, March 2018, March 2019, April 2020, May 2021
- Visiting Scholar, UWA Business School, University of Western Australia, Perth, Australia, April 2016.
- Visiting Scholar, Graduate School of Business and Law, RMIT University, Melbourne Australia, March 2016
- Visiting Professor, School of Marketing, The Australian School of Management, University of New South Wales, Sydney, Australia, Jan. 2016-Feb. 2016, Oct. 2007-Jan. 2008
- Visiting Lecturer, European School of Management and Technology (ESMT), Berlin Germany, 2004-present

From 2012 to 2015 I was affiliated as a Recognized Teacher with the Cranfield School of Management at Cranfield University (UK). Since April 2021 I am affiliated as a Recognized Teacher with the Warwick Business School, University of Warwick (UK).

3. Details of management and/or professional experience

- **Administrative Experience**

- a) 2005-2007 and 2009-2010: Dean, School of Business & Economics, Freie Universität Berlin (Germany)
- b) 2004-2005: Associate Dean, School of Business & Economics, Freie Universität Berlin (Germany)
- c) 2006–2007: Member of the Excellence Council of the Freie Universität Berlin
The Excellence Council is an advisory board that consults of the president of the university with respect to all initiatives related to the “Excellence Initiative” of the Federal Republic and the States of Germany. I served in this committee during the first and successful application of the university within that competition, in which the university was awarded “University of Excellence” for the first time for its academic achievements and future strategy under the label “International Network University”.
- d) 2006–2007: Founding member of the Dahlem Research School
The Dahlem Research School (DRS) is the roof organization of all doctoral programs at the Freien Universität Berlin It was founded in course of the application of the university within the “Excellence Initiative” of the Federal Republic and the States of Germany. The DRS develops strategies and concepts in order to enhance support for junior researchers and assure its quality. The DRS fosters careers from the beginning of the doctorate until appointment and facilitates career paths outside academia.

- **Experience in Management of Study Programs**

- a) 1992-2020: Director “Executive Master of Business Marketing” (EMBM) program, Freie Universität Berlin, Germany
The program, originally established in 1985, targets at executives and junior managers whose activities focus on marketing and selling products and/or services to business customers. It consists of the compulsory modules "Understanding Business Markets and Marketing," "Understanding and Developing Programs for Business Markets" and "Strategic Planning." Students can also specialize further in two elective modules of their choice. Alongside the specialization in "Business Relationship Marketing" or "Project Business Management," "Market and Product Management," for example, offers an opportunity for students to advance their studies.
- b) 2012-2020: Director “China-Europe Executive Master of Business Marketing” (China-Europe EMBM) program, Freie Universität Berlin
The China-Europe EMBM is especially designed for European and Chinese executives whose activities focus on marketing and selling products and/or services to business customers in a Sino-European environment. Besides the topics that are taught in the EMBM program this program encompasses also intercultural studies, China/European studies (law, politics, history, and culture) and a module “Doing business in China” which is offered in cooperation with Guanghua School of Management of Peking University, PR China.
- c) 2014-2018: Director of the BSc program in Business Research, School of Business & Economics, Freie Universität Berlin.

4. Five most important publications issued within the last 5 years

- a) Bond, Edward U. III; de Jong, Ad; Eggert, Andreas; Houston, Mark B.; **Kleinaltenkamp**, Michael; Kohli, Ajay K.; Ritter, Thomas; Ulaga, Wolfgang (2020). The Future of B2B Customer Solutions in a Post-COVID-19 Economy: Managerial Issues and an Agenda for Academic Inquiry, *Journal of Service Research*, 23 (4), 401–408
- b) Prohl, Katharina; **Kleinaltenkamp**, Michael (2020): Managing Value in Use in Business Markets, *Industrial Marketing Management*, 91, 563-580
- c) **Kleinaltenkamp**, Michael, Karpen, Ingo O., Plewa, Carolin; Jaakkola, Elina; Conduit, Jodie (2019), Collective Engagement in Organizational Settings, *Industrial Marketing Management*, 80, 11-23
- d) Eggert, Andreas; **Kleinaltenkamp**, Michael; Kashyap, Vishal (2019): Mapping Value in Business Markets: An Integrative Framework, *Industrial Marketing Management*, 79, 13-20
- e) Macdonald, Emma; **Kleinaltenkamp**, Michael; Wilson, Hugh (2016): How business customers judge solutions: solution quality and value in use, in: *Journal of Marketing*, 80 (3), 96-120

