

DR. PHILIPP ERPF

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 Institute for Research on Management of
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Date of Birth: January 9, 1986
 Family Situation: married, two children
 Citizenship: Swiss



EDUCATION

2021	Advanced Management Program: Leading beyond the crisis WHU Otto Beisheim School of Management, Düsseldorf
2014 – 2018	PhD (Dr. rer. pol.) Social Entrepreneurship: Definition, Differentiation, Context and Research Methods University of Fribourg
2011 – 2013	Master of Arts in Management University of Fribourg and Berne
2007 – 2010	Bachelor of Arts in Mass Media and Communication Research Minors: Business Administration, Contemporary History University of Fribourg
2001 – 2005	Bilingual Swiss Federal Maturity (French German)

ACADEMIC POSITIONS

Approved for 2026	Visting Professor at Copenhagen Business School <i>Research focus: Qualitative study analyzing the individual and organizational downsides of social entrepreneurs' overidentification with their mission</i>
Since 2018	Director of the Institute for Research on Management of Associations, Foundations and Co-operatives (VMI) at University of Fribourg <i>Management focus: Responsible for executive education, consulting, marketing and finances</i>
Since 2018	Lecturer and Senior Researcher at University of Fribourg <i>Research and teaching focus: Social entrepreneurship, entrepreneurial orientation in nonprofit organizations, leadership</i>
2016	Visiting Research Scholar at Kaunas University of Technology in Lithuania <i>Research focus: Social Enterprises in the Baltic States Lecture on social innovation and entrepreneurship</i>
2009	Research Assistant at University of Fribourg Research project BAKOM: Analysis of the performance of the SRG program

UNIVERSITY TEACHING AND EXECUTIVE EDUCATION

Year	University Teaching	Executive Education
2025	Lecturer (responsible for course design, teaching, assessments, grading): – Leadership styles, contexts and success factors (Master, 4.5 ECTS) <i>Evaluation by students: 4.6 of 5</i> – Seminar in Social Entrepreneurship (Master, 3 ECTS) <i>Evaluation by students: 4.9 of 5</i> Co-Lecturer (responsible for course content and teaching): – Wirtschaft für Nicht-Ökonom*innen (Quali+)	VMI Course Director (responsible for content, instructional design, assessment and grading): – DAS NPO-Management – CAS Digitalization & Change in NPO – CAS Leadership & Entrepreneurship in NPO
2024	Lecturer (responsible for course design, teaching, assessments, grading): – Leadership styles, contexts and success factors (Master, 4.5 ECTS) <i>Evaluation by students: 4.5 of 5</i> – Seminar in Social Entrepreneurship (Master, 3 ECTS) <i>Evaluation by students: 4.8 of 5</i> Co-Lecturer (responsible for course content and teaching): – Wirtschaft für Nicht-Ökonom*innen (Quali+)	VMI Course Director (responsible for content, instructional design, assessment and grading): – DAS NPO-Management – CAS Digitalization & Agility in NPO – CAS Leadership & Entrepreneurship in NPO Lecturer at WHU, Otto Beisheim School of Management: – Management-Program for Nonprofits
2023	Lecturer (responsible for course design, teaching, assessments, grading): – Leadership styles, contexts and success factors (Master, 4.5 ECTS) <i>Evaluation by students: 6.6 of 7</i> – Seminar in Social Entrepreneurship (Master, 3 ECTS) <i>Evaluation by students: 6.7 of 7</i> Co-Lecturer (responsible for course content and teaching): – Wirtschaft für Nicht-Ökonom*innen (Quali+)	VMI Course Director (responsible for content, instructional design, assessment and grading): – DAS NPO-Management – CAS Digitalization & Agility in NPO – CAS Leadership & Entrepreneurship in NPO Lecturer at WHU, Otto Beisheim School of Management: – Management-Program for Nonprofits
2022	Lecturer (responsible for course design, teaching, assessments, grading): – Seminar in Social Entrepreneurship (Master, 3 ECTS) Co-Lecturer (responsible for course content and teaching): – Wirtschaft für Nicht-Ökonom*innen (Quali+)	VMI Course Director (responsible for content, instructional design, assessment and grading): – DAS NPO-Management – CAS Digitalization & Agility in NPO – CAS Leadership & Entrepreneurship in NPO
2021	Lecturer (responsible for course design, teaching, assessments, grading): – Seminar in Social Entrepreneurship (Master, 3 ECTS) Co-Lecturer (responsible for course content and teaching): – Wirtschaft für Nicht-Ökonom*innen (Quali+)	VMI Course Director (responsible for content, instructional design, assessment and grading): – DAS NPO-Management – CAS Digitalization & Agility in NPO – CAS Leadership & Entrepreneurship in NPO
2020	Lecturer (responsible for course design, teaching, assessments, grading): – Seminar in Social Entrepreneurship (Master, 3 ECTS) Co-Lecturer (responsible for course content and teaching): – Wirtschaft für Nicht-Ökonom*innen (Quali+) Co-Responsible for the design and delivery of	VMI Course Director (responsible for content, instructional design, assessment and grading): – DAS NPO-Management – CAS Digitalization & Agility in NPO – CAS Leadership & Entrepreneurship in NPO

