

Kristian J. Sund
Professor (mso)
Management and organization
Department of Social Sciences and Business
Postal address:
Universitetsvej 1
44.2
DK-4000
Roskilde
Denmark
Postal address:
Universitetsvej 1
44.2
DK-4000
Roskilde
Denmark
Email: sund@ruc.dk, sund@ruc.dk
Phone: 4674-2198, 4674-2198
Web address: <http://www.ruc.dk/~sund>
Web: <http://www.ruc.dk/~sund>, <http://www.ruc.dk/~sund>



Research outputs

Ecosystem Development as a Strategy for Defensive Nonmarket Shaping

Mozheiko, S., Sund, K. J. & Dreyer, J. K., Aug 2025, In: Industrial Marketing Management. 129, p. 104-116 13 p.

Bounded Sustainable Entrepreneurship: Uncertainty, Perceptions, and Tensions

Jurek, M., Sund, K. J. & Rosati, F., 2025, (E-pub ahead of print) In: Strategic Change.

Doing good in good times only? Uncertainty as contingency factor of warm-glow investment

Dreyer, J. K., Sund, K. J. & Tatomir, M., Aug 2024, In: Research in International Business and Finance . 71, 17 p., 102446.

Cognition and Business Models: From Concept to Innovation

Sund, K. J., 9 Jan 2024, 1 ed. Cham: Palgrave Macmillan. 106 p.

Managing the Dual Business Model Trade-off in Multinational Corporations

Mozheiko, S. & Sund, K. J., 2024, In: Journal of Business Models. 12, 3, p. 41-52 12 p.

What are Cognitive Aids in Strategy?

Gustafsson, R., Sund, K. J. & Galavan, R., 30 Oct 2023, *Cognitive Aids in Strategy*. Sund, K. J., Galavan, R. J. & Gustafsson, R. (eds.). 1 ed. London: Emerald Group Publishing, p. 1-10 10 p. (New Horizons in Managerial and Organizational Cognition, Vol. 6).

Warm-Glow Investing and the Greenwashing Hypothesis

Tatomir, M., Dreyer, J. K., Sund, K. J. & Yu, J., 20 Sept 2023, In: Journal of Cleaner Production. 419, 14 p., 138229.

The Regional and Temporal Nature of Hypercompetition

Lindskov, A., Sund, K. J., Dreyer, J. K. & Yu, J., Aug 2023, In: Long Range Planning. 56, 4, 19 p., 102328.

Cognitive Aids in Strategy

Sund, K. J. (Editor), Galavan, R. (Editor) & Gustafsson, R. (Editor), 2023, 1 ed. London: Emerald Group Publishing. (New Horizons in Managerial and Organizational Cognition, Vol. 6).

Definition and Measurement of Sustainability and CSR: Circumstances of Perceptual Misalignments

Sund, K. J., 2023, *Measuring Sustainability and CSR: From Reporting to Decision-Making*. Kacanski, S., Dreyer, J. K. & Sund, K. J. (eds.). 1 ed. Cham: Springer VS, p. 21-26 6 p. (Ethical Economy, Vol. 64).

Measuring Sustainability and CSR: From Reporting to Decision-Making

Kacanski, S. (Editor), Dreyer, J. K. (Editor) & Sund, K. J. (Editor), 2023, 1 ed. Cham: Springer. 232 p. (Ethical Economy, Vol. 64).

Looking to the future: Will male students underperform in the business school (too)?

Sund, K. J., 15 Nov 2022, *The Future of Business Schools: Purpose, Action, and Impact*. Baldeger, R. J., El Tarabishy, A., Audretsch, D. B., Kariv, D., Passerini, K. & Tan, W.-L. (eds.). 1 ed. Cheltenham: Edward Elgar Publishing, p. 261-277 17 p.

Incumbent Business Model Innovation Under Misperceived Hypercompetition

Sund, K. J. & Lindskov, A., 7 May 2022, In: *Journal of Business Models*. 10, 1, p. 11-18 8 p.

