

- 1989-1990 Studies in Business administration at Uppsala University.
- 1988 Studies in Russian and Soviet history at Uppsala University.
- 1985-1988 International Business and Economics Program with Russian at Uppsala University.
- 1984 Studies in Russian at Uppsala University.
- 1983 Studies in Business administration Stockholm University.
- 1981-1982 Studies in social studies at Stockholm University.

2.2 Appointed docent (state year)

- 2003 Accepted as Associate Professor in Business Administration at the Department of Business Studies at Uppsala University.
Expert: *Professor Lars-Gunnar Mattsson, Stockholm School of Economics.*

2.3 Övrig utbildning

Educations

- 1991-2001 Doctoral studies at the Department of Business Studies at Uppsala University, Defense in June 2001.
Opponents: *Associate Professor Asta Salmi, Vaasa University.*
Member of the committee: *Professor Mats Forsgren, Department of Business Studies at Uppsala University, Associate Professor Sven Widmalm, Department of History of Science and Ideas at Uppsala University, and Associate Professor Per Andersson, Stockholm School of Economics.*
- 1997-1998 Course "Develop your firm", Swedish Management Institute.
- 1976-1979 High school studies at Sigtunastiftelsens Humanistiska Läroverk.

Education abroad

- 2001 Doctoral course "Technology Management", European Doctoral Summer School arranged by EIASM in Como (two weeks).
- 1991 Doctoral course "Corporate Learning", EUDOKMA at ESADE in Barcelona (one week).
- 1998 Guest researcher at the Swedish School of Economics and Business Administration in Helsinki (three months).
- 1988-1989 Scholarship from the Swedish Institute for studies in Russian and research in business administration at Moscow State University (one year).
- 1987 Studies in Russian at the Pushkin Institute in Moscow (five weeks).
- 1985 Studies in Slovenian at Ljubljana University (two weeks).

2.4 Assessments of your previous applications for professor, senior lecturer or other academic positions

- 2017 Declared competent as professor in business studies, especially entrepreneurship at SLU.
Experts: *Professor Kim Klyver*, Syddansk Universitet, *Professor Gerard McElwee*, University of Huddersfield, and *Professor Lucia Naldi*, Jönköping International Business School.
- 2014 Declared competent as professor in business administration, especially marketing, at Uppsala University.
Experts: *Professor Maria Bengtsson*, Umeå University, *Professor Poul Houman Andersen*, Aalborg University, and *Professor Pervez Ghauri*, King's College.
- 2013 Declared competent as professor in business administration especially marketing, at Mälardalen University.
Experts: *Professor Anders Gustafsson*, Karlstad University, and *Professor Jan Mattsson*, Roskilde University.
- 2012 Declared competent as professor in business administration, especially entrepreneurship, at University College of Gävle.
Experts: *Professor Leif Lindmark*, Stockholm School of Economics, and *Professor Elisabeth Sundin* at Linköping University.
- 2011 Declared competent as professor in business administration, especially marketing, at Mid Sweden University.
Experts: *Professor Bo Edvardsson*, Karlstad University, *Professor Poul Houman Andersen*, Århus School of Business and Social Sciences and *Professor Outi Uusitalo*, University of Jyväskylä.
- 2008 Declared competent as professor in international Business and business in Russia and other emerging market as teaching areas at Helsinki School of Economics.
Experts: *Professor Klaus Meyer*, School of Management, Bath University, *Professor Snejina Michailova*, University of Auckland Business School, and *Professor emeritus Paavo Okko*, Turku School of Economics.
- 2007 Declared competent as professor in international business at the Department of Business Studies at Uppsala University.
Experts: *Professor Gabriel R. G. Benito*, BI Norwegian School of Management, Norway, and *Professor Rebecca Piekkari*, Helsinki School of Economics, Finland.
- 2006 Declared competent as professor in business development and entrepreneurship at Mid University in Östersund.

Experts: *Professor Leif Lindmark*, Stockholm School of Economics, *Professor Christer Olofsson*, Swedish University of Agricultural Sciences, and *Professor Elisabeth Sundin* at Linköping University.

3 SCIENTIFIC QUALIFICATIONS

3.1 Kort beskrivning av egen forskningsprofil (max 2 sidor)

Introduction In general, my research stands on three theoretical cornerstones: network theory, knowledge and learning theories and entrepreneurship theory. I have mainly been studying SMEs and have applied the theories just mentioned on different phenomena, like the transition from a planned economy to a market economy, firm internationalization and cooperation between firms in specific regions. Consequently, I have done research in three disciplines in business administration: Entrepreneurship, international business and marketing. I have been declared competent as full professor in all these three disciplines.

Foreign market entry and the internationalization of the firm When I was accepted as a doctoral student in 1991, foreign market entry attracted my attention. The focus has been on how knowledge is gained and used in environments characterized by strong turbulences and extensive institutional change. Interaction between the experience gained, through various activities, and the expectations that emerge as a consequence of the institutional changes has been advanced as driving force in the SME's entry into new markets in several studies. I have been inspired by the Austrian School, which means that point of departure has been the entering firm's ignorance rather than its knowledge. I have especially applied this theoretical tradition's idea that it is the entrepreneurial opportunity discoveries that drive these processes. This means that it rather the reduction of ignorance than acquisition of knowledge that is typical for foreign market entry processes. This distinction seems to be trivial, but it means that discoveries is a natural aspect of foreign market entry, which, in turn, makes the process difficult to plan in advance, since discoveries imply finding opportunities, knowledge etc. that were impossible to be specified before they have been made. Building on this reasoning, I am now applying effectuation theory in order to understand this phenomenon. Another topic concerns time,

speed and acceleration of SMEs' internationalization, which has resulted in several studies over the recent years.

Business networks

The second main research field concerned economies that undergo a transition from a planned economy to a market economy. I tried to analyze and understand this process by applying network models on set of inter-firm relationships in these economies. The longitudinal case study, which makes up the empirical base for my dissertation, shows that relationships in planned economies tend to miss one of the two levels, but that these relationships during the transition gradual are transformed into integrated relationships, consisting of both levels. Another topic in my research on transition economies concerned the role of trust and how it changes during the transition to a market economy. Performance of relationship-specific activities in supplier relationships and dissolved relationships are other topics that I have analyzed in order to understand the transition to a market economy in a relationship and network perspective.

A growing part of my research on business markets is not explicitly dealing with transition economies. I wrote, in parallel with my doctoral dissertation, several papers where the development of industrial marketing from 1970 an onward as a research area was analyzed. Moreover, I have together with a colleague tried to understand how value is created and realized not only in dyadic relationships, which is common, but in industrial networks, consisting of a set of relationships. Finally, I have over the last years tried to combined findings made in social network theory with the theoretical perspective prevailing in the so-called IMP tradition, in order to understand development and recognition of opportunities, establishment of relationships and development of technologies in industrial networks. This model, suggesting that the network can be conceptualized in two dimensions — relational embeddedness and networks as open or closed systems — have later been part of the theoretical framework when I have designed questionnaires on foreign market entry of SMEs.

