

## Prof. Dr. Christine Scheef



**Date of birth:** 7<sup>th</sup> of November 1984  
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**Profiles:** [Google scholar](#) | [ORCID](#) | [University profile](#)

### Education

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- 09/2010 – 08/2014 **Ph.D. in Strategic Management, University of St.Gallen**  
Supervised by Prof. Dr. Günter Müller-Stewens and Prof. Dr. Dr. Tomi Laamanen. Dissertation topic: Essays on top management teams and chief strategy officers: Behavioral perspectives. Magna cum laude.
- 10/2005 – 08/2010 **Eberhardt-Karls University of Tübingen**  
Diploma in International Business Administration (1.2; Scale 1 best, 6 worse; 2<sup>nd</sup> best of the year). Training in business language French and Spanish. Exchange semesters at the Pontificia Universidad Católica de Chile and University of Technology Sydney, Australia

### Professional career

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- Since 08/2020 **Assistant Professor (non-tenure track), School of Management, University of St.Gallen**
- 03/2020 – 08/2020 **Postdoctoral Researcher, Center for Family Business, University of St.Gallen**
- 08/2015 – 12/2019 **Adjunct Professor, Lee Kong Chian School of Business, Singapore Management University**
- 11/2014 – 02/2020 **General Manager, St.Gallen Institute of Management in Asia, University of St.Gallen, Singapore**
- Essential in the development of the University of St.Gallen's first institute abroad and implementation of its internationalisation strategy
  - Responsible for finance and accounting (e.g., monthly reporting and budgeting, annual audit, legal and tax matters).
  - Responsibility for the institute's operational management, visiting executive programmes, and marketing.
  - Representation of the University of St.Gallen at external meetings with international and local business leaders and politicians.

- 11/2014 – 03/2018 **Executive Director**, HSG Asia Term, **University of St.Gallen**
- Flagship exchange programme on the Bachelor's level with 60+ students participating each year.
  - Responsible for the design, organisation, and execution of the exchange programme.
- 10/2010 – 08/2013 **Research Associate**, Institute of Management, **University of St.Gallen**
- 08/2009 – 02/2010 **Intern, Ernst & Young Corporate Finance Consultancy**, Düsseldorf

### **Research visits**

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- 10/2023 **IESE Business School, Spain**  
Visiting Researcher at the Chair of Family-Owned Businesses of Prof. Marta Elvira.
- 09/2013 – 08/2014 **INSEAD, Singapore**  
Visiting Researcher for 12 months sponsored by the Swiss National Science Foundation (Doc.Mobility) working with Prof. Dr. Quy Huy and Prof. Dr. Guoli Chen.

### **Selected academic awards**

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- I won the IFERA Best Conference Paper Award with my paper "*Succession processes in family firms: A new perspective*" (co-authored with Thomas Zellweger) at the International Family Enterprise Research Academy (IFERA) conference in Lisbon in 2023. I am particularly proud of this conference award as it shows my drive to be a scholar with impact and my creativity in tackling relevant research questions with novel methods.
- I won the EQUA Best Conference Paper Award with my paper "*Predecessor CEO retention as board chair in family and nonfamily firms*" (co-authored with Thomas Zellweger) at the 6<sup>th</sup> International Research Forum on Mittelstand in Mannheim in 2021. I am particularly proud of this conference award as the paper represents the first project that I started to work on since returning to academia.
- My paper "*Make it or break it? Founder social identity, entrepreneurial orientation, and new ventures' financial performance*" co-authored with Emmanuelle Fauchart, Philipp Sieger, and Thomas Zellweger has been selected for the Academy of Management Best Paper Proceedings (top 10% of all conference submissions) in 2022. It is the 6<sup>th</sup> time after 2012 (2x), 2013, 2014, and 2019 that my papers have been selected for the Proceedings.

### **Research grants**

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- 2020 Swiss National Science Foundation (SNSF). Research project funding of CHF 464'316 from 05/21 – 02/25, jointly with Prof. Dr. Thomas Zellweger.

- 2019 Basic Research Fund, University of St.Gallen. Research project funding of CHF 79'000 from 12/19 – 07/20, jointly with Prof. Dr. Thomas Zellweger.
- 2013 Doc.Mobility, Swiss National Science Foundation, full-time scholarship of CHF 52'250 from 09/13 – 08/14 for a research stay at INSEAD, Singapore.
- 2011 & 2012 Summer Programme Scholarship, Swiss National Science Foundation. Scholarships of CHF 2'500 to participate in the four-week Summer Programme in Quantitative Methods in Social Research at the University of Michigan.