	weekly tutorial lectures: – Organisation (Bachelor, 6 ECTS)	
2019	Co-Lecturer (responsible for course content and teaching): – Wirtschaft für Nicht-Ökonom*innen (Quali+) Co-Responsible for the design and delivery of weekly tutorial lectures: – Organisation (Bachelor, 6 ECTS)	VMI Course Director (responsible for content, instructional design, assessment and grading): – DAS NPO-Management – CAS Digitalization & Agility in NPO – CAS Leadership & Entrepreneurship in NPO
2018	Co-Lecturer (responsible for course content and teaching): – Seminar in NPO-Management with a focus on Social Entrepreneurship (Master, 3 ECTS) – Sport Organization Management (Master Unifr and Uniba, 6 ECTS)	VMI Course Director (responsible for content, instructional design, assessment and grading): – DAS NPO-Management – CAS Digitalization & Agility in NPO – CAS Leadership & Entrepreneurship in NPO
2017	Co-Lecturer (responsible for course content and teaching): – Sport Organization Management (Master Unifr and Uniba, 6 ECTS)	VMI Teaching: – CAS, DAS und MAS in NPO-Management Teaching in leadership seminars: – Bern University of Teacher Education
2016	Co-Lecturer (responsible for course content and teaching): – Seminar in Social Innovation and Entrepreneurship (Kaunas University of Technology, Master, 3 ECTS) – Sport Organization Management (Master Unifr and Uniba, 6 ECTS)	VMI Teaching: – CAS, DAS und MAS in NPO-Management Teaching in leadership seminars: – Bern University of Teacher Education
2015	Co-Lecturer (responsible for course content and teaching): – Sport Organization Management (Master Unifr and Uniba, 6 ECTS)	VMI Teaching: – CAS, DAS und MAS in NPO-Management Teaching in leadership seminars: – Bern University of Teacher Education
2014	Co-Lecturer (responsible for course content and teaching): – Social Innovation and Social Entrepreneurship (Master, 3 ECTS) – Sport Organization Management (Master Unifr and Uniba, 6 ECTS)	VMI Teaching: – CAS, DAS und MAS in NPO-Management

Since 2018: Supervision of master theses in English, German and French / Supervision of DAS and CAS theses