Small- and medium sized enterprises and regional networks For almost ten years, I was involved in a research project at Mid Sweden University, where regional strategic networks were studied. Regional strategic network is defined as designed and engineered inter-firm cooperation between small and medium sized enterprises within a specific region. They have become popular during the last ten years and have often been inspired by research findings made in economic geography, which has resulted in cluster and industrial district theories. However, the focus of this project was to analyze processes on micro level in these networks rather than on an aggregated level. I was together with Professor Lars Hallén in the process of compiling a book in Swedish, which was published in 2008. I was in the project also involved as supervisor for two doctoral students, Edith Andresen and Heléne Lundberg. In addition, in this project researchers from, for instance Kalmar University, Kristianstad University and Royal Technology University in Stockholm, participated. This second phase of the project cooperation aimed to expand and also attract researchers from other countries. In 2011, I edited a book published by PalgraveMacMillan with contributions from researchers in Brazil, Germany, Italy and New Zealand. The projects are now concluded but in my current position at Mid Sweden University, I am still indirectly involved although it is not prioritized.

Other comments My research was initially solely based on qualitative data, around ten years ago I step-by-step began to participate in studies based on analysis of quantitative data. At the moment, I would say that the majority of the studies are based on survey data collected through face-to-face interviews, but I do also write conceptual papers and papers with qualitative data (for instance 4, 6, 7, 27 and 29 among recent studies). Besides my dissertation, I have preferred to work in different researcher constellations, but I have written several articles and book chapter on my own. Some of my works can be defined as attempt to contribute to theory development. A significant dimension of this cooperation is the relative big share of participation of scholars from other countries than Sweden. I have over this period been able to develop productive relationships with researchers from in Denmark, Finland, Great Britain, Lithuania, Brazil, China, Italy, New Zealand, Poland, Russia, Spain and United Kingdom. I have since my first

conference in 1996 frequently participating in international conferences in entrepreneurship, international business and marketing.

My plan for the future is to stick to the research fields where I am already active. This means that the focus will be on the international project already mentioned, which has the purpose to deepen our understanding on how SMEs enter foreign markets (the four projects are described below under 3.2.). Secondly, my research interests in transition economies will gradual decrease as I do not plan to collect any more data. However, I still have a lot of data, both quantitative and qualitative, that have not been analyzed. As my research object nowadays is more explicitly SMEs, I will more extensively build my research on entrepreneurship theories. I will continue to exploit the data bases, which I have initiated and try to build groups with researchers with a strong commitment and passion for research.

3.2 Kort beskrivning av planerad forskningsverksamhet (max 2 sidor)

Internationalization and emerging markets

This project started around 2010 and concerns foreign firms entering emerging markets and firms from emerging markets establishing business in developing economies. Data have been collected in Russia, China, Sweden and several African countries. Mainly researchers from Uppsala University participate in the project.

Networks, opportunity and turbulence

In November 2013, a big data collection began, in which over 200 SMEs in Sweden are visited and where face-to-face interviews are conducted. The focus is on market entry and how firms recognize and exploit opportunities in market with various degrees of turbulence and different character of networks. The project does also involve the Public University of Navarre, the School of Business, Economics and Law at University of Gothenburg and the University of Otago, New Zealand.

Speed and acceleration in the internationalization process of the firm

One of the hottest topics in internationalization research is speed and acceleration of international expansion of SMEs. In this project, a questionnaire has been developed in order to analyze these concepts and their antecedents and outcomes. So far, data have been collected in China (220 firm

observations), Poland (152 firm observations) and Sweden (200 firm observations), but the plan does also incorporate partners and data collection in Brazil and Italy. Thus, the project will be carried out as cooperation between universities in these countries.

Playing the global game

This project is based at the Department of Business Studies at Uppsala University, and involves altogether four people. The topic is the internationalization of the Swedish computer game industry, which includes games like Minecraft and Candy Crush Saga. These firms are usually SMEs, which start internationalization directly after inception and enjoy global success quickly. Product development is international to its character and takes place through various communities. The project will analyze both qualitative and quantitative data. The latter will be collected between November 2016 and December 2017 with the help of a questionnaire developed by the group.

3.3 Fullständig publikationslista

Internationella refereegranskade publikationer

1. Hilmersson, Mikael, Johanson, Martin, Lundberg, Heléne & Papaioannou, Stylianos, Business Unpredictability, Improvisation, and Business Network Commitment in SME Market Entry, *International Small Business Journal*, forthcoming. ABS***
2. Deng, Ziliang, Zhu, Ziyang, Johanson, Martin & Hilmersson, Mikael, 2022, Rapid Internationalization and Exit of Exporters: The Role of Digital Platforms, *International Business Review*, Vol. 31, No. 1, 101896, <https://doi.org/10.1016/j.ibusrev.2021.101896>. ABS***
1. Bai, Wensong, Francioni, Barbara, Johanson, Martin, Oliveira, Luis & Ratajczak-Mrozek, Milena, Where business networks and institutions meet: Internationalization decision-making under uncertainty, *Journal of International Management*, 100904, <https://doi.org/10.1016/j.intman.2021.100904>. ABS***
2. Oliveira, Luis & Johanson, Martin, 2021, Trust and Firm Internationalization: Dark-side Effects for Internationalization Speed and how to Alleviate them, *Journal of Business Research*, Vol. 133, pp. 1-12. ABS***
3. Johanson, Jan & Johanson, Martin, 2021, Speed and Synchronization in Foreign Market Network Entry: A Note on the Revisited Uppsala Model, *Journal of International Business Studies*, Vol. 52, 1628–1645. ABS****
4. Hilmersson, Mikael, Johanson, Martin, Lundberg, Heléne & Papaioannou, Stylianos, 2021, Serendipitous Opportunities, Entry Strategies and Knowledge in Firm

Internationalization, *International Marketing Review*, Vol. 38, No. 3, pp. 585-612.