5. Five most important speaking engagements at international conferences within the last 5 years

- a) Pirmin Bischoff, Laura Elgeti, Jens Högrevé, & Michael Kleinaltenkamp: How Salespeople Communicate Value in Business Markets, EMAC 2021 Annual Conference, May 26-28, 2021
- b) Thomas Ritter, Michael Kleinaltenkamp, & Carsten L. Pedersen: Mutual Uncertainty Preparedness in Business Relationships, EMAC 2021 Annual Conference, May 26-28, 2021
- c) Michael Kleinaltenkamp, Wolfgang Ulaga, Andreas Eggert: Special Session: Customer Success Management – What, Why and How, EMAC 2021 Annual Conference, May 26-28, 2021
- d) Laura Elgeti & Michael Kleinaltenkamp: Don't be shelf-fish! Defining and Categorizing Unused Solutions in Business Markets, CBIM 2021 International Conference, June 22-24, 2021
- e) Maximilian Huber & Michael Kleinaltenkamp: How Perceptions of Business Usage Center Members Affect Value Experiences and Behaviors in Multi-actor Usage Processes, CBIM 2021 International Conference, June 22-24, 2021

6. Current research interests

My research focuses on business-to-business marketing, service research and marketing theory as well as on the overlaps of these fields. Currently, I am mainly working on the following projects in these areas:

- **Solution Business in Business-to-Business Marketing**

Prohl-Schwenke, Katharina, **Kleinaltenkamp**, Michael: How Business Customers Judge Customer Success Management, *Industrial Marketing Management*, 2nd round

Kleinaltenkamp, Michael; Prohl-Schwenke, Katharina; Keränen, Joonas: What Drives the Implementation of Customer Success Management in Business Markets, *Industrial Marketing Management*, 1st round

- **Market Shaping**

Karpen, Ingo; **Kleinaltenkamp**, Michael; Kleinaltenkamp, Moritz J.: A Sensemaking Perspective on Market Shaping: *Industrial Marketing Management*, 2nd round

Kleinaltenkamp, Michael; Conduit, Jodie; Plewa, Carolin; Karpen, Ingo; Jaakkola, Elina: Engagement-driven Institutionalization: Shaping Markets through Synchronizing Multiple Actors' Engagement Dispositions and Behaviors, 2nd round

- **Service Research**

Danatzis, Iliia; Karpen, Ingo; **Kleinaltenkamp**, Michael: Actor Ecosystem Readiness: Understanding the Nature and Role of Human Abilities and Motivation in a Service Ecosystem, *Journal of Service Research*, 4th round

7. Awards

- a) November 1992: „Gebrüder-Deschauer-Preis“ of the Association of the Friends of the Ruhr-Universität Bochum e.V. for my professorial dissertation
- b) December 2007: Best Paper Award in Track „Business Interaction; Relationship Marketing and Networks“ at ANZMAC 2007 for the paper “Reference objects of asset specificity as determinants for contract designs in business-to-business marketing” (together with Markus Ungruhe)
- c) March 2012: E-Learning-Award of the Freie Universität Berlin
- d) December 2012: Best Presentation Award of the „Forum on Markets and Marketing“ of the University of Auckland Business School for presenting the paper „Institutional Logic Matters – Coordinating Resource Integration“ (together with Bo Edvardsson, Patricia McHugh, Bård Tronvoll, Jameson Watts and Charlotta Windahl)
- e) November 2013: Honorate Doctorate of the Universität of Rostock
- f) Dezember 2017: Best Paper Award in Track „Industrial and Relationship Marketing“ at ANZMAC 2017 for the paper “Changes of Organizational Usage Processes” (together with Maximilian Huber)
- g) Juni 2019: “Evert Gummesson Outstanding Research Award” of the Naples Forum on Service

8. Competitive grants won and current/future involvement

- **Competitive grants won** (Application amount > 100,000 Euros)

- a) Collective Engagement towards Social Purpose, Discovery Project Grant of the Australian Research Council (ARC) , together with Jodie Conduit (University of Adelaide), Carolin Plewa (University of Adelaide), Ingo Karpen (Karlstad University) and Elina Jaakkola (University of Turku), 300,000 AUD, since April 2021
- b) Research Training Group „Paths of Organizational Processes“, funded by German Research Foundation, 4.4 Million € funded by German Research Foundation, April 2005 – March 2014, one of seven Responsible Investigators
- c) “Study-related Process Optimization (StuPrO)”, funded by the Presidency of Freie Universität Berlin, 280,000 €, Sep. 2008 – Aug. 2010, one of two Responsible Investigators
- d) Endowment Chair for Knowledge Management, funded by Deutsche Telekom Foundation, 1.5 Million € Oct. 2006 – Sep. 2011

- e) “Development and Application of an Inter-disciplinary Online Curriculum „Net Economy“, 2.6 Million € funded by the Federal Ministry of Research and Education of Germany, Jan. 2001 – May 2004, one of six Principle Investigators
- f) “Internationalization of the Executive Master Program in Business Marketing“, funded by the Donors' Association for the Promotion of Humanities and Sciences in Germany, 110,000 € April 1998 – May 2002
- g) “Diffusion of Technological Innovations in the Field of Tension between Regulation and Deregulation – by the Example of Laser Technology“, funded by the Federal Ministry of Research and Education of Germany, 120,000 € June 1992 - June 1993
- h) “Empirical Analysis of the Impact of Standards on the Market Process of CIM components and Systems“, Sub-project of the Collaborative Research Center 187 “New Information Technologies and flexible Work Systems” at Ruhr University Bochum, funded by German Research Foundation, 200,000 € Jan. 1992 - Dec. 1994

9. Courses taught, students supervised and curriculum development activities

• Courses taught in Undergraduate Programs

Since the introduction of the Bachelor/Master system at our school I taught the following undergraduate classes at Freie Universität Berlin:

- a) „Marketing Basics“ („Grundlagen des Marketings“)

Together with our teaching assistants I designed a blended-learning concept, which combined activating and collaborative learning scenarios. It comprises a basic text book, plenary sessions, in which – mostly by the managers in charge – practical cases are presented, exercise lessons and web-based trainings. The basic concepts are presented in separate chapters of the text book. For each session one of these chapters has to be prepared by the students beforehand. Equipped with this knowledge the students listen to the case study presentations. For each of the following exercise lessons transfer tasks need to be answered which relate the basic concepts to the practical cases. The results are presented on the one hand in group presentations and on the other in wikis which are also prepared by groups of students. The wikis are used to further discuss topics which were not understood good enough. A summary of the results of the best wikis is provided for the preparation of the written exams.

For the development and implementation of this teaching and learning design I was awarded the “E-Learning Award” of Freie Universität Berlin for 2011.

- b) „Business and Services Marketing“ („Business- und Dienstleistungsmarketing“)
- This course belongs to the area of specialization “Marketing” with in average 130 students. We use the same learning and teaching design we developed for “Marketing Basics” (see a).

c) „Marketing Planning“ („Marketing-Planung“)

This course belongs to the area of specialization “Marketing” with in average 130 students. We use the same learning and teaching design we developed for “Marketing Basics” (see a). In additions the students have to design small marketing research projects within the exercise lessons. For the analysis of empirical data we us the software package JMP.

- **Courses taught in Master Programs**

On the master level I am teaching the course “Business-to-Business Marketing“ and the seminars “Selected Topics in Marketing Research”, “Case Studies in Marketing” and “Marketing Theory” in our MSc programme in Management and Marketing. The challenge here is that most of the students are seeking a position in practice after having finished their studies. On the other hand the classes should also qualify those students who want to stay in academia for a successful doctoral study. Hence, in these classes I follow a research based teaching design which is combined with practical cases and examples. In the “Business-to-Business Marketing“ class, for instance, I first give introductory inputs. Small groups of students then have to present important research papers related to the respective topic. This knowledge is then applied to practical cases which are discussed afterwards. Consequently, all master theses I am supervising are strongly linked to my current research projects.

Within the Executive masters programmes “Executive Master of Business Marketing” (EMBM) and “China-Europe Executive Master of Business Marketing” (China-Europe EMBM) I give presentations on “Corporate Strategy”, “Competitive Strategy”, “Customer Perceived Value”, “International Marketing”, “Introduction to Business-to-Business Marketing”, “Market Segmentation in Business-to-Business Markets”, “Multistage Marketing”, “Organizational Buying Behaviour” and “Relationship Management and Marketing (incl. Key Account Management)”. Here, the teaching design focusses on the integration of the students’ already existing knowledge and business experiences into the classroom. Hence, my presentations are very interactive combining the experiences of the students coming from different industries with each other and linking them to the theoretical concepts.