Reflections on the First Five Volumes of New Horizons in Managerial and Organizational Cognition

Galavan, R. & Sund, K. J., 2022, *Thinking about Cognition*. Galavan, R. J. & Sund, K. J. (eds.). 1 ed. Bingley, UK: Emerald Group Publishing, p. 14-21 8 p. (New Horizons in Managerial and Organizational Cognition).

Thinking about Cognition

Galavan, R. (Editor) & Sund, K. J. (Editor), 2022, 1 ed. Bingley: Emerald Group Publishing. 152 p. (New Horizons on Managerial and Organizational Cognition, Vol. 5).

Uncertainty in Strategy Research

Sund, K. J., Galavan, R. & Huff, A., 2022, *The Oxford Handbook of Uncertainty Management in Work Organizations*. Griffin, M. A. & Grote, G. (eds.). Oxford: Oxford University Press, p. C3.S1–C3.S7 7 p. (Oxford Library of Psychology).

Sustainability as Strategy: The Case of Cornwell Hotels

Sund, K. J. & Downes-Rasmussen, R., 7 Dec 2021, *Handbook of Sustainability-Driven Business Strategies in Practice*. Markovic, S., Sancha, C. & Lindgreen, A. (eds.). Cheltenham: Edward Elgar Publishing, p. 503-506 4 p.

Managing business model exploration in incumbent firms: A case study of innovation labs in European banks

Sund, K. J., Bogers, M. & Sahramaa, M., May 2021, In: *Journal of Business Research*. 128, p. 11-19 9 p.

The Decline of Mail: Postal Industry Decision-Makers' Interpretations in the Aftermath of the Financial Crisis

Sund, K. J. & Anson, J., 2021, In: *Entreprises et Histoire*. 105, 4, p. 65-77 13 p.

The Global Dynamics of Technology-Intensive Sectors: Are we Seeing Hypercompetition?

Lindskov, A., Sund, K. J., Dreyer, J. K. & Yu, J., 2021, *Academy of Management Proceedings*. Academy of Management

The Search for Hypercompetition: Evidence from a Nordic Market Study

Lindskov, A., Sund, K. J. & Dreyer, J. K., 2021, In: *Industry and Innovation*. 28, 9, p. 1099-1128 30 p.

Business Models and Cognition

Sund, K. J. (Editor), Galavan, R. (Editor) & Bogers, M., 30 Nov 2020, Bingley: Emerald Group Publishing. 272 p. (New Horizons on Managerial and Organizational Cognition, Vol. 4).

Exploring the Connections Between Business Models and Cognition: A Commentary

Sund, K. J., Galavan, R. & Bogers, M., 30 Nov 2020, *Business Models and Cognition*. Sund, K. J., Galavan, R. J. & Bogers, M. (eds.). Bingley: Emerald Group Publishing, p. 1-13 13 p. (New Horizons in Managerial and Organizational Cognition).

A modified Delphi method to elicit and compare perceptions of industry trends

Egfjord, K.F.-H. & Sund, K. J., 6 Oct 2020, In: *MethodsX*. 7, 10 p., 101081.

Do You See What I See? How Differing Perceptions of the Environment Can Hinder Radical Business Model Innovation
Egfjord, K.F.-H. & Sund, K. J., 2020, In: *Technological Forecasting and Social Change*. 150, p. 1-10 10 p., 119787.

From Cooperation to Competition: Changing Dominant Logics and Legitimization in Liberalizing Industries
Sund, K. J., 2020, *Handbook of Business Legitimacy: Responsibility, Ethics and Society*. Dahl Rendtorff, J. (ed.). Cham: Springer VS, p. 1039-1056

Liberalization and Emergent Competitive Strategy in the Nordic Postal Market at the Start of the New Century: Conference Abstract

Sund, K. J., 2020, *Postal History: Multidisciplinary and Diachronic Perspectives*. Crevati-Selvaggi, B. & Gerola, R. (eds.). Prato: Istituto di Studi Storici Postali "Aldo Cecchi", Vol. 35. p. 403-404

Marketing Challenges and Advertising Partner Selection: Exploring Advertiser-Agency Relationships in the Danish Media Industry

Jensen, H. & Sund, K. J., 2020, In: *Nordic Journal of Media Management*. 1, 2, p. 297-313 17 p.