ABS***

5. Bai, Wensong, Johanson, Martin, Oliveira, Luis & Ratajczak-Mrozek, Milena, 2021, The Role of Business and Social Networks in the Effectual Internationalization: Insights from Emerging Market SMEs, *Journal of Business Research*, Vol. 129, pp. 96-109. ABS***
6. Haq, Muhibul, Johanson, Martin, Davies, Julie, Dana, Leo-Paul & Budhathoki, Tribikram, 2021, Compassionate Customer Service in Ethnic Minority Microbusinesses, *Journal of Business Research*, Vol. 126, pp. 279-290. ABS***
7. Hilmersson, Mikael, Johanson, Martin, Lundberg, Heléne & Papaioannou, Stylianos, 2021, Opportunity Novelty, Improvisation and Network Adaptation in the Internationalisation of Swedish SMEs, *Thunderbird International Business Review*, Vol. 63, No. 2, pp. 201-215. ABS**
8. Johanson, Martin, Kao, Pao & Lundberg, Heléne, 2020, Knowledge Grafting during Internationalization: Utilizing Localized Professionals in the Foreign Market, *Journal of Knowledge Management*, Vol. 24, No. 9, pp. 2009-2033. ABS**
9. Presutti, Manuela, Cappiello, Giuseppe & Johanson, Martin, 2020, Analysing Social Capital and Product Innovativeness in the Relationship Evolution of Born-Global Companies the Mediating Role of Knowledge Acquisition, *International Entrepreneurship and Management Journal*. ABS*
10. Lassalle, Paul, Johanson, Martin, Nicholson, John & Ratajczak-Mrozek, Milena, 2020, Migrant Entrepreneurship and Markets: The Dynamic Role of Embeddedness in Networks on the Creation of Opportunities, *Industrial Marketing Management*, Vol. 91, pp. 523-536. ABS***
11. Hilmersson, Mikael & Johanson, Martin, 2020, Knowledge Acquisition Strategy, Speed of Capability Development and Speed of SME Internationalisation, *International Small Business Journal*, Vol. 38, No 6, pp. 536-556. ABS***
12. Bai, Wensong, Johanson, Martin & Martin Martin, Oscar, 2019, Dual Business Relationships, Opportunity Knowledge, and New Product Development: A Study on Returnee Young Ventures, *Journal of International Marketing*, Vol. 27, No. 3, pp. 26-42. ABS***
13. Tian, Yumiao (Anna), Nicholson, John D., Eklinder-Frick, Jens & Johanson, Martin, 2018, The Interplay between Social Capital and International Opportunities: A Processual Study of International 'Take-off' Episodes in Chinese SMEs, *Industrial Marketing Management*, Vol. 70, April, pp. 180-192. ABS***

14. Bai, Wensong & Johanson, Martin, 2018, International Opportunity Networks, *Industrial Marketing Management*, Vol. 70, April, pp. 167-179. ABS***
15. Bai, Wensong, Holmström Lind, Christine & Johanson, Martin, 2018, Leveraging Networks, Capabilities and Opportunities for International Success: A Study on Returnee Entrepreneurial Ventures, *Scandinavian Journal of Management*, Vol. 34, No. 1, pp. 51–62. ABS**
16. Bai, Wensong, Johanson, Martin & Martin Martin, Oscar, 2017, Knowledge and Internationalization of Returnee Entrepreneurial Firms, *International Business Review*, Vol. 26, No. 4, pp. 652-665. ABS***
17. Hilmersson, Mikael, Johanson, Martin, Lundberg, Heléne & Papaioannou, Stylianos, 2017, Time, Temporality and Internationalization: The Relationship among Point in Time, Time to and Speed of International Expansion, *Journal of International Marketing*, Vol. 25, No. 1, pp. 22-45. ABS***
18. Bai, Wensong, Holmström Lind, Christine & Johanson, Martin, 2016, The Performance of International Returnee Ventures: The Role of Networking Capability and the Usefulness of International Business Knowledge, *Entrepreneurship and Regional Development*, Vol. 28, No. 9-10, pp. 657-680. ABS***
19. Johanson, Martin & Kalinic, Igor, 2016, Acceleration and Deceleration in the Internationalization Process of the Firm, *Management International Review*, Vol. 56, No. 6, pp. 827-847. ABS***
20. Hilmersson, Mikael & Johanson, Martin, 2016, Speed of SME Internationalization and Performance, *Management International Review*, Vol. 56, No. 1, pp. 67-94. ABS***
21. Blankenburg Holm, Desirée, Johanson, Martin & Kao-Tsung, Pao, 2015, From Outsider to Insider: Opportunity Development in Foreign Market Networks, *Journal of International Entrepreneurship*, Vol. 13, No. 3, pp. 337-359. ABS*
22. Johanson, Martin & Kao-Tsung, Pao. 2015, Emerging Market Entry and Institutional Change – Three Swedish Manufacturing Firms in China between 1980 and 2010, *Management & Organizational History*, Vol. 10, No. 2, pp. 189-208. ABS**
23. Johanson, Martin & Martin Martin, Oscar, 2015, The Incremental Expansion of Born Internationals: A Comparison of New and Old Born Internationals, *International Business Review*, Vol. 24, No. 3, pp. 476-496. ABS***
24. Chetty, Sylvie, Johanson, Martin & Martin Martin, Oscar, 2014, Speed of Internationalization: Conceptualization, Measurement and Validation, *Journal of World Business*, Vol. 49, No. 4, pp. 633-650. ABS*****

25. Hohenthal, Jukka, Johanson, Jan & Johanson, Martin, 2014, Network Knowledge and Business-relationship Value in the Foreign Market, *International Business Review*, Vol. 23, No. 1, pp. 4–19. ABS***
26. Johanson, Martin, 2008, Institutions, Exchange, and Trust in the Transition to a Market Economy, *Journal of International Management*, Vol. 14, No. 1, pp. 46-64. ABS***
27. Johanson, Martin & Waluszewski, Alexandra, 2007, When Resource Interfaces are Neglected: Lessons from History, *The IMP Journal*, Vol. 2, No. 1, pp. 13-30. -
28. Johanson, Martin & Lundberg, Heléne, 2007, The Impact of Geographical Proximity and Technology on Firms' R&D Operations, *Finanza, Marketing e Produzione*, Vol. XXV, No. 1, pp. 123-138. -
29. Andersson, Ulf, Holm, Desirée & Johanson, Martin, 2007, Moving or Doing? Knowledge Flow, Problem-solving and Change in Industrial Networks, *Journal of Business Research*, Vol. 60, No. 1, pp. 32-40. ABS***
30. Jansson, Hans, Johanson, Martin & Ramström, Joachim, 2007, Institutions and Business Networks: A Comparative Analysis of the Chinese, Russian, and West European Markets, *Industrial Marketing Management*, Vol. 36, No. 7, pp. 955-967. ABS***
31. Johanson, Martin & Johanson, Jan, 2006, Turbulence, Discovery and Foreign Market Entry: A Longitudinal Study on an Entry into the Russian Market, *Management International Review*, Vol. 46, No. 2, pp. 179-205. ABS***
32. Hallén, Lars & Johanson, Martin, 2004, Integration of Relationships and Business Network Development in the Russian Transition Economy, *International Marketing Review*, Vol. 21, No. 2, pp. 158-171. ABS***
33. Hallén, Lars & Johanson, Martin, 2004, Sudden Death: Dissolution of Relationships in the Russian Transition Economy, *Journal of Marketing Management*, Vol. 20, No. 9/10, pp. 941-957. ABS**
34. Johanson, Martin, 2004, Chains, Holes and Links: Organisation of Activities in Supplier Relationships in the Russian Transition Economy, *Journal of Purchasing and Supply Management*, Vol. 10, pp. 233-245. ABS**
35. Johanson, Martin & Silver, Lars, 2004, From Sick Channel to Healthy Relationship: The Development of Marketing Channel Research, *Journal of Euromarketing*, Vol. 13, No. 1, pp. 3-25. -
36. Hohenthal, Jukka, Johanson, Jan & Johanson, Martin, 2003, Market Discovery and the International Expansion of the Firm, *International Business Review*, Vol. 12, No. 6, pp. 659-672. ABS***