- **Courses taught in Doctoral Programs**

I was one of the initiators of the “Doctoral Program in Business Research” of the School of Business & Economics of Freie Universitäts Berlin, which provides training in the design, methods, and publication of research across a range of fields in business studies. The program is registered within the Dahlem Research School (DRS, see 3). It is open to PhD students of the School of Business & Economics taking into account that most of the doctoral students are research/teaching assistant at the school at the same time. The main elements of the Doctoral Program in Business Research involve team-based supervision and taught courses in the areas of theory development, research methods and professional skills.

For the (DPBR) I developed a marketing theory course on “Marketing Classics”, which I teach on a regular basis. In this seminar the students gain knowledge of ‘classic’ marketing papers, i.e. papers that had a major impact on the development of the marketing discipline. Each of the selected papers have to be presented first by describing its approach, its basic results, and its theoretical contribution. Furthermore, the impact each of these papers has gained has to be demonstrated by an analysis of related citations, extensions, replications, critical comments etc., followed by a plenary discussion. With this concept, the students do

not only achieve or enhance their capabilities for the proper application of their knowledge of marketing theory but also learn how knowledge disseminates within the community and how certain ideas influence the development of the discipline.

- **Executive Education**

Besides being the Director of the “Executive Master of Business Marketing” and the “China-Europe Executive Master of Business Marketing” programs (see 3), I am teaching on a regular basis as a Visiting Lecturer within the open enrollment seminars of the European School of Management and Technology (ESMT).

Moreover, I conducted a large number of business seminars and was in charge of several in-house training programs. The seminars and programs were provided, among others, to the following mostly internationally active companies (* = in English): Bayer, Bosch, Deutsche Bahn, Deutsche Lufthansa*, Deutsche Telekom*, e.on, GEA Group*, Haniel, Honeywell*, MAN, Merck, mg technologies*, Hochtief, Koerber, Rohm and Haas*, Rockwell*, Ruhrgas Industries*, Siemens (Automation and Drives; Business Services; Power Generation*), SEW Eurodrive*; SKF, ThyssenKrupp (Steel; Technologies*) and Voith*. The presentations and seminars covered the topics corporate strategy, competitive strategy, sales management in business-to-business markets, international marketing, key account management, market segmentation in business-to-business markets, multistage marketing, organizational buying behaviour, relationship management and marketing and customer perceived value.

- **Experience in the supervision of young scientists**

- a) Four professorial dissertations (Habilitation):

Three of the scholars are active as Full Professors in Germany today, one as a Full Professor in Austria.

- b) 42 PhD dissertations as first supervisor (in the fields of business-to-business and services marketing).

- c) Engagement in international doctoral committees:

I served as an external reviewer for doctoral dissertations and member of the doctoral committee at the University of Adelaide (AUS), Auckland University of Technology (NZ), Cranfield School of Business (UK), Delft University of Technology (NL), University of Newcastle (AUS), ESCP Europe, Berlin Campus (GER).

10. Fellowships, professional memberships and contributions to professional associations

- a) Academy of Indian Marketing (AIM)

- In 2012 and 2014 I served a member of the faculty of the AIM-AMA Sheth Foundation Doctoral Consortium in Bangalore and Ahmedabad.

- b) American Marketing Association (AMA)

- From 2008 to 2010 I served as a member of the Executive Board of the Special Interest Group “Relationship Marketing”.

- c) Australian and New Zealand Marketing Association (ANZMAC)

- In 2012 I chaired the Relationship and B2B Marketing track of the ANZMAC conference hosted by the University of Adelaide.

- I served as a member of the faculty of the doctoral colloquium of the ANZMAC conferences in 2013 (hosted by the Auckland University of Technology) and in 2015 (hosted by the University of New South Wales, Sydney).
- d) European Marketing Association (EMAC)
 - In September 2014, I served as a member of the faculty of the doctoral seminar of the 5th Regional EMAC conference hosted by the University of Katowice, Poland.
 - Since 2017, I serve as the Chair of the Special Interest Group for B2B Marketing (“B2B | SIG”).
- e) International Marketing and Purchasing Group (IMP)
- f) Verband der Hochschullehrer für Betriebswirtschaft (VHB) (German Academic Association for Business Research)
 - 2004 – 2005: Chairman of the academic committee „Marketing“
 - 2006 – 2011: Member of the membership committee
 - 2006 – 2008: Member of the advisory board to the president
 - 2006 – 2008: Chairman of the organizing committee of the 70th annual meeting of the association, which took place at the Freie Universität Berlin from May 15 to 17, 2008
 - 2012 – 2013: Member of the ad-hoc working group for the restructuring of the annual meeting of the association
- g) Verein Deutscher Ingenieure (VDI) (The Association of German Engineers)
- h) Wissenschaftlicher Beirat des Wissenschaftlichen Instituts für Infrastruktur- und Kommunikationsdienste (WIK) (Scientific Advisory Board of the Institute for Infrastructure and Communications Services, backed by the Federal Ministry of Economic Affairs and Energy of Germany [BMW])