CURRENT RESEARCH AND PUBLICATION PROJECTS

- The Downside of a Calling: Identity-Mission Enmeshment among Social Entrepreneurs
With Prof. Dr. Kai Hockerts (Copenhagen Business School)
- Self-Organization in Nonprofit Organizations: A Bibliometric Co-Citation Analysis
With Elina Lehrmann (Lucerne University of Applied Sciences and Arts) | *Submitted to: Voluntas*
- Creating Common Senseworlds for Crafting Cross-Sector Collaborations
With Dr. Michaël Gonin (HET-PRO) | *target journal: Journal of Social Entrepreneurship*
- Same but Different: A Comparison of Entrepreneurial Orientation and Goal Attainment
in Non-profit and For-Profit Homecare Services
With Ueli Löffel (Parliamentary Control of the Administration) and Prof. Dr. Markus Gmür (University of Fribourg) | *target journal: Nonprofit and Voluntary Sector Quarterly*
- Entrepreneurial Orientation of Swiss Sports Clubs and Its Impact on Club Performance
With Rafael Meier (Swiss Olympic Association) | *target journal: European Sport Management Quarterly*
- Consulting at the Crossroads: Rethinking Career Lifecycles in an Era of Generational Change and AI
With Marcel Thom and Finn Wagner (both Deloitte Consulting) | *target journal: Swiss Journal of Business*
- Brauen, S., Erpf, P., & Wasem, M. (2020). On absolute and relative change. *arXiv preprint arXiv:2011.14807*.
With Dr. Micha Wasem (HEIA-FR) and Silvan Brauen (Rivella AG)

PUBLICATIONS

Peer-Reviewed Journal Articles

- 1) Erpf, P., Gmür, M., & Baumann-Fuchs, J. (2025). Does the Business Suit Fit? Drivers for Economic Performance in Social Enterprises. **Journal of Social Entrepreneurship**, 16(1), 22-45.
- 2) Schlegel, C. & Erpf, P. (2025). Maturity Model for Digital Transformation in Nonprofit Organizations. **HMD Praxis der Wirtschaftsinformatik**, 62, 344–360.
- 3) Stock, D. M., Gmür, M., & Erpf, P. (2024). Entrepreneurial orientation and performance in nonprofit organizations: A meta-analysis. **Nonprofit Management and Leadership**, 35(1), 107-131.
- 4) Stock, D. M. & Erpf, P. (2023). Systematic literature review on entrepreneurial orientation in nonprofit organizations – Far more than business-like behavior. **Journal of Philanthropy and Marketing**, 28(4), 1-19.
- 5) Erpf, P., Butkevičienė, E., & Pučėtaitė, R. (2022). Between de Jure and de Facto: Embedding Western Concepts of Social Entrepreneurship in Post-Socialist Reality. **Journal of Social Entrepreneurship**, 13(1), 1-28.
- 6) Erpf, P., Bryer, T. & Butkevičienė, E. (2019). A Context-Responsiveness Framework for the Relationship between Government and Social Entrepreneurship: Exploring the Cases of United States, Switzerland and Lithuania. **Public Performance & Management Review**, 42 (5), 1211-1229.
- 7) Erpf, P., Ripper, M. J. & Castignetti, M. (2019). Understanding Social Entrepreneurship Based on Self-evaluations of Organizational Leaders – Insights from an International Survey. **Journal of Social Entrepreneurship**, 10(3), 288-306.
- 8) Erpf, P., Tekula, R. & Neuenschwander, J. (2019). Clustering social enterprises: an empirically validated taxonomy. **Social Enterprise Journal**, 15(3), 397-420.
- 9) Erpf, P. (2017). What Is Social Entrepreneurship and how Can it Be Differentiated from Business Entrepreneurship? **Swiss Journal of Business**, 71(2), 197-208.

Books

- 10) Erpf, P., & Gmür, M. (2023). **Unternehmerische Führung und Kultur in Non-Profit-Organisationen: Erfolgsbeispiele und aktuelle Trends**. Springer Gabler.
- 11) Gmür, M., Lichtsteiner, H., Stuhlmann, K., Erpf, P. & Andeßner, R. (2023). **Das Freiburger Management-Modell für Nonprofit-Organisationen (NPO)**. Haupt Verlag.
- 12) Maring, N., Bieri, U., Erpf, P., Kocher, J., & Bürgi, M. (2023). **Lobbying in der Schweiz: systemimmanent, erfolgreich und nicht nur beliebt**. Bern/Fribourg.