37. Johanson, Martin, 2002, Entering and Participating in the Turbulent Russian Market: Internationalisation as a Search and Discovery Process, *Journal of East-West Business*, Vol. 8, No. ¾, pp. 61-82. ABS*
38. Johanson, Martin, Kushch, Sergej & Silver, Lars, 2000, Buyer-Seller Relationships in Transition — The Changing Business Environment in Russia, *Journal of East-West Business*, Vol. 6, No. 1, pp. 35-56. ABS*
39. Hadjikhani, Amjad & Johanson, Martin, 1999, Expectation as the Driving Force for Entry and Exit in the Turbulent Russian Market, *Journal of East-West Business*, Vol. 5, No. ½, pp. 99-121. ABS*

Books

1. Johanson, Martin & Lundberg, Heléne, (Eds.), 2011, *Networks Strategies for Regional Growth*, Houndmills, Basingstoke, PalgraveMacMillan.
2. Hallén, Lars, Johanson, Martin & Roxenhall, Tommy, (Eds.), 2008, *Regionala strategiska nätverk i praktiken*, Lund, Studentlitteratur.
3. Johanson, Martin, 2004, *Managing Networks in Transition Economies*, Amsterdam, London, Oxford: Elsevier Science Ltd. Pergamon.
4. Johanson, Martin, 2001, *Searching the Known, Discovering the Unknown: The Russian Transition from Plan to Market as Network Change Processes*, Ph. D. thesis, Department of Business Studies, Uppsala University.

Book chapters

1. Oliveira, Luis, Bai, Wensong, Johanson, Martin, Ratajczak-Mrozek, Milena & Francioni, Barbara, 2019, Uncertainty and Decision-Making in SME Internationalization: The Importance of Control, Prediction, and Knowledge, In: *International Business in a VUCA World: The Changing Role of States and Firms (Progress in International Business Research, Vol. 14)*, Tulder, R., Verbeke, A. and Jankowska, B. (Eds.), Emerald Publishing Limited, pp. 333-355.
2. Johanson, Jan & Johanson, Martin, 2016, From anonymity to identity: Network transformation in economies and industries in transition from plan to market, In: *Extending the business network approach — New territories, New technologies, New terms*, Peter Thilenius, Cecilia Pahlberg & Virpi Havila (Eds.), Houndmills, Basingstoke, PalgraveMacMillan, pp. 41-66.
3. Johanson, Martin & Lundberg, Heléne, 2016, Why expatriates' private relations matter, In: *Extending the business network approach — New territories, New technologies, New*

- terms*, Peter Thilenius, Cecilia Pahlberg & Virpi Havila (Eds.), Houndmills, Basingstoke, PalgraveMacMillan, pp. 99-120.
4. Hilmersson, Mikael, Johanson, Martin, Lundberg, Helène, Papaioannou, Stylianos & Thyr, Aron, 2015, Business networks, firm strategy, opportunity development and strategic outcomes: a conceptualization of the initial phase of firm internationalization, In: *Handbook on International Alliance and Network Research*, Jorma Larimo, Niina Nummela and Tuija Mainela (Eds.), Cheltenham: Edward Elgar, pp. 171-194.
 5. Lundberg, Helène & Johanson, Martin, 2011, Networks Strategies for Regional Growth, In: *Networks Strategies for Regional Growth*, Martin Johanson & Helène Lundberg (Eds.), Houndmills, Basingstoke, PalgraveMacMillan, pp. 1-21.
 6. Johanson, Martin, 2011, Conducting Processual Studies in Transition Economies: Reflections on a Case Study, In: *Rethinking the Case Study: Towards Greater Pluralism in International Business Research*, Rebecca Piekkari and Catherine Welch (Eds.), Cheltenham: Edward Elgar, pp. 499-519.
 7. Johanson, Martin and Pao T. Kao, 2010, Networks in Internationalisation, In: *Reshaping the Boundaries of the Firm in an Era of Global Interdependence, Progress in International Business Research*, José Pla-Barber and Joaquin Alegre (Eds.), Volume 5, pp. 119–142.
 8. Blankenburg Holm, Desiree, Drogendijk, Rian, Hohenthal, Jukka, Holm, Ulf, Johanson, Martin and Zander, Ivo, 2009, Internationalization of the Multinational Corporation — A New Research Agenda, In: *Research on Knowledge, Innovation and Internationalization*, Jorma Larimo and Tiia Vissak (Eds.) Bingley (UK): Emerald, pp. 3-20.
 9. Hallén, Lars, Johanson, Martin and Lundberg, Helène, 2008, Nätverksinitiativ: en ifrågasatt väg till affärsutveckling, In: *Marknadsorientering: myter och möjligheter*, Mattsson, Lars-Gunnar (Ed.), Malmö, Liber, pp. 291-308.
 10. Hallén, Lars, Hellström, Daniel & Johanson, Martin, 2008, Navets funktion i strategiska nätverk, In: *Regionala strategiska nätverk i praktiken*, Hallén, Lars, Johanson, Martin & Roxenhall, Tommy (Eds.), Lund, Studentlitteratur, pp. 113-122.
 11. Hallén, Lars, & Johanson, Martin, 2008, Tankar kring regionala strategiska nätverk, In: *Regionala strategiska nätverk i praktiken*, Hallén, Lars, Johanson, Martin & Roxenhall, Tommy (Eds.), Lund, Studentlitteratur, pp. 11-39.
 12. Hallén, Lars, Klint, Mats, Johanson, Martin & Sjöberg, Ulf, 2008, En modell för analys av regionala strategiska nätverk, In: *Regionala strategiska nätverk i praktiken*, Hallén, Lars, Johanson, Martin & Roxenhall, Tommy (Eds.), Lund, Studentlitteratur, pp. 61-74.
 13. Johanson, Martin & Waluszewski, Alexandra, 2007, Handling resource interfaces in a planned economy or How Tipografiya solves interaction issues without direct interaction,