### **Knowledge transfer and outreach** \_\_\_\_\_

- 2020 - now **St.Galler Owner Manager Forum.** Co-founder and project leader. Development of the concept and overall responsibility for the Forum and member acquisition / retention. The bi-annual forum engages around 30 owner-managers in an active dialogue and exchange of experiences around topics at the intersection of ownership and management. Generates third-party funds of about CHF 60'000 p.a.
- 2021 - now **'Owners as Strategists' Conference.** Co-founder and co-host. The global conference brings together a community of scholars interested in research on firm ownership, strategy, and governance to address the overarching question about the role of ownership for firm strategy. The aim is to disseminate latest knowledge and facilitate new theory development about firm ownership. The conference combines sessions with practitioners and academics ([www.strategicownership.com](http://www.strategicownership.com)).
- 2023 **Insight-to-Impact Forum.** Co-founder and project leader. I developed this innovative format which aims to build new bridges between practitioners and academics. Researchers discuss their current research results in an interactive workshop with 15-20 practitioners. With short research inputs, the aim is to give inspiration, reflect the results from novel perspectives and from a practitioner view to ultimately generate insights with impact for practitioners.

### **Teaching experience: Graduate and undergraduate level** \_\_\_\_\_

- 2022 - now Managerial Impact Project: Corporate Entrepreneurship, MA level (6 ECTS)
- 2022 - now Corporate Governance, MA level (4 ECTS)
- 2015 – 2022 Corporate and Business Development in Southeast Asia, MA level (6 ECTS)
- 2015 – 2019 Business Study Mission to Malaysia, Asian Studies (Strategy Curriculum), BA level (6 ECTS)
- 2012, 2013 Academic writing, BA level (2 ECTS)
- 2012, 2013 Interdisciplinary Problem Solving, BA level (2 ECTS)
- Teaching Assistant for the BA course 'Strategic management' (6 ECTS) and the MA course 'Corporate strategy and governance' (6 ECTS) from 2010 – 2013 and Tutor for the BA courses 'Finance' and 'Statistics' in 2008 and 2010.

### **Teaching experience: Executive level** \_\_\_\_\_

- 2019, 2023, 2024 Seminar leader for an annual inhouse executive programme ‘Singapore Seminar’ for a private bank client (7-days). Overall development and responsibility for the programme. Teaching the modules: ‘Singapore’s economic transformation’ and ‘Business Strategies for Southeast Asia’.
- 2021 – now Introduction to Strategic Management, *KMU Intensivstudium* (DAS), Seminar on Business Management.
- 2021 – now Strategy in Family Firms, *KMU Intensivstudium* (DAS), Seminar for Family and Owner-Managed Firms.
- 2024 Governance and Succession in Family Firms, 2-day teaching as part of the Master of Science in Wealth Management, Singapore Management University.
- 2024 Keynote on ‘Transgenerational value creation in family firms’ at the LGT Family Business Forum, Switzerland.
- 2023 Keynote on ‘Moving legacy: Mastering the succession path’ at the EY private client event, Denmark.
- 2023 Strategic Management for General Agents, Seminar on ‘Generalagentur- und Vertriebsmanagement’.
- 2022 Keynote on ‘Long-term Value Creation in Family Firms at the HCM Family Business Day, Switzerland.
- 2021 Workshop on ‘Governance in Owner-Managed Firms’ at the Swiss Board Day, Switzerland.
- 2021 Next generation workshop on ‘Transgenerational Value Creation’ at EY private client event, Denmark.

Several invited lectures in CAS executive programmes and the MBA programme of the University of St.Gallen in Singapore between 2015 – 2019.

### **Higher education didactic seminars** \_\_\_\_\_

- 2011 – 2013 CAS Higher Education Didactic Certificate received from the University of St.Gallen

Additionally, I participated in the following didactic (1 day) seminars: Debating as teaching method (2023); Using flipcharts in teaching (2022); Voice and convincing performance (2021); Storytelling (2021); Professional presentation competence (Moderationskompetenz) (2021); Active students (2020); Blended Learning (2020)

### **Academic services and memberships** \_\_\_\_\_

- Ad-hoc reviewer for the *Journal of Management*, *Journal of Management Studies*, *Global Strategy Journal*, *Journal of Business Venturing*, and *Long Range Planning*.