Peer-Reviewed Conference Proceedings (including presentations)

- 13) Lehmann, E. & Erpf, P. (2025). Self-organization in nonprofit organizations: a bibliometric co-citation analysis. **Annual Meeting of the Academy of Management**, July 25-29, **Copenhagen, Denmark**.
- 14) Erpf, P. & Gmür, G. (2022). Entrepreneurial Orientation (EO) in Social Enterprises (SEs): Scale Development and Key to Success in the Dual Mission Achievement. **International Society for Third-Sector Research Conference**, July 12-15, **Montréal, Canada**.
- 15) Erpf, P. & Gonin, M. (2021). Strategic Sensegiving – Finding and Transmitting Sense to Navigate Hybrid Partnerships. **EMES International Research Conference on Social Enterprise**, October 4-8, **Teruel, Spain**.
- 16) Erpf, P., Prébandier, N. & Butkevičienė, E. (2021). Entrepreneurial Orientation in Social Enterprises: Interpretation and Key to Success in the Dual Mission Achievement? **EMES International Research Conference on Social Enterprise**, October 4-8, **Teruel, Spain**.
- 17) Erpf, P., Gmür, G. & Baumann, J. (2021). The Multi-layered Determinants of Success in Social Enterprises: How Entrepreneurial Orientation, Managerial Culture and Structure are Linked with Different Aspects of Organizational Performance. **International Society for Third-Sector Research Conference**, July 12-15, **Virtual Conference**.
- 18) Gmür, M., Löffel, U. & Erpf, P. (2021). Same but Different – A Comparison of Entrepreneurial Orientation and Goal Attainment in Nonprofit and For-Profit Home Care Services. **International Society for Third-Sector Research Conference**, July 12-15, **Virtual Conference**.
- 19) Erpf, P., Gmür, M., & Baumann-Fuchs, J. (2020). Does the Business Suit Fit? An Economic Perspective on Social Ventures' Success. **Annual Meeting of the Academy of Management**, August 7-11, **Virtual Conference**.
- 20) Erpf, P., Tekula, R. (2018). Clustering Social Enterprises: A Taxonomy Based on Self-perceptions of Social Entrepreneurs. **Annual Meeting of the Academy of Management**, August 10-14, **Chicago, USA**.
- 21) Erpf, P., Bryer, T. & Butkevičienė, E. (2018). Environmental and Cross-sector Conditions that Enable or Constraint the Emergence of Social Entrepreneurship. Exploring the Cases of Switzerland, Lithuania, and United States. **International Society for Third-Sector Research Conference**, July 10-13, **Amsterdam, Netherlands**.
- 22) Erpf, P. & Castignetti, M. (2017). Heterogeneity Captured – An International Study on Social Enterprises. **Association for Research on Nonprofit Organizations and Voluntary Action Conference**, November 16-18, **Grand Rapids, USA**.
- 23) Erpf, P., Bryer, T. & Butkevičienė, E. (2017). Public Problem Solving Potentials of Social Entrepreneurship: Exploring the Cases of Lithuania, Switzerland, and United States. **Symposium Trachtenberg School of Public Policy & Public Administration**, June 6-7, **Washington, USA**.

- 24) Erpf, P. & Butkevičienė, E. (2016). Theory is not equal reality or is it? A Comparison of the Common Understanding of Social Innovation with the Reality in Lithuania. **International Social Innovation Research Conference**, September 5-7, **Glasgow, Scotland**.
- 25) Erpf P., Neuenschwander, J. & Gmür, M. (2016). Clustering Social Entrepreneurship: An Empirically Based Typology. **International Society for Third-Sector Research Conference**, June 28 - July 1, **Stockholm, Sweden**.

Published Chapters in Edited Volumes

- 26) Erpf, P. & Witzthum, H. (2022). **Situative Führung als Erfolgsfaktor von Change-Projekten – Reflexion eines konzeptuellen Modells am Fallbeispiel einer Holacracy-Transformation**. In: Greiling, D., Andeßner, R. & Gmür, M. (Hrsg.), Kooperation und Konkurrenz von Nonprofit-Organisationen. Theoretische Grundlagen, empirische Ergebnisse und Anwendungsbeispiele, JKU Linz, S.129-138.
- 27) Evans, R., Raudsaar, M., Līcīte-Kurbe, L., Butkevičienė, E., Erpf, P., Urmanavičienė, A., & Raišienė, A. G. (2021). **Social Enterprises in Rural Areas: A Comparative Study of the Baltic States**. In: Defourny, J. & Nyssens, M. (Ed.), Social Enterprise in Central and Eastern Europe (pp. 252-272). Routledge.
- 28) Urmanavičienė, A., Butkevičienė, E., Erpf, P., & Raišienė, A. G. (2021). **Social enterprises in Lithuania: Historical roots and current trends**. In: Defourny, J. & Nyssens, M. (Ed.), Social enterprise in Central and Eastern Europe (pp. 123-137). Routledge.
- 29) Gonin, M., Gachet, N., & Erpf, P. (2021). **Social Enterprise Approaches in Switzerland**. In: Defourny, J. & Nyssens, M. (Ed.), Social Enterprise in Western Europe: Theory, Models and Practice (pp.235-252) Routledge.
- 30) Gonin, M. & Erpf, P. (2018). **Sinnfindung und Sinngebung jenseits von Sektorendenken**. In: Gmür, M., Andeßner, R., Greiling, D. & Theuvsen, L. (Hrsg.), Wohin entwickelt sich der Dritte Sektor? Konzeptionelle und empirische Beiträge aus der Forschung (Tagungsband zum 13. Internationalen NPO-Colloquium). Freiburg: VMI, S. 135-140.
- 31) Wagenhöfer, L. & Erpf, P. (2018). **Corporate Philanthropy und Sozialer Druck in KMU – ein konzeptuelles Wirkungsmodell**. In: Gmür, M., Andeßner, R., Greiling, D. & Theuvsen, L. (Hrsg.), Wohin entwickelt sich der Dritte Sektor? Konzeptionelle und empirische Beiträge aus der Forschung (Tagungsband zum 13. Internationalen NPO-Colloquium). Freiburg: VMI, S. 117-123.
- 32) Erpf, P. (2017). **Das „Social-Entrepreneurship-Hexagon“ – ein Beitrag zur Klärung eines schillernden Begriffs**. In: Theuvsen, L., Andeßner, R., Gmür, M. & Greiling, D. (Hrsg.), Nonprofit-Organisationen und Nachhaltigkeit. Wiesbaden: Springer Gabler, S. 179-188.

Practice-oriented Publications (with thematic clusters)

Digitale Transformation in NPO

- 33) Erpf, P., Kreutter, P. & Peranić, K. (2023). **Digitalisierung in Stiftungen**. In: StiftungsManager Erich Schmidt Verlag, S. 1-12.
- 34) Maring, N. C., & Erpf, P. (2022). **Digitale Transformation – strategischer Prozess des digitalen Wandels in Verbänden**. In: Verbandsmanagement (pp. 449-478). Schäffer-Poeschel, Stuttgart.
- 35) Maring, N. C., Erpf, P., & Stuhlmann, K. (2022). **Digitaler Wandel als umfassender Change-Prozess**. Verbands-Management, 48, 6-15.
- 36) Funk, L. & Erpf, P. (2020). **Digitalisierung in Berufsverbänden. Potenziale und Handlungsfelder**. Verbändereport, 1, S. 34-39.

- 37) Maring, N. C. & Erpf, P. (2018). **So nutzen Verbände die Potenziale der Digitalisierung.** Verbändereport, 6, S. 12-17.
- 38) Erpf, P. & Maring, N. C. (2018). **Digitalisierung als Chance für Nonprofit-Organisationen.** Verbands-Management, 44(2), S. 6-13.

NPO-Management

- 39) Lang, B., Fiorina, L. & Erpf, P. (2024). **Pioniergeist der Talentförderung im Schweizer Fussball: ein Modell für die Zukunft.** Verbands-Management, 50(1), S. 48-53.
- 40) Erpf, P. (2020). **Branding in Nonprofit-Organisationen: Auf dem Weg zu mehr Selbstvertrauen.** Verbands-Management, 46(2), S. 6-9.
- 41) Erpf, P. (2020). **Funktionenmatrix für Nonprofit-Organisationen.** Verbands-Management, 46(1), S. 55-57.
- 42) Gonin, M. & Erpf, P. (2019). **Compétition ou coopération? Développer un système de sens commun.** Verbands-Management, 45(1), S. 36-41.
- 43) Gmür, M., Schweizer, B. A. & Erpf, P. (2016). **Bildungsfinanzierung zwischen Staat und Markt.** Verbands-Management, 42(3), S. 36-42.
- 44) Erpf, P. & Lichtsteiner, H. (2015). **Erfolgreiche Wirkungsmessung. Eine Anleitung in fünf Schritten.** Verbändereport, 8, S. 26-29.