- In: *Knowledge and Innovation in Business and Industry: The Importance of Using Others*, Håkansson, Håkan & Waluszewski, Alexandra (Eds.), London and New York, Routledge, pp. 107-126.
14. Andersson, Ulf, Holm, Desirée. & Johanson, Martin, 2006, Opportunities, Relational Embeddedness and Network Structure, In: *Opportunities in Business Markets*, Ghauri, Pervez N, Hadjikhani, Amjad & Johanson, Jan (Eds.) Palgrave MacMillan, pp. 27-48.
 15. Berglund, Karin, Dahlin, Maria & Johanson, Martin, 2006, Technology-driven discovery as a catalyst for entrepreneurial action, In: *Managing Customer Relationships on the Internet*, Johanson, Jan, Lindstrand, Angelika & Sharma, Deo. (Eds.) Amsterdam, London, Oxford: Elsevier Science Ltd. Pergamon, pp. 55-69.
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 17. Johanson, Martin & Strömsten, Torkel, 2006, Value processes in Industrial Networks: Identifying the Creation and Realisation of Value, In: *Opportunities in Business Markets*, Ghauri, Pervez. N, Hadjikhani, Amjad. & Johanson, Jan (Eds.) Palgrave MacMillan, pp. 110-124.
 18. Johanson, Jan & Johanson, Martin, 2003, Entering Emerging Markets — Ignorance and Discovery, In: *Essays for New Global Anxiety: Multinationals and Emerging Markets*, Prasad, S Benjamin. & Ghauri, Pervez N. (Eds.), Quorum Books, pp. 207-223.
 19. Berggren, Björn, Johanson, Martin & Silver, Lars, 2002, Friend or Foe? The Path to Profitability in the Uneasy Alliance between SMEs and their Investors, In: *Vigilant associates: Financiers' contributions to the growth of SMEs*, Berggren, Björn (Ed.). Doctoral dissertation, Department of Business Studies, Uppsala University, pp. 163-188.
 20. Berggren, Björn, Johanson, Martin, Silver, Lars & Wedin, Torkel, 2002, No Time to Spare — How Business Angels Contribute to the Development of New Technology Based Firms, In: *Vigilant associates: Financiers' contributions to the growth of SMEs*, Berggren, Björn (Ed.), Doctoral dissertation, Department of Business Studies, Uppsala University, pp. 121-141.
 21. Hadjikhani, Amjad & Johanson, Martin, 2002, The Fifth Dimension: Expectations in the Internationalization Process Model, In: *Critical Perspectives on Internationalization*, Forsgren, Mats, Havila, Virpi & Håkansson, Håkan (Eds.), Amsterdam, London, Oxford: Elsevier Science Ltd. Pergamon, pp. 285-303.
 22. Hadjikhani, Amjad & Johanson, Martin, 2001, Expectation — The Missing Link in the Internationalization Process Model, In: *Business Network Learning*, Håkansson, Håkan &

- Johanson, Jan (Eds.), Amsterdam, London, Oxford: Elsevier Science Ltd. Pergamon pp. 146-168.
23. Johanson, Jan & Johanson, Martin, 1999, Starting and Developing Business in Eastern European Networks, In: *Business Entry in Eastern Europe*, Nieminen, Jarmo, & Törnroos, Jan-Åke (Eds.), Kikumora Publications, Helsinki, pp. 46-71.
 24. Johanson, Martin, 1999, The Birth and Death of a Viking — The Story of a Joint Venture, In: *Business Entry in Eastern Europe*, Nieminen, Jarmo & Törnroos, Jan-Åke (Eds.), Kikomora Publications, Helsinki, pp. 224-254.
 25. Johanson, Martin, 1994, Viking Raps — A Case Study of Joint Venture Negotiation in the Former Soviet Union, In: *The Economics of Change in East and Central Europe — Its Impact on International Business*, Buckley, Peter J. & Ghauri, Pervez N. (Eds.), Academic Press, pp. 149-167.
 26. Johanson, Martin, 1993, Opyt modelirovanija peregovorov pri sozdanii sovместnych sjvedsko-rossijskich predpriyatij, In: *Teorija i Praktika Marketingovoj Dejatelnosti*, Bagijev, Georgij, L. (Ed.), Sankt-Peterburgskije Universitet Ekonomiki i Finansov, pp. 24-34.

3.4 Evaluations of the scientific activities

The International business group at the Department of Business Studies, where I was an active member, was by International Business Review (2006, 15: 317-38) ranked sixth among the universities in the world. Two years later the evaluation of all research activities at Uppsala University, KOFF 2011, gave the same group highest mark.

3.5 Anslagssituation (ange finansiär, projektitel, huvud- resp. medsökande, tidsperiod och belopp)

3.5.1 Grant situation

3.5.2 Stiftelsemedel

- a) During the period 1991-2000, I received financial support from Marknadstekniskt centrum (Market Technology Center), Ruben Rausings Fond för forskning om nyföretagande och innovation (Ruben Rausing's Foundation for research on small business and innovation), Riksbankens jubileumsfond (The Bank of Sweden Tercentenary Foundation) and Torsten och Ragnars Söderbergs stiftelser. The latter concerned a research program in cooperation with the Royal Technology University in Stockholm. My Ph.D. thesis was part of the project.
- b) From 2002 to 2005 I had Jan Wallander post.doc. scholarship from Handelsbanken.

- c) From 2014, the project *Internationalization and emerging markets* is financially supported by Handelsbankens forskningsstiftelser.
- d) Between 2015 and 2017 Handelsbankens forskningsstiftelser supports the project *Playing the global game* and the project *Speed and acceleration in the internationalization process of the firm*.
- e) I have over the years received grants from NUTEK, Vinnova and the county administration in Västernorrland.

3.7.7 Editorial/advisory board in international journals

I am currently on the editorial board of Baltic Journal of Management.

3.7.4 Assignments as external reviewer, member of examining committees, expert advisor Ph. D. Committee membership

2005	Jessica Lindbergh	Overcoming Cultural Ignorance — Institutional Knowledge Development in the Internationalizing Firm
2005	Robert Spencer	Strategic Management of Customer Relationships — A Network Perspective on Key Account Management
2006	Sabine Persson Gebert	Crash-landing in a Turbulent Transition Market – A Legitimizing Activity?
2006	Cecilia Lindh	Business Relationships and Integration of Information Technology
2012	Åse Linné	China's Creation of Biopharmaceutical Drugs: Combining Political Steering, Military Research, and Transnational Networking
2013	Francisco Figueira de Lemos	A Political View on the Internationalization Process
2014	Randy Ziya Shoai	Multinational Enterprises, Sociopolitical Constraints and Intermediaries: A Sociopolitically Informed Network Approach
2015	Carin Nordström	The Passionate Combining Entrepreneurs
2018	Henrique Correa Da Cunha	Asymmetry and the Moderating Effects of Formal Institutional Distance on the Relationship between Cultural Distance and Performance: The Case of Multinational Foreign Subsidiaries in Latin America

Opponent on Ph. D. defense

- | | | |
|------|------------------|--------------------------------------------------------------------------------------|
| 2009 | Agneta Sundström | Globalization, CSR and business legitimacy in local relationships |
| 2013 | Nicolaus Lundahl | What small firms want: Exploring the antecedents of small firm advisory satisfaction |

Pre-opponent

I have once been pre-opponent on a Ph.D. dissertation in Finland.