Liberalization and Emergent Competitive Strategy in the Nordic Postal Market at the Start of the New Century

Sund, K. J., 2019, In: *Archivio per la Storia Postale*. 19, 10bis, p. 40-42 3 p.

The IPOET matrix: measuring resource integration

Sund, K. J., Barnes, S. & Mattsson, J., 27 Nov 2018, In: *International Journal of Organizational Analysis*. 26, 5, p. 953-971 19 p.

Cognition and Innovation: A Framework and Invitation to Explore

Sund, K. J., Galavan, R. J. & Brusoni, S., Nov 2018, *Cognition and Innovation*. Sund, K. J., Galavan, R. J. & Brusoni, S. (eds.). Bingley: Emerald Group Publishing, p. 1-11 11 p. (New Horizons in Managerial and Organizational Cognition, Vol. 3).

Can the Performance Effect Be Ignored in the Attendance Policy Discussion?

Sund, K. J. & Bignoux, S., 5 Oct 2018, In: *Higher Education Quarterly*. 72, 4, p. 360-374 15 p.

Tutoring executives online: What drives perceived quality

Bignoux, S. & Sund, K. J., Jun 2018, In: *Behaviour and Information Technology*. 37, 7, p. 703-713 11 p.

Cognition and Innovation

Sund, K. J. (Editor), Galavan, R. (Editor) & Brusoni, S. (Editor), 2018, Bingley: Emerald Group Publishing. 221 p. (New Horizons in Managerial and Organizational Cognition, Vol. 3).

Managing Tensions Between New and Existing Business Models

Sund, K. J., Bogers, M., Villarroel, J. A. & Foss, N. J., 2018, *When Innovation Moves at Digital Speed: Strategies and Tactics to Provoke, Sustain, and Defend Innovation in Today's Unsettled Markets*. Michelman, P. (ed.). Cambridge: MIT Press, p. 165-171 7 p. (The Digital Future of Management).

The Implications of Programmatic Advertising on the Business Model of TV Broadcasters

Jensen, H. & Sund, K. J., 2018, *Competitiveness in Emerging Markets: Market Dynamics in the Age of Disruptive Technologies*. Khajehian, D., Friedrichsen, M. & Mödinger, W. (eds.). Cham: Springer, p. 35-53 19 p. (Contributions to Management Science).

Exploring Methods in Managerial and Organizational Cognition: Advances, Controversies, and Contributions

Hodgkinson, G. P., Sund, K. J. & Galavan, R., 2017, *Methodological Challenges and Advances in Managerial and Organizational Cognition*. Galavan, R. J., Sund, K. J. & Hodgkinson, G. P. (eds.). Bingley: Emerald Group Publishing, Vol. 2. p. 1-22 22 p. (New Horizons in Managerial and Organizational Cognition, Vol. 2).

Methodological Challenges and Advances in Managerial and Organizational Cognition

Galavan, R. (Editor), Sund, K. J. (Editor) & Hodgkinson, G. P. (Editor), 2017, Bingley: Emerald Group Publishing. (New Horizons in Managerial and Organizational Cognition, Vol. 2).

Political discourse on higher education in Denmark: from enlightened citizen to homo economicus

Vinggaard Johansen, U., Knudsen, F. B., Engelbrecht Kristoffersen, C., Rasmussen, J. S., Saaby Steffen, E. & Sund, K. J., 2017, In: Studies in Higher Education. 42, 2, p. 264-277 14 p.

The Journey of Business Model Innovation in Media Agencies: Towards A Three-Stage Process Model

Jensen, H. & Sund, K. J., 2017, In: Journal of Media Business Studies. 14, 4, p. 282-298 17 p.

A Conversation on Uncertainty in Managerial and Organizational Cognition

Huff, A. S., Milliken, F. J., Hodgkinson, G. P., Galavan, R. J. & Sund, K. J., Nov 2016, *Uncertainty and Strategic Decision Making*. Sund, K. J., Galavan, R. J. & Huff, A. S. (eds.). Bingley: Emerald Group Publishing, p. 1-31 31 p. (New Horizons in Managerial and Organizational Cognition).

A Test of Perceptual Accuracy and Overconfidence in a Strategic Issue Context

Sund, K. J., Nov 2016, *Uncertainty and Strategic Decision Making*. Sund, K. J., Galavan, R. & Huff, A. (eds.). London: Emerald Group Publishing, p. 101-126 26 p. (New Horizons in Managerial and Organizational Cognition, Vol. 1).

Introducing New Horizons in Managerial and Organizational Cognition

Sund, K. J., Galavan, R. J. & Huff, A. S., Nov 2016, *Uncertainty and Strategic Decision Making*. Sund, K. J. (ed.). Bingley: Emerald Group Publishing, p. xiii-xvii (New Horizons in Managerial and Organizational Cognition).

Uncertainty and Strategic Decision Making

Sund, K. J. (Editor), Galavan, R. (Editor) & Huff, A. (Editor), Nov 2016, London: Emerald Group Publishing. (New Horizons in Managerial and Organizational Cognition, Vol. 1).

Attendance, Employability, Student Performance and Electronic Course Materials: an Exploration and Discussion

Sund, K. J., 2016, *Innovative Management Education Pedagogies for Preparing Next-Generation Leaders*. Tiwari , S. R. & Nafees, L. (eds.). Hershey PA: IGI global, p. 108-118 11 p.

Managing Tensions Between New and Existing Business Models

Sund, K. J., Bogers, M., Villarroel Fernandez, J. A. & Foss, N. J., 2016, In: M I T Sloan Management Review. 57, 4, p. 8-10 3 p.

Tutoring Executives Online: What Drives Perceived Quality?

Bignoux, S. & Sund, K. J., 2016, *Academy of Management. Annual Meeting Proceedings*. Academy of Management, (Academy of Management. Annual Meeting Proceedings).

Revisiting organizational interpretation and three types of uncertainty

Sund, K. J., Oct 2015, In: International Journal of Organizational Analysis. 23, 4, p. 588-605

On the Shift in Dominant Group Logics in Liberalizing Industries

Sund, K. J., 2015, *Academy of Management Proceedings*. Academy of Management, Vol. 2015. (Academy of Management. Annual Meeting Proceedings).

Organizational Aspects of Business Model Innovation: The Case of the European Postal Industry

Sund, K. J., Bogers, M. & Villarroel, J. A., 2015, In: International Product Development Management.

The Organizational Dimension of Business Model Exploration: Evidence from the European Postal Industry

Bogers, M., Sund, K. J. & Villarroel, J. A., 2015, *Business Model Innovation: The Organizational Dimension*. Foss, N. J. & Saebi, T. (eds.). Oxford: Oxford University Press

Organizational Aspects of Business Model Innovation: The Case of the European Postal Industry

Sund, K. J., Villarroel, J. A. & Bogers, M., 2014, *Academy of Management Proceedings*. Humphreys, J. (ed.). Birmingham (AL): Academy of Management, Vol. 2014. (Academy of Management Annual Meeting Proceedings).

Reflections on the Future of the Post

Sund, K. J. & Osborn, D., 2014, *The Future is in the Post: An Anthology of Perspectives*. Sund, K. J. & Osborn, D. (eds.). Faringdon: Libri Publishing, p. 1-9

The Future is in the Post: An Anthology of Perspectives

Sund, K. J. (Editor) & Osborn, D. (Editor), 2014, Faringdon: Libri Publishing. 299 p.

Scanning, Perceived Uncertainty, and the Interpretation of Trends: A Study of Hotel Directors Interpretation of Demographic Change

Sund, K. J., Jun 2013, In: International Journal of Hospitality Management. 33, June

Strategic Thinking

Sund, K. J., Jun 2013, In: Postal Technology International. p. 20-26

E-Government Clusters: From Framework to Implementation

Sund, K. J. & Adala, A., 2013, *Industrial Engineering: Concepts, Methodologies, Tools, and Applications*. Hershey, PA: IGI global, p. 1467-1487 21 p.

Using Strategy to Focus Innovation

Sund, K. J., 2013, *Reinventing the Post: Emerging Opportunities for the Postal Industry*. Osborn, D. (ed.). Faringdon: Libri Publishing

Introduction and Overview of Contents

Sund, K. J., 2012, *The Future is in the Post III: Perspectives on Innovation in the Postal Industry*. Sund, K. J. & Osborn, D. (eds.). Faringdon: Libri Publishing, p. 1-12

The Future is in the Post III: Perspectives on Innovation in the Postal Industry

Sund, K. J. & Osborn, D., 2012, Faringdon: Libri Publishing. 180 p.

e-Government Clusters – From Framework to Implementation

Sund, K. J. & Adala, A., 2011, *Global Strategy and Practice of e-Governance: Examples from Around the World*. Piaggesi, D., Sund, K. J. & Castelnovo, W. (eds.). IGI global

Global Strategy and Practice of e-Governance: Examples from Around the World

Sund, K. J., Piaggesi, D. & Castelnovo, W., 2011, Hershey: IGI global. 564 p.

Introduction and Overview of Contents

Sund, K. J. & Osborn, D., 2011, *The Future is in the Post II: Perspectives on Transformation in the Postal Industry*. Osborn, D. & Sund, K. J. (eds.). Faringdon: Libri Publishing, p. 1-10

Postscript: A Possible Future Manifesto

Piaggesi, D., Sund, K. J. & Castelnovo, W., 2011, *Global Strategy and Practice of E-Governance: Examples from Around the World*. Sund, K. J., Piaggesi, D. & Castelnovo, W. (eds.). Hershey (NY): IGI global, p. 478-482

The Future is in the Post II: Perspectives on Transformation in the Postal Industry

Sund, K. J. & Osborn, D., 2011, Faringdon: Libri Publishing. 160 p.

Transformation and Diversification in the Context of Regulated Industries: the Case of Poste Italiane and PosteMobile
Sund, K. J., 2011, In: *The International Journal of Management Education*. 9, 4, p. 77-85

An Overview of Strategic Management

Sund, K. J., 2010, *The Future is in the Post: Perspectives on Strategy in the Postal Industry*. Sund, K. J. & Osborn, D. (eds.). Faringdon: Libri Publishing, p. 161-174

PosteMobile: Delivering Innovative Mobile Banking and Commerce Solutions

Sund, K. J., 2010, *ICTs, New Services and Transformation of the Post*. Geneva: International Telecommunications Union, p. 61-72

The Future is in the Post: Perspectives on Strategy in the Postal Industry

Sund, K. J. & Osborn, D., 2010, Faringdon: Libri Publishing. 192 p.

What Next for Postal Strategy?

Osborn, D. & Sund, K. J., 2010, *The Future is in the Post: Perspectives on Strategy in the Postal Industry*. Sund, K. J. & Osborn, D. (eds.). Faringdon: Libri Publishing

Between Past, Present and Future – Implications of Socio-demographic Changes in Tourism

Sund, K. J., Boksberger, P. & Schuckert, M., 2009, *Trends and Issues in Global Tourism*. Conrady, R. & Buck, M. (eds.). Springer

Perceived Trends and Uncertainty in the Hotel Industry: An Exploratory Investigation

Sund, K. J., 2008, In: *Asia Pacific Management Review*. 13, 4, p. 747-761

Strategies and barriers to innovation

Sund, K. J., 2008, In: *Union Postale*. 134, 3, p. 26-27

Senior and Non-Senior Traveler Behaviour: Some Exploratory Evidence from the Holiday Rental Sector in Switzerland
Sund, K. J. & Boksberger, P., 2007, In: *Tourism Review*. 62, 3+4, p. 21-23

The Geographical Concentration of Hotels in Switzerland and the Industry Life Cycle

Sund, K. J., 2006, In: *Tourism and Hospitality Planning & Development*. 3, 1, p. 1-18