Unternehmertum in NPO

- 45) Stock, D. M., & Erpf, P. (2023). **Internationale Managementforschung zu Unternehmerischer Führung und Kultur in Non-Profit-Organisationen.** In: Unternehmerische Führung und Kultur in Non-Profit-Organisationen: Erfolgsbeispiele und aktuelle Trends (pp. 11-26). Springer Gabler.
- 46) Erpf, P. & Gmür, M. (2017). **Der Schlüssel zum Verbandserfolg: Unternehmerische Orientierung.** Verbändereport, 8, S. 6-11.
- 47) Gmür, M. & Erpf, P. (2017). **Unternehmerische Organisationen im Dritten Sektor.** Verbands-Management, 43(2), S. 41-50.

Diversität in der NPO-Führung

- 48) Stuhlmann, K., Erpf, P. & Mellinghoff, S. (2022). **Same same but different? Frauen führen Verbände, Kammern und Stiftungen.** Verbändereport, 5, S. 22-27.
- 49) Stuhlmann, K. & Erpf, P. (2021). **Besetzung von Stiftungsräten. Wie geschlechtsspezifische Rollenbilder, Wahrnehmungsmuster und Stereotypen abgebaut werden können.** The Philanthropist 1/2021.
- 50) Stuhlmann, K. & Erpf, P. (2021). **Frauen führen Nonprofit-Organisationen – na und?** Verbands-Management, 47(3), S. 16-21.

ACADEMIC MEMBERSHIPS

Academy of Management | EMES research network of on social enterprise | International Society for Third-Sector Research | COST Action CA16206: Empowering the Next Generation of Social Enterprise Scholars | Association for Research on Nonprofit Organizations and Voluntary Action

REVIEW ACTIVITY

Journal of Social Entrepreneurship | Social Enterprise Journal | Journal of Business Ethics | Academy of Management Conference | International Society for Third-Sector Research Conference

CONTRACT RESEARCH PROJECTS

2024:	League Against Rheumatism Zurich, Zug and Aargau Analysis of members and non-members method: participatory observation and questioning
2022 – 2024:	Swiss Football Association (SFV) Reorganization and structural reform
2020 – 2021:	Swiss Football League (SFL) Structural reform
2021 ongoing:	Trade Union GPA (largest in Austria) Several annual workshops and meetings in Vienna focusing on organizational development
2018 ongoing:	German Central Office for Schools Abroad Project to improve the cooperation and processes between principal, board and administration with workshops in Berlin, Barcelona, Den Haag, Milano and Santa Cruz de Tenerife

PROFESSIONAL POSITIONS

2014-2019	Media and communication trainer , Command for Leadership and Communication Training (KFK, Swiss Army) Teaching courses in camera, interview and rhetoric techniques for military and civil stakeholders
2014-2015	Consultant (mandate base), performed the analysis for the project “Reorganization of the Association Lesen und Schreiben Bern“
2012-2013	Consultant , Empiricon (Berne) Consulting for HR strategy, organizational development and process optimization
2011-2012	Customer Analyst , Brand Leadership Circle (Zug) Consulting analysis for strategic communication and stakeholder relations
2008-2012	Team Leader , Baselworld Watch and Jewellery Show Geneva International Motor Show Leading teams for different top brands (e.g., Hermès, Gucci, Volvo, Mazda)
2011	Internship , Ketchum Pleon (Munich) Consulting for change management, healthcare, sales and public affairs
2011	Internship , Hotz Brand Consultants (Zug) Consulting for brand strategy

VOLUNTARY POSITIONS

Since 2025	Schpiler Association Münchenwiler Fundraising for the renovation and redesign of the schoolyard
Since 2014	Bern Centre for the Blind and People with Disabilities (Das B.) Support and assist a blind woman
2007-2008	AIESEC Students Organization Awarded “Most Creative Member“ for a Corporate Design concept