- | | | |
|------|------------------|----------------------------------------------------------------------------------------------------|
| 2005 | Joachim Ramström | West Meets East — A Study of Cross-Institutional Business Relationships and Overseas Chinese Firms |
|------|------------------|----------------------------------------------------------------------------------------------------|

On around 15 occasions, opponent on final seminars at Uppsala University, Stockholm School of Economics, Linnaeus University, University College of Gävle and Linköping University.

Expert examiner

- | | | |
|------|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2009 | | Position as lecturer in marketing at University of Skövde. |
| 2010 | | Position as lecturer in business administration especially finance at Södertörn University. |
| 2011 | | Position as lecturer in business administration, especially international business, at School of Business, Economics and Law, Gothenburg University. |
| 2011 | | Promotion to professor lecturer in business administration, especially international business, of Harold Dolles at School of Business, Economics and Law, Gothenburg University. |
| 2012 | | Promotion to professor lecturer in business administration, especially inter-organizational relations, of Henrik Agndal at School of Business, Economics and Law, Gothenburg University. |
| 2015 | | External evaluator of Anna-Carin Nordvall's application to be accepted as senior lecturer (docent), Umeå University. |
| 2017 | | External evaluator of Agneta Sundström's application to be accepted as senior lecturer (docent), University of Gävle. |

3.7.5 Peer reviewer for international journals

Regularly reviewer for the following journals: Industrial Marketing Management, Journal of Business Research, International Marketing Review, Journal of Management Studies and Journal of World Business. My aim is to review for journals that are not lower than *** at ABS ranking and only to review papers with a topic, which corresponds to my competence and research interest. On average, I review 4-5 papers per year.

4 PEDAGOGISKA MERITER – PEDAGOGISK MERITPORTFÖLJ

4.1 Sammanställning av pedagogiska meriter

4.1.1 Undervisning på grundnivå, avancerad nivå, och inom forskarutbildning

- 1995- Regular guest lecturer at Stockholm School of Economics, University of Gävle, Umeå University, Lund University, Mälardalen University, Mid University in Sundsvall, Kalmar University and Helsinki University.
- 1997- More than 5000 lecturer hours at the Department of Business Studies at Uppsala University and Mid Sweden University.
- Main courses:
- Bachelor level: “Marketing theory I”, “Marketing theory II”, “Business relations” and “Business marketing”
- Master level: “Industrial marketing”, “Marketing in networks” and “Internationalization strategy”
- Executive MBA: “B2B-marketing”
- Doctorate level: “Marketing theory” and “Internationalization (Nord IB)”
- 1979-1981 Substitute teacher in the Municipality of Sigtuna, part time.

4.1.2 Undervisning i andra sammanhang

International executive training

- 2019 Organized a mini-MBA offered to entrepreneurs participating in Växtzon 2, which was a project covering eleven incubators in the middle of Sweden.
- 2008 Course in industrial marketing at Stockholm School of Economics’ MBA program for oil and gas industry in St. Petersburg.
- 2006 Course in industrial marketing at Stockholm School of Economics’ MBA program for oil and gas industry in St. Petersburg.
- 2005 Course in industrial marketing within an executive MBA program at the Industrial Management Institute in Teheran, Iran.
- 1996-2003 Executive training programs in various regions in Russia: Yekaterinburg, Kaliningrad, Kaluga, Moskva, Nizhny Novgorod, Petrozavodsk, Penza, Pskov, Saratov, Smolensk, St. Petersburg and Vladimir. Coordinated by the Swedish Management Institute and financed by Sida. Within the project various activities, like educational programs, development of local business network, match-making and development of local management institute were performed.

- 1994-1996 Development of management institutes in Kaliningrad and Petrozavodsk within the frames of the Morozov program. Coordinated by the Swedish Management Institute and Interconsult.
- 1996 Assessment of the International Banking Institute and analysis of the market for education programs in banking in St. Petersburg.
- 1995-1996 Coordination of management control program for Russian officers at Perspektiva in St. Petersburg.
- 1994-1995 Coordination of executive programs in marketing, management and management control at Management and Marketing Center Progress and St. Petersburg University of Finance and Economics.
- 1994-1995 Coordination and assessment of training program in management control for Russian officers at St. Petersburg University of Finance and Economics.
- 1993-1995 Coordination and assessment of training program "How to export to Sweden" carried out by the Management and Marketing Center Progress in St. Petersburg, Novgorod and Pskov.

4.1.3 Handledarerfarenhet

4.1.3.1 Handledda självständiga arbeten (examensarbeten)

Besides supervising doctoral students, I have been extensively involved in supervising and examining bachelor, master and executive MBA theses. During the period 2001-2008, I was together with a colleague responsible for supervision and examination of all executive MBA theses at the Department of Business Studies at Uppsala University. I estimate the average number of theses to 12 per year. This did also incorporate giving a course in scientific method and writing. From 2003 to 2006, I supervised project works at Center for Entrepreneurship and Business Development at Uppsala University and Swedish University of Agricultural Sciences. Moreover, I have 2004-2012 supervised and examined a relatively big number of theses at bachelor and master level at the Department of Business Studies at Uppsala University. Finally, my position at Mid Sweden University implies that I examine all bachelor and master theses in business administration. Having started in June 2012, means that I have examined, at least, 80 theses.

4.1.3.2 Supervised PhD-students who have received a PhD or Licentiate degree.

Stylianos Papaioannou	Uppsala University	Main supervisor
Habib Kachlami	Mid Sweden University	Main supervisor
Wensong Bai	Uppsala University	Main supervisor
Matthias Holmstedt	Uppsala University	Main supervisor

Robert Lundström	Uppsala University	Main supervisor
Kao Tsung Pao	Uppsala University	Main supervisor
Edith Andresen	Mid Sweden University	Main supervisor
Henrik Dellenstrand	Uppsala University	Deputy supervisor
Maria Dahlin	Mälardalen University	Deputy supervisor
Heléne Lundberg	Uppsala University	Main supervisor
Luis Fernando da Costa Oliveira	Dalarna University	Main supervisor
Magnus Norberg	Mid Sweden University	Main supervisor
Marléne Sahlin	Mid Sweden University	Deputy supervisor

4.1.3.4 On-going supervision of PhD-students.

Luis Fernando da Costa Oliveira	Dalarna University	Main supervisor
Kevin Walther	Uppsala University	Deputy supervisor
Victoria Kihlström	Uppsala University	Deputy supervisor
Yanina Espegren	Uppsala University	Deputy supervisor
Åsa Grek	Dalarna University	Deputy supervisor

4.1.4 Pedagogisk utbildning

2002	Pedagogical course for university teachers at Uppsala University, two weeks.
1982-1984	Studies in sport pedagogy at Stockholm University (40 “old” credits)
1970s and 1980s	Several courses for coaches in basketball and football

4.1.5 Produktion av läromedel för undervisningen

I have compiled several course compendiums and I have also an extensive experience of developing cases for teaching purposes in industrial marketing, B2B-marketing and international marketing.