The Geographical Distribution and Concentration of Hotels in Switzerland

Sund, K. J., 2006, *Time Shift, Leisure and Tourism*. Weiermair, K., Pechlaner, H. & Bieger, T. (eds.). Berlin: Erich Schmidt Verlag

Prizes

Academy of Management Best Paper Proceedings

Sund, K. J. (Recipient), Bogers, M. (Recipient) & Villarroel, J. A. (Recipient), 2014

Best Paper Award: British Academy of Management Conference 2010

Sund, K. J. (Recipient), Sept 2010

Best Paper Award: British Academy of Management Conference 2013

Sund, K. J. (Recipient), Sept 2013

Emerald/EMRBI Business Research Award For Emerging Researchers

Sund, K. J. (Recipient), 2011

INEKA Best Paper Award

Egfjord, K.F.-H. (Recipient) & Sund, K. J. (Recipient), 2019

Awards

ESG Legitimacy, Investor Behaviour, and Green Transition Policy

Dreyer, J. K. (Approving authority), Sund, K. J. (CoPI) & Janisch, K.-A. (Anden)

Sino-Danish Center for Education and Research : €240,000.00

01/10/2024 → 30/09/2027

Projects

Balancing Business Model Innovation

Sund, K. J. (Project participant)

08/04/2021 → 20/01/2023

Business Model Innovation in the Media Industry

Sund, K. J. (Project participant) & Jensen, H. (Project participant)

Innovationsfonden

02/03/2015 → 28/02/2018

Cognition and Business Models

Sund, K. J. (Project participant), Bogers, M. (Project participant) & Galavan, R. (Project participant)

03/12/2018 → 13/08/2020

Coordination and Integration of Effort Across Business Models and Ecosystems

Sund, K. J. (Project manager), Dreyer, J. K. (Co-supervisor) & Mozheiko, S. (Project participant)

Sino-Danish Center for Education and Research

01/09/2022 → 31/08/2025

CSR, Industry Competition, and Firm Performance: a Global Perspective

Sund, K. J. (Project participant), Dreyer, J. K. (Project manager) & Tatomir, M. (Project participant)

Sino-Danish Center for Education and Research

01/11/2020 → 31/10/2023

Erasmus Exchange

Sund, K. J. (Project participant)

ESG Legitimacy, Investor Behaviour, and Green Transition Policy

Janisch, K.-A. (Project participant), Dreyer, J. K. (Project manager) & Sund, K. J. (Project participant)

Sino-Danish Center for Education and Research

01/10/2024 → 30/09/2027

Exploring New Insurance Business Models

Sund, K. J. (Project manager) & Egfjord, K.F.-H. (Project participant)

TRYG fonden

01/09/2017 → 01/09/2020

From systems thinking to entrepreneurial cognition: Uncovering how organizations bridge the complexity gap to address grand challenges

Sund, K. J. (Project participant)

01/03/2022 → 26/08/2025

Innovation and Hypercompetition in a Global Context

Sund, K. J. (Project manager), Dreyer, J. K. (Project participant) & Lindskov, A. (Project participant)

Sino-Danish Center for Education and Research

01/12/2018 → 31/12/2022

New Innovative Customer Experiences

Sund, K. J. (Project participant) & Forder, C. E. S. (Project participant)
01/09/2014 → 30/09/2017

Reducing Knowledge Overconfidence Through Dialectical Bootstrapping

Sund, K. J. (Project participant) & Rydén, P. (Project participant)
01/02/2019 → 30/06/2023

Research Collaboration Workshop

Rezaei, S. (Project manager), Hansen, B. (Project participant), Scupola, A. (Project participant), Sund, K. J. (Project participant), Dahl, H. M. (Project participant), Greve, A. (Project participant), Christoffersen, L. (Project participant), Rubin, O. (Project participant), Dreyer, J. K. (Project participant) & Thomassen, B. (Project participant)
20/09/2017 → 26/09/2017

The High Reliability Service Organization

Sund, K. J. (Project participant) & Olsen, M. (Project participant)
01/05/2017 → 30/04/2020