- Member of the Academy of Management Society (2011 – 2014; 2019 - now)
- Member of the Strategic Management Society (2011 – 2014; 2022 – now)
- Member of the International Corporate Governance Society (2023 – now)
- Member of the International Family Enterprise Research Academy (IFERA; 2024 onwards)
- Reviewer for the Academy of Management Annual Meeting (2011 – 2014; 2019 – now)
- Reviewer for the Strategic Management Society Annual Conference (2013 – 2024; 2022 – now)
- Representative of the Mittelbau in the School of Management at the University of St.Gallen (2021 – now)
- Member of the Internationalisation Committee at the University of St.Gallen (2021 – now)
- Committee member of the HSG Spin-off label (2022 – now)
- Member of the Academic Jury for the St.Gallen Wings of Excellence Award, St.Gallen Symposium (2011 – 2013; 2017 – 2021)

## **List of publications**

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### ***Papers under review and in imminent submission to FT50 journals***

- Scheef, C., Zellweger, T. Ownership matters! The choice of board chair after CEO successions. *2<sup>nd</sup> round revise and resubmit at the Journal of Management (FT50)*.
- Scheef, C., Zellweger, T. Succession processes in family firms: A temporal perspective. *Submitted Strategic Management Journal (FT50)*.
- Redaschi, D., Frankenberger, K., Scheef, C. 2024. Exploring the Impact of Founder Social Identities on Sustainable Business Model Design. *Submitted Strategic Entrepreneurship Journal (FT50)*.
- Scheef, C., Neckebrouck, J., Miller, D., Zellweger, T. Lucrative conservatism: The ambivalent role of family control for profit margin and asset turnover. *Reject and resubmit at the Strategic Management Journal (FT50)*.
- Fauchart, E., Scheef, C., Sieger, P. Pathways to venture performance: Configurations of founder social identity with ventures' strategic and entrepreneurial behaviors. *Submitted to the Journal of Business Ethics*.
- Scheef, C., Chen, G. Is more always better? The cost of board committees. *Submission to the Strategic Management Journal (FT50) in summer 2025*.
- Neckebrouck, J., Scheef, C., Elvira, M. Reputation at risk: The influence of stakeholder mobilization for family firms. *Submission to the Journal of Management (FT50) in spring 2025*.

### ***Journal publications***

1. Schwaninger, M.; Scheef, C. 2016. A test of the viable system model: theoretical claim vs. empirical evidence. *Cybernetics and Systems*, 47 (7), p. 544-569.
2. Menz, M.; Scheef, C. 2014. Chief strategy officers in top management teams: A contingency analysis. *Strategic Management Journal*, 35 (3), p. 461-471.

### **Book chapters**

3. Quy, H.; Scheef, C. 2019. Emotion and strategic renewal. In A. Tuncdogan, A. Lindgreen, F. van den Bosch, H. Volberda (Eds.), *Handbook of Strategic Renewal*, Routledge.
4. Scheef, C.; Menz, M.; Kunisch, S. 2011. Das strategische Programm organisieren. In Menz M.; Schmid T.; Mueller-Stewens G.; Lechner, C. (Eds.), *Strategische Initiativen und Programme: Unternehmen gezielt transformieren*. Gabler Verlag Springer.

### **Conference best paper proceedings (top 10% of submissions)**

5. Fauchart, E., Sieger, P., Scheef, C., Zellweger, T. 2022. Make it or break it? Founder social identity, entrepreneurial orientation, and new ventures' financial performance. *Best Paper Proceedings of the 82th Annual Meeting of the Academy of Management*, Seattle, USA.
6. Scheef, C.; Zellweger, T. 2019. Predecessor CEO retention as board chair in family and nonfamily firms. *Best Paper Proceedings of the 79th Annual Meeting of the Academy of Management*, Boston, USA.
7. Scheef, C.; Menz, M. 2014. Do Strategists Matter? Sources and Consequences of Chief Strategy Officer's Perceived Discretion. *Best Paper Proceedings of the 72nd Annual Meeting of the Academy of Management*, Philadelphia, USA.
8. Scheef, C.; Schlager, T. 2013. Why do some managers foresee more than others? The psychological foundations of managerial myopia. *Best Paper Proceedings of the 71st Annual Meeting of the Academy of Management*, Orlando, USA.
9. Menz, M.; Scheef, C. 2012. Chief strategy officers in top management teams: A contingency analysis. *Best Paper Proceedings of the 70th Annual Meeting of the Academy of Management*, Boston.
10. Scheef, C.; Schlager, T. 2012. The Process of Outstripping Myopia: A Cognitive-Emotional Framework on Long-term Trends. *Best Paper Proceedings of the 70th Annual Meeting of the Academy of Management*, Boston, USA.