4.1.7 Pedagogiskt utvecklingsarbete

I have developed several courses for various universities, not only for Uppsala University. The most important are courses at the following:

1. Doing business in transition economies (at the executive MBA program, taught in Swedish)
2. Doing business in Eastern Europe (at c-level, taught first in Swedish and then in English)
3. Marketing (at b-level, taught in Swedish)
4. B2B-marketing (at the Executive MBA program, taught in both Swedish and English)

5. Marketing theory (at Ph.D. level, taught in Swedish)
6. Institutions, culture and networks in emerging markets (at D-level, taught in English)
7. Industrial marketing (at the master level)
8. Business relations (at the bachelor level)

4.1.8 Övriga pedagogiska uppdrag och meriter

Besides Swedish, I am regularly teaching in both English and Russian and I have been active as teacher in countries like Finland, France, Great Britain, Lithuania, Iran, Spain, Russia and United Kingdom. In these countries, I have taught both at universities for students and in other contexts for practitioners like businessmen and MBA students.

4.2 Pedagogical self-reflection

Pedagogical view First of all, I would like to emphasize that I see teaching and research as the cornerstones of the academic world. Moreover, I see them as having an equal importance. My teaching stands on three pillars:

Commitment, enthusiasm and accessibility

I strive to be a teacher that is highly committed both to the students and to the content of what I am teaching. It is important that the students perceive that I have a strong belief in what I am teaching, that it is important for them and their future and for me as a teacher. This turns the students not only to listener but also into co-producers of what is taught. Moreover, the commitment stretches longer than the class room. As a university teacher, my ambition is to be “close” to the student so they perceive that they can find and reach me most of the time.

Demands on the students

The commitment and enthusiasm do not mean that I see myself as an entertainer. The teacher’s task is primarily to educate and to teach and not to entertain. Entertainment has no value in itself, but a tool to achieve the main results. In line with this, demands on both the teacher and the students should be high and mutual. Studying full time means exactly what it says, namely to study full time.

Strong link between research and practice

The universities’ competitive advantage is their research and the possibility to teach subjects related to their research. Consequently, as a university employee

my competitive advantage as a teacher is based on the academic research in general and the research I have made. The main pedagogical challenges for the teacher are partly to explain and communicate theories and models and partly to illustrate and to argue why they are important for practice. My aim is always to manage this challenge.

General teaching experience

Long before I began my university studies I worked as a teacher. In 1979, just after I finished high school, I began to work as a substitute teacher in Sigtuna kommun and I did this re-currently during the next coming four years. When I was accepted as doctoral student I began to teach at Uppsala University. In May 1991, I held a whole day of lecturing dedicated to my special interests, doing business in Central and East Europe, at the Executive MBA program. I have after this been involved in almost all types of teaching: Problem-based learning, lectures for both small and big groups of students, supervision of thesis, action learning, and different types of case seminars. I have also been involved in course development, evaluation and assessment of courses and executive programs. I have also taught in different international environments and been coordinating courses on almost all levels from the first basic marketing course for first-year students to courses in B2B marketing and thesis supervision at the Executive MBA program.

Evaluations of courses and programs

Besides the running evaluations of the courses at the university, I did for almost five years carried out several assessments of executive programs in Russia. I analyzed the market for specific programs, for instance, banking and how to export to Sweden, and evaluated the quality of various programs, by commission of Bits, Sida and SwedeCorp. I have also evaluated several courses and programs in Sweden from 2002 and onwards.

5. OTHER QUALIFICATIONS

5.1 Internationell aktivitet

5.1.1 Arbete utomlands, inkl. post-doc perioder

I have spent several periods as guest researcher at universities abroad:

1998 Swedish School of Economics (HANKEN), Helsinki, one semester. Host: Professor Jan-Åke Törnroos.

- 2012 University of South Carolina, Columbia, three weeks. Host: Professor Tatiana Kostova.
- 2013 Public University of Navarre, Pamplona, two weeks. Host: Associate professor Oscar Martin Martin.
- 2014 King's College, London, two weeks. Host: Professor Pervez Ghauri.
- 2014 Public University of Navarre, Pamplona, two weeks. Host: Associate professor Oscar Martin Martin.
- 2017 University of Valencia, three weeks. Host: Professor José Pla-Barber.
- 2017 Brock University, Saint Catherines, two weeks. Host: Professor Lianxi Zhou.
- 2019 University College of London, two weeks.
- 2020 University of Huddersfield, one year. Leverhume scholar. Host: Professor John D. Nicholson.

5.1.2 Aktivt deltagande i internationella konferenser under främst den senaste femårsperioden

Conference papers

- Hilmersson, Mikael, Johanson, Martin & Lundberg, Heléne, 2017, An International Opportunity Typology, 21st McGill International Entrepreneurship Conference in Galway, 30 August-1 September.
- Hilmersson, Mikael, Johanson, Martin, Lundberg, Heléne & Papaioannou, Stylianos, 2016, Improvisation, Opportunity Novelty and Network Adaptation in Firm Internationalization, IMP Asia in Africa, Cape Town, 4-7 December.
- Hilmersson, Mikael, Johanson, Martin, Lundberg, Heléne & Papaioannou, Stylianos, 2016, Opportunity novelty, improvisation and network adaptation in firm internationalization, IMP Asia in Africa, Cape Town, 4-7 December.
- Bai, Wensong & Johanson, Martin, 2016, Network Structure, Opportunity, and Internationalization of Emerging Market Firms: The Mediating Effect of Network Capabilities, Strategy Management Society Special Conference, Hong Kong, 10-12 December.
- Bai, Wensong & Johanson, Martin, 2016, International opportunity networks and internationalization of emerging market firms, 32nd IMP conference, Poznan, 30 August-3 September.
- Hilmersson, Mikael, Johanson, Martin, Lundberg, Heléne & Papaioannou, Stylianos, 2016, Improvisation, Network Adaptation and Opportunity Value in Firm Internationalization, 32nd IMP conference, Poznan, 30 August-3 September.
- Hilmersson Mikael, Johanson, Jan, Johanson, Martin, Lundberg Heléne & Papaioannou Stylianos, 2016, Serendipitous International Opportunities, Entrepreneurial Logic and Knowledge in Business Networks, 32nd IMP conference, Poznan, 30 August-3 September.