11. Contributions to my academic field, for example, involvement with editorial and review boards, invitations to conferences, consultancies undertaken

• Involvement with editorial and review boards

- a) Editor “Journal of Business & Industrial Marketing”, 2018-2020
- b) Editor “Journal of Business Market Management”, 2007-2017
- c) Member of the Editorial Advisory Boards of “Australasian Marketing Journal” and “Journal of Business and Industrial Marketing”
- d) Member of the Editorial Review Boards of “Industrial Marketing Management”, “Journal of Business Research” and „Marketing – ZFP Zeitschrift für Forschung und Praxis“ (“Marketing – Journal for Research and Management“)
- e) Co-Editor “Wirtschaftsinformatik“ (“Business Informatics“), 2000-2006
- f) Member of the Editorial Board, book series “Business-to-Business-Marketing“ and „Focus Dienstleistungsmarketing“ („Services Marketing“), Springer Gabler
- g) Ad-hoc reviewer for Journal of Marketing, Journal of Service Research, Journal of Marketing Management, Journal of Service Theory and Practice, Marketing Theory, Service Science

• Invitations to conferences

- a) Co-Creation in Service and Customer Engagement Symposium 2015, Hunter Valley: “Customer Engagement in Resource Integration Processes”

- b) BIG MAC 2012, Joint Special Session of EMAC and ANZMAC at ANZMAC conference 2012, Adelaide: “Modern Value Chain Structures as Drivers of Global Marketing Consequences for Marketing Research”
- c) 2012 Academy of Indian Marketing International Conference, Bangalore: “Modern Value Chain Structures as Drivers of Global Marketing”
- d) Presidents Session at 2009 ANZMAC Conference, Melbourne: “Is marketing academia losing its way? – A commentary from a German perspective”
- e) Special Session at the 2008 Global Marketing Conference at Shanghai: “The Changing Definition of Marketing”

Consultancies undertaken

- a) Internal consultant within the process of the application of Freie Universität Berlin for a System Accreditation (2011 – 2016). The university was awarded the System Accreditation in September 2016.
- b) Member of the committees for the Program Accreditations of
 - University of Mannheim, Germany: Bachelor Programs in Business
 - University of Münster, Germany: All Executive Education Master’s Programs in Accounting & Controlling, Marketing and Nonprofit-Management & Governance
 - University of Trier, Germany: Bachelor and Master Programs in Business and Economics
 - Pforzheim University of Applied Science: Bachelor and Master Programs in Business

• (Co-)Hosting and Organization of Conferences

- a) June 2019: 9th BMM-EMAC Biennial International Conference on Business Market Management in conjunction with the 24th CBIM International Conference, Freie Universität Berlin
Initially founded as the “International Conference on Business Market Management (BMM)”, the conference series now occurs as a specialized conference of the European Marketing Academy (BMM-EMAC) since 2017. Previous venues of the conference were the Karl-Franzens-University of Graz, Austria, (2017), the School of Business and Management of Queen Mary University of London, UK, (2015) the University of Bamberg, Germany (2013), Tampere University of Technology, Finland (2011), Copenhagen Business School, Denmark (2009), the University of St. Gallen, Switzerland, (2008), the Technical University Delft, Netherlands (2007) and the Freie Universität Berlin/European School of Management and Technology, Berlin, Germany (2006).
- b) June 2016: Co-Creation in Service and Customer Engagement Symposium 2016, Freie Universität Berlin
- c) September 2012: 3rd Rostock Service Conference, University of Rostock
- d) June 2012: 37th Annual Macromarketing Conference, Freie Universität Berlin
- e) June 2003, October 2009: AMA Relationship Marketing SIG Conference, Freie Universität Berlin
- f) May 2008: 70th Annual Meeting of the German Academic Association for Business Research, Freie Universität Berlin
- g) December 2007: Relationship Summit (joint event of the International Colloquium on Relationship Marketing (ICRM) and the AMA Relationship Marketing SIG Conference, Universidad Torcuato Di Tella, Buenos Aires

h) September 1995, June 2006, February 2015: Workshop Services Marketing, Freie Universität Berlin