### **Conference papers and workshops (peer-reviewed)**

1. Scheef, C., Chen, G. 2024. Is more always better? The cost of board committees. *Strategic Management Society (SMS) Annual Conference*, Istanbul, Turkey.
2. Neckebrouck, J., Scheef, C., Elvira, M. 2024. Reputation at risk: The influence of stakeholder mobilization for family firms. *Strategic Management Society (SMS) Annual Conference*, Istanbul, Turkey.
3. Redaschi, D., Frankenberger, K., Scheef, C. 2024. Exploring the Impact of Founder Social Identities on Sustainable Business Model Design. *84th Annual Meeting of the Academy of Management (AOM)*, Chicago, USA.
4. Fauchart, E., Scheef, C., Sieger, P. 2024. How Do Founders' Value Creation Goals Combine With Strategic Entrepreneurship To Achieve Success? *84th Annual Meeting of the Academy of Management (AOM)*, Chicago, USA.

5. Scheef, C., Zellweger, T. 2024. Succession processes in family firms: A new perspective. International Family Enterprise Research Academy (IFERA) Annual Meeting, Lisbon, Portugal. **Best conference paper award.**
6. Scheef, C., Zellweger, T. 2023. Succession processes in family firms: A new perspective. *83rd Annual Meeting of the Academy of Management (AOM)*, Boston, USA.
7. Scheef, C., Zellweger, T. 2023. Ownership matters! The choice of board chair after CEO successions. *International Corporate Governance Society Conference, Madrid, Spain.*
8. Redaschi, D., Frankenberger, K., Scheef, C. 2023. Does the Business Model Design Reflect the Founder Identity? An Empirical Investigation. *Strategic Management Society (SMS) Annual Conference*, Toronto, Canada.
9. Scheef, C., Zellweger, T., Amore, M., Taricco, P. 2022. PDW Bringing the owner back into strategic management. *82nd Annual Meeting of the Academy of Management (AOM)*, Seattle, USA.
10. Fauchart, E., Sieger, P., Scheef, C., Zellweger, T. 2022. Make it or break it? Founder social identity, entrepreneurial orientation, and new ventures' financial performance. *82nd Annual Meeting of the Academy of Management (AOM)*, Seattle, USA.
11. Scheef, C., Zellweger, T. 2020. Overlooked and undervalued: Predecessor CEOs as board chairs in family and nonfamily firms. *6th International Research Forum on Mittelstand*, Mannheim, Germany. **Best conference paper award.**
12. Groh, M., Scheef, C., Zellweger, T. 2020. Estate taxes and business transfers across the globe: A configurational analysis. *80th Annual Meeting of the Academy of Management (AOM)*, Vancouver, Canada.
13. Scheef, C., Zellweger, T. 2019. Predecessor CEO retention as board chair in family and nonfamily firms. *79th Annual Meeting of the Academy of Management (AOM)*, Boston, US.
14. Scheef, C., Lange, E., Menz, M. 2016. What value do functional executives provide for the firm? The case of the chief strategy officer. *Strategic Management Society (SMS) Annual Conference*, Berlin, Germany.
15. Scheef, C.; Menz, M. 2015. Powerplay in the C-Suite: How the Chief Strategy Officer's Perceived Discretion is Constrained by other Top Managers. 15th European Academy of Management Annual Conference (EURAM), Warsaw, Poland.
16. Menz, M., Scheef, C., Lange, E. 2014. The power of strategy: When chief strategy officer power in the top management team matters. *Strategic Management Society (SMS) Annual Conference*, Madrid, Spain.
17. Scheef, C., Menz, M. 2014. Do strategists think they matter? Sources and consequences of chief strategy officers' perception of discretion. *74th Annual Meeting of the Academy of Management (AOM)*, Philadelphia, US.
18. Scheef, C., Schlager, T. 2013. Why do some managers foresee more than others? The psychological foundations of managerial myopia. *73rd Annual Meeting of the AOM*, Orlando, US.
19. Scheef, C. 2013. The effect of dispersion of power on the interpretation of complex strategic issues. *Strategic Management Society Special Conference*, Glasgow, UK.
20. Panelist: Chief strategy officer's role in strategy processes. 2012. *Strategic Management Society Annual Conference*, Prague, Czech Republic.
21. Scheef, C., Schlager, T. 2012. The process of outstripping myopia: A cognitive-emotional framework on long-term trends. *72nd Annual Meeting of the AOM*, Boston/MA, US.

22. Menz, M., Scheef, C. 2012. Chief strategy officers in top management teams: A contingency analysis. *72nd Annual Meeting of the AOM*, Boston/MA, US.
23. Scheef, C., Menz, M. 2011. Performance Effects of Owner Identity and Diversification: An Agency-Theoretic Assessment. *Strategic Management Society Annual Conference*, Miami, US.

***Practitioner publications***

24. Menz, M.; Mueller-Stewens, G.; Zimmermann, T.; Scheef, C.; Lattwein, C.; Lang, A. 2013. Masters of Paradoxes: Key Findings of the Chief Strategy Officer Survey 2013.