- Hilmersson, Mikael, Johanson, Martin, Lundberg, Heléne & Papaioannou, Stylianos, 2015, Take-off time, Take-off strategies and Speed of International Expansion, 41st EIBA Annual Conference, Rio de Janeiro, 1-3 December.
- Hilmersson, Mikael, Johanson, Martin, Lundberg, Heléne & Papaioannou, Stylianos, 2015, International opportunity experience, opportunity scouting and international opportunity innovativeness, The 19th McGill International Entrepreneurship Conference, Birkbeck, University of London, August 27-29.
- Lundström, Robert & Johanson, Martin, 2015, A comparison of traditional and unconventional construction project procurement methods, 31st IMP conference, Kolding, 27-29 August.
- Johanson, Jan & Johanson, Martin, 2015, Turbulence, Speed and Synchronization in Networks: A New Perspective on Time and Internationalization, 31st IMP conference, Kolding, 27-29 August.
- Lundberg, Heléne, Johanson, Martin, Papaioannou, Stylianos & Vasileiadi, Dimitra, 2014, Failure and Success in the Internationalization of SMEs, EIBA, 40th Annual Conference. Uppsala, 11-13 December.
- Wensong, Bai, Johanson, Martin & Martin, Oscar, 2014, Returnee entrepreneur firms: A knowledge-driven model of internationalization, EIBA, 40th Annual Conference. Uppsala, 11-13 December.
- Wensong, Bai, Holmström, Christine & Johanson, Martin, 2014, The impact of international networking capabilities on the performance of international returnee ventures: Evidence from China, EIBA, 40th Annual Conference. Uppsala, 11-13 December.
- Hilmersson, Mikael. & Johanson, Martin, 2014, Speed of SME Internationalization and Performance, AIB 2014 Annual Meeting, ^{[[[}_{SEP]}Vancouver, 23-26 June.
- Hilmersson, Mikael. & Johanson, Martin, 2014, International Learning Strategy, Speed of Learning and Speed of SME Internationalization, AIB 2014 Annual Meeting Vancouver, 23-26 June.
- Blankenburg Holm, Desirée. Johanson, Martin & Tsung-Kao, Pao, 2013, Internationalisation into emerging markets as a strategy process, 39th EIBA Annual Conference, Bremen, 12–14 December.
- Johanson, Martin, Lundberg, Heléne, Papaioannou, Stylianos & Thy, Aron. 2013, Strategy and SME internationalisation: Network, turbulence and foreign market opportunity development, RENT XXVII, Vilnius, 20-22 November.
- Johanson, Martin, Kao-Tsung, Pao, Nilsson, Olga & Thy, Aron, 2012, Business is pleasure and pleasure in business: a study of how Swedish managers build and sustain personal and

business ties during firms' market entry into Russia, 38th EIBA Annual Conference, Brighton, 7–9 December.

Bai, Wensong & Johanson, Martin, 2012, Chinese firms' internationalisation: A review and future research topic, 38th EIBA Annual Conference. Brighton, 7–9 December.

Hilmersson, Mikael & Johanson, Martin, 2012, Speed of SME globalization and performance, 38th EIBA Annual Conference, Brighton, 7–9 December.

Johanson, Martin & Kao-Tsung, Pao, 2012, Network and internationalisation A Review of more than 20 Years of Research, 28th IMP conference. Rome, 13-15 September.

Johanson, Martin, Kao-Tsung, Pao & Redekop, Will, 2012, How do Market-Leading Foreign Subsidiaries in China Overcome Changes in Laws and Regulations and Sustain Their Success? Cases of Swedish Manufacturing Firms, Long Range Planning Research Conference, Hong Kong, 18-19 June.

5.2 Administrativa uppdrag

5.2.1 Erfarenhet av enhetsledning (forskargrupp, avdelning, institution etc. med angivande av tid och enhetens storlek)

I am currently research leader for the four research projects, which I have started. In my position at Mid Sweden University, as the only holding a chair in business administration, I am the intellectual leader for research in business administration. In Sundsvall, I developed the formal strategic plan for the research activities in the Center of Economic Relations (CER). I am right now one of two professors developing a research center in international strategy at Linneaus University. When Uppsala University in 2009 was granted resources from the Swedish Research Council to found Uppsala Centre for Russian and Eurasian Studies, I had written the parts related to business administration and markets. I was involved in writing the evaluations of Uppsala University and Mid Sweden University, KOFF and ARC.

5.3 Samverkan med det omgivande samhället samt information om forskning och utvecklingsarbete

5.3.1 Externa kontakter och extern verksamhet

From 1993 until today I have regularly been working as consultant: I started in Russia where I run my own company with around ten employees, ISG AB. The focus was on supporting foreign firms entering the Russian market in a highly volatile time. From 1996, having moved back to Sweden I transferred my consultancy activities to IM-Gruppen AB. This meant a change in focus as I instead of conducting market analyses, for around five years became involved in developing various management centers in Russia with a vision to train local executives and businessmen (see below).

After 2002, I turned to the Swedish market and since then I have on a regular basis been participating in several big evaluations and analyses. My part in this project has usually been business development and entrepreneurship and being responsible for the scientific quality of the reports and written analyses.

International consultancy projects

- 2003 Peer-reviewer in Swedish Agency for Public Management's assessment of the so-called Östersjömiljarden and author of the theoretical background on internationalization in the East European markets in the report.
- 1996-2000 Analysis and reconstruction of the printing house Tipografiya in Novgorod, Russia.
- 1994-1995 Recruitment of staff in St. Petersburg for NEFAB and NOREX.
- 1994 Participation in a project called "De-scaling and turnaround of industry in Kaliningrad". Coordinated by the Swedish Management Institute and Interconsult.
- 1994 Studies of industry and trade in seven regions in north-western Russia: Leningrad district, Pskov district, Novgorod district, Murmansk district, Archangel district, Kaliningrad district and the Republic of Karelia.
- 1993-1996 Establishment of business relationships with Russian firms for Acrimo, Berg Polydun, Munksjö, Erplast, FRICO, Svenska Magnetfabriken, TA Ljungberg & Co, Tykoflex, Univerb and Örnplast.
- 1993-1995 Market research for Arla, AXA/Kungsörnen, Scan, Telia International, Gyproc, Alps Nordic, Berg Propulsion, Margell Shipping and Roslagsspisen.

Consultancy projects in Sweden

- 2019-2021
- 20
- 2008- Evaluator of the social structure fund program in Middle Sweden and Stockholm, especially responsible for the theoretical parts about commercialization, entrepreneurship and innovations.
- 2008- Evaluator of Bättre-konceptet.
- 2006 Responsible for assessment of expansion of broad band in Jämtland County and Västernorrland County.
- 2005 Together with Professor Mats Lundmark scientific responsible for a study on entrepreneurship and small business development in Objective 1 and Objective 2.
- 2004-2005 Managing a group of consultants and responsible for data collection and analysis of R&D in high-technology industries in Stockholm County.

2002-2003 Responsible for data collection and analysis of area 1, Competence development for employed and network as tools for learning, in the half time assessment of Objective 3.

6. ÖVRIGA UPPLYSNINGAR (Avbrott i karriären, barnledighet etc.)

Language skills

Languages	Reading	Speaking	Written
Swedish	5	5	5
English	5	5	4
Russian	5	5	5
German	3	2	2