

CV Carlo Salvato – July 2017

1. Name

Carlo Salvato

Born: Milan, September 2, 1968

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2. Degrees

- 2015: Full Professor in Management, Bocconi University, Milan.
- 2006. PhD in *Management & Entrepreneurship*, Jönköping International Business School. Thesis: “Micro-Foundations of Organizational Adaptation. A Field Study in the Evolution of Product Development Capabilities in a Design Firm” (Main Supervisor: Prof. Leif Melin).
- 2001. PhD in *Business Administration and Management*, Bocconi University. Thesis: “Determinants of Corporate Entrepreneurship in Family Firms” (Main Supervisor: Prof. Vittorio Coda).
- 2001-03. *Post-Doc Visiting Scholar*, Wharton Business School, University of Pennsylvania (Advisors: Sidney G. Winter and Ian C. MacMillan).
- 1993. Degree in Business Administration, cum laude, Bocconi University.

3. Previous employment positions

- 2004-15: Associate Professor of Management, Bocconi University, Milan.
- 2001-04: Assistant Professor of Management, Cattaneo University – LIUC, Castellanza, Italy.
- 1997-01: Contract Professor of Management, Cattaneo University – LIUC, Castellanza, Italy.
- 1993-97: Academic Fellowships at Cattaneo University – LIUC, Castellanza, Italy.

4. Articles in refereed journals (Google Scholar – Citations: **3,035**; H-index: **20**; i10-index: **29**)

Article
Salvato, C., & Vassolo, R. The sources of dynamism in dynamic capabilities. <i>Strategic Management Journal</i> (“New Theory” Special Issue), Accepted for publication.
Salvato, C., & Rerup, C. Routine regulation: Balancing contradictory goals in organizational routines. <i>Administrative Science Quarterly</i> , Accepted for publication.
Salvato, C., Reuer, J., Dufwenberg, M., & Rerup, C. (forthcoming). Cooperation across disciplines: A multilevel perspective on cooperative behavior in interfirm relations. <i>Academy of Management Annals</i> , Accepted for publication.
Chirico, F., & Salvato, C. (forthcoming). Knowledge internalization and product development in family firms: When relational and affective factors matter. <i>Entrepreneurship Theory & Practice</i> , Forthcoming (DOI: 10.1111/etap.12114)
Chirico, F., Salvato, C., Byrne, B. M., Akhter, N., & Múzquiz, J. A. (forthcoming). Commitment entrapment in family firms. <i>Journal of Small Business management</i> , Forthcoming.
Salvato, C., Sharma, P., & Wright, M. (2015). Learning patterns and approaches to family business education around the world—Issues, insights, and research agenda. <i>Academy of Management</i>

Article
<i>Learning & Education</i> , 14(3): 307-320.
Sharma, P., Salvato, C., & Reay, T. (2014). Time matters: Expanding the temporal dimensions of family enterprise research (Editorial). <i>Family Business Review</i> , 27(1): 10-19.
Salvato, C., & Corbetta, G. (2013). Transitional leadership of advisors as a facilitator of successors' leadership construction. <i>Family Business Review</i> , 26(3): 235-255.
Corbetta, G., Minichilli, A., & Salvato, C. (2013). Entrepreneurship experience: A complex, multidimensional phenomenon within Europe and worldwide (Invited editorial). <i>Entrepreneurship Research Journal</i> , 3(1): 1-8.
Salvato, C., & Aldrich, H. (2012). "That's Interesting!" in family business research (Editorial). <i>Family Business Review</i> , 25(2): 125-135.
Craig, J., & Salvato, C. (2012). The distinctiveness, design, and direction of family business research: Insights from management luminaries. <i>Family Business Review</i> , 25(1): 109-116.
Salvato, C. Minichilli, A., & Piccarreta, R. (2012). Faster Route to the CEO Suite: Nepotism or Managerial Proficiency?. <i>Family Business Review</i> , 25(2): 206-224.
Sharma, P., & Salvato, C. (2011). Exploiting and exploring new opportunities over life cycle stages of family firms. <i>Entrepreneurship Theory & Practice</i> , 35(6): 1199-1205.
Salvato, C., & Rerup C. (2011). Beyond collective entities: Multilevel research on organizational routines and capabilities. <i>Journal of Management</i> , 37(2): 468-490.
Salvato, C., & Moores, K. (2010). Research on accounting in family firms: Past accomplishments and future challenges. <i>Family Business Review</i> , 23(3): 193-215.
Salvato, C., Chirico, F., & Sharma, P. (2010). A Farewell to the business: Championing entrepreneurial exit in family firms. <i>Entrepreneurship and Regional Development</i> , 22(3-4): 321-348.
Salvato, C., Sciascia, S., & Alberti, F. (2009). The microfoundations of corporate entrepreneurship as an organizational capability. <i>International Journal of Entrepreneurship and Innovation</i> , 10(4): 279-289.
Salvato, C. (2009). Capabilities unveiled. The role of ordinary activities in the evolution of product development processes. <i>Organization Science</i> , 20(2): 384-409.
Salvato, C., & Melin, L. (2008). Creating value across generations in family-controlled businesses: The role of family social capital. <i>Family Business Review</i> , 21(3): 259-276.
Chirico, F., & Salvato, C. (2008). Knowledge integration and dynamic organizational adaptation in family firms. <i>Family Business Review</i> , 21(2): 169-181.
Salvato C., Lassini, U., & Wiklund, J. (2007). Dynamics of external growth in SMEs: A process model of acquisition capabilities emergence. <i>Schmalenbach Business Review</i> , 59(3): 282-305.
Zahra, S., Hayton, J., & Salvato, C. (2004). Entrepreneurship in family vs. non-family firms: A resource-based analysis of the effect of organizational culture. <i>Entrepreneurship Theory & Practice</i> , 28(4): 363-381.
Corbetta, G., & Salvato, C. (2004). Self-serving or self-actualizing? Models of man and agency costs in different types of family firms. <i>Entrepreneurship Theory & Practice</i> , 28(4): 355-362.
Corbetta, G. & Salvato, C. (2004). The board of directors in family firms: One size fits all? <i>Family Business Review</i> , 17(2): 119-134.
Salvato, C. (2004). Predictors of entrepreneurship in family firms. <i>Journal of Private Equity</i> , 7(3): 68-76.
Salvato, C. (2003). The role of micro-strategies in the engineering of firm evolution. <i>Journal of Management Studies</i> , 40(1): 83-108.

5. Working papers (under review)

- Salvato, C., Minichilli, A., Amore, M., & Sargiacomo, M. "Relations or relatives? The effect of political connections and family ties in the entrepreneurial recovery of family firms from a natural disaster." *Administrative Science Quarterly* (under review).
- Castellaneta, F., & Salvato, C. "Top management team familiarity: The effects of time working together, support from staff, and team heterogeneity on decision performance." *Long Range Planning* (under review).

6. Editorial activities (Edited journal issues)

- Salvato, C., Sharma, P., & Wright, M. (Editors) (2015). *Learning patterns and approaches to family-business education around the world*. Special Issue of *Academy of Management Learning & Education*, 14(3).
- Salvato, C., Sharma, P., & Reay, T. (Editors) (2014). *Expanding the temporal dimensions of family enterprise research*. Special Issue of the *Family Business Review*, 27(1).
- Moores, K., & Salvato, C. (Editors) (2010). *Accounting in family firms*. Special Issue of the *Family Business Review*, 23(3).

7. Books

- Hayton, J., Salvato, C., & Manimala, M. (Editors) (2014). *Global Entrepreneurship: Case Studies of Entrepreneurial Firms Operating around the World*. Taylor and Francis.
- Corbetta, G., & Salvato, C. (2012). *Strategies for longevity in family firms. A European perspective*. New York: Palgrave-Macmillan.
- Salvato, C. (2007) *The dynamics of organizational competencies (in Italian)*, Milan: EGEA.
- Salvato, C. (2006) *Micro-foundations of organizational adaptation*. Jönköping, Sweden: Jönköping International Business School.
- Cortesi, A., Alberti, F., & Salvato C. (2004). *SMEs. Their structure, management, and evolutionary processes (in Italian)*. Rome: Carocci.
- Salvato, C., (2003). *Recognizing and pursuing entrepreneurial opportunities (in Italian)* Milan: Guerini & Associati.
- Salvato, C. (2002). *Antecedents of entrepreneurship in three types of family firms*. Jönköping, Sweden: Jönköping International Business School.
- Tamburi, G., & Salvato, C. (1996). *Employees' ownership and stock options (in Italian)*. Milan: C.E.S.P.E.P.
- Tamburi, G., & Salvato, C. (1994). *Project financing (in Italian)*. Milan: C.E.S.P.E.P.

Book chapters (selection)

- Salvato, C., & Corbetta, G. (2014). *Strategic content and process in family business*. L. Melin, M. Nordqvist, P. Sharma (Eds.), *The SAGE Handbook of Family Business*, SAGE, pp.295-320.
- Sharma, P., & Salvato, C. (2013). *Family firm longevity: A balancing act between continuity and change*. In P. Fernandez Perez, A. Colli (Eds.) *The endurance of family businesses. A Global overview*: Cambridge University Press, pp.34-56.
- Rerup, C., & Salvato, C. (2012). The role of attention triangulation in organizational learning processes. In N. M. Seel (Ed.) *Encyclopedia of the sciences of learning*. Springer.
- Lassini, U., & Salvato, C. (2010). *Balancing familiness resource pools for entrepreneurial performance*. M. Nordqvist, T. M. Zellweger (Eds.) *Transgenerational entrepreneurship*. Edward Elgar Publishing Inc., pp.58-95.
- Sciascia, S., Alberti, F., & Salvato, C. (2009). *Firm-level entrepreneurial contents for strategic renewal: A knowledge-based perspective*. G. T. Lumpkin, J. A. Katz (Eds.) *Advances in entrepreneurship, firm emergence, and growth, Volume 11: Entrepreneurial strategic content*. Emerald, pp.41-75.

- Salvato, C., Chirico, F., & Sharma, P. (2010). *Understanding exit from the founder's business in family firms*. G. T. Lumpkin, A. Stewart, J. A. Katz (Eds.) *Advances in entrepreneurship, firm emergence, and growth*, Volume 12, Entrepreneurship and family business. Emerald, pp.31-85.
- Salvato, C. (2009). *The contribution of event-sequence analysis to the study of organizational routines*. M.C. Becker, N. Lazaric (Eds.) *Organizational routines. Advancing empirical research*. Edward Elgar, pp.68-102.
- Salvato, C., Lassini, U., & Wiklund, J. (2006). *Dynamics of external growth in SMEs*. J. Wiklund, D. Dimov, J. A. Katz, D. A. Shepherd (Eds.) *Advances in entrepreneurship, firm emergence and growth*, Volume 8, Emerald, pp.229-266.

8. Major research grants

- THE WORLD BANK 2004: *Fostering the formation of industrial clusters and business associations in countries of Former Yugoslavia and Russia* (Responsible, local Italian unit)
- THE WORLD BANK 2000: *Fostering entrepreneurship and the formation of industrial clusters in countries of Former Yugoslavia and Morocco* (Responsible, local Italian unit)
- Leading role in developing successful grant proposals (e.g., PRIN 2008, Unicredit 2004, PRIN 2000)

9. Invited keynotes and conference presentations (selection, 2005-2015)

- **(Special Track Chair)** "Strategy for alternative organizational forms: Family firms, NGOs, non-profits, and beyond", Strategic Management Society (SMS) conference, Denver, 2015.
- **(Convenor/Track Chair)** "Routine dynamics, innovation, and creativity" (with. M.Feldman and D.Dionysiou) Sub-theme, EGOS Conference 2015, Athens.
- **(Convenor/Track Chair)** "Strategizing practices and resources", Sub-theme, EGOS Conference 2014, Rotterdam.
- "Routine regulation: An empirical investigation of truce dynamics" (with C. Rerup), Organization Science Winter Conference 2014, Steamboat Springs, Colorado.
- "Relations or relatives? The effect of political connections and family ties in the entrepreneurial recovery of family firms from a natural disaster" (with. A.Minichilli, M.Amore, M.Sargiacomo), Babson College Entrepreneurship Research Conference 2014 London, Ontario.
- **(Coordinator)** Umbrella theme "Developing Resources and Capabilities", 2nd Global STEP Summit, Barcelona, 2013. Session Chair: "How family businesses can develop interpersonal resources."
- **(Co-Chair)** "Innovative family firms" track (with F.Chirico, P.Sharma, F. Frattini), EURAM Conference 2013, Istanbul.
- "A multi-level framework of dynamic capabilities" (with R.Vassolo), Strategic Management Society 2012, Prague.
- "Developing leaders in generational family firms: Successful life coaching and mentoring practices" (with G.Corbetta), Family Firm Institute annual conference 2012, Bruxelles.
- **(Keynote speech)** "The role of external advisors in developing next-generation leaders", Symposium "Leading Family Firms into the Future" for the inauguration of Rotterdam School of Management Research Center on Family Firms, 2012, Erasmus University.
- **(Chair)** Family Firm Institute 2011 annual conference (25th anniversary); Chair of both the main conference (targeting family business advisors) and the Research & Education Day (academics).
- **(Coordinator)**, Professional Development Workshop - PDW) "Developing a Global Entrepreneurship Casebook", Academy of Management 2011, San Antonio, USA.
- **(Invitation to Faculty Development Consortium)** "Managing the publications cycle", 3rd annual conference of the International Family Enterprise Research Academy IFERA 2011, Palermo.

- **(Invited faculty seminar)** “Individual action, cross-level coordination and change of organizational routines in a design firm”, Imperial College 2011, London.
- “Long-lived family firms: Shifting family and business definitions in favor of continuity of the entrepreneurial spirit” (with P. Sharma), Academy of Management 2010, Montreal.
- **(Showcase plenary session)** “Strategic management issues in the family business field”, Strategic Management Society 2010, Rome.
- **(Keynote speech)** “Accounting issues in family firms”, National CPAs Association, 10th International Annual Conference 2010, Rome.
- “Patterns of strategy and governance in Italian family-controlled firms” (with G. Corbetta e P. Sharma), Academy of Management 2009, Chicago.
- “The evolution of capabilities in family firms: Knowledge integration as a full or partial mediator” (with F. Chirico), Academy of Management 2009, Chicago.
- **(Keynote speech)** “Dynamic capabilities in family businesses”, EIASM 2009, Hasselt.
- “Career dynamics of CEOs in family and non-family firms: An optimal matching analysis” (with R. Piccarreta e A. Minichilli), Babson conference 2008, Chapel Hill, North Carolina.
- “Knowledge integration and dynamic organizational adaptation in family firms” (with F. Chirico), FERC conference 2008, Milwaukee.
- “Micro-foundations of alertness to entrepreneurial opportunities” (with A. Dawson e G. Valentini), Babson Conference 2007, Madrid.
- “SMEs and the exploitation of entrepreneurial opportunities in mature industries: A knowledge-based approach” (with S. Sciascia e F. Alberti), Babson Conference 2007, Madrid.
- **(Session keynote)** “How can the Dynamic Capabilities perspective and SAP benefit from dialogue?” EURAM 2006, Munich.
- “Balancing acts: The dynamics of centric and acentric routines” (with D. Barry e C. Rerup), EGOS 2006, Bergen.
- “Performance ambiguity and product development: Rethinking the role of success and failure in organizational learning” (with C. Rerup), Strategic Management Society 2006, Wien.
- “Entrepreneurial processes in established firms: The role of absorptive capacity” (with S. Sciascia & F. Alberti), Academy of Management 2005, Philadelphia.
- “Transgenerational entrepreneurship in family firms: A dynamic capabilities perspective” (with L. Melin), Babson Conference, 2005, Boston.
- **(Track chair)** “Growing concerns: Managing growth processes in closely held firms” (with U. Lassini), EURAM Conference 2005, Stockholm.

10. Invited academic lectures (selected)

- 2012: “The Business of Family Business” (BKMME 149; 8 ECTS; M.Sc.-level), Visiting Professor at the Rotterdam School of Management, Erasmus University.
- 2008: “Dynamic capabilities in family firms” Ph.D. seminar, Jönköping International Business School, Sweden.
- 2005: “Family business strategy” Ph.D. seminar, EDHEC Business School, Nice, France.
- 2001: Quality Management Master (in Italian), University of Pisa (Course: “Business Strategy”).
- 1995-1998: “Master for managers of SMEs” (in Italian), Perugia Chamber of Commerce (Course: “Business strategy for SMEs”).
- 1996/97, 1999/00, 2000/01, 2002/03 academic years: Exchange professor in Strategic Management (M.Sc. and Ph.D. level), Jönköping International Business School (Sweden), within the EU Socrates Project.

11. Scientific committee membership

- 2017: Member of the Academy of Management Career Achievement Award Committee

- 2014- ... Fellow, Family Firm Institute (FFI), the premiere international body for research and advising in the family business field.
- 2012-2017: *Division Chair of the Entrepreneurship Division of the Academy of Management* (2013: PDW Chair; 2014: Program Chair; 2015-17: Chair-Elect, Chair, Past-Chair).
- 2012-2015: *Board Member, Family Firm Institute (FFI)* (Chair, Nominating Committee 2013 & 2014; Member, Knowledge Creation and Dissemination Committee, 2013 & 2014).
- 2015: member of the Academy of Management Newman Award Committee
- 2012- ... Member of the scientific committee of the “Master in Entrepreneurship and Innovation for SMEs”, University of Bergamo, Italy.
- 2009-2011: Board Member (Representative at Large/RAL), Entrepreneurship Division, Academy of Management.
- 2009-2011: Chair, International Committee, Entrepreneurship Division, Academy of Management.
- 2009-2011: *European Board Member, STEP Project*, a global applied research initiative exploring the entrepreneurial process within family firms. Member of the founding team, 2005.
- 2011: Member of the Scientific Committee of the European Accounting Association (EAA) 2011 Annual Congress.
- 2007-2012: Member of the Italian Academy of Management (AIDEA) Journal Rating-Committee that issued two editions (2009 and 2011) of AIDEA’s Journal Ranking.
- 2009- ... Associate Fellow “Center for Family Enterprise and Ownership—CEFEO”, Jönköping International Business School—JIBS, Sweden.
- Member of the Academy of Management, European Academy of Management, Italian Academy of Management-AIDEA, Strategic Management Society.

PhD Dissertation Committees:

- 2016: Opponent: Naveed Akhter, Jönköping International Business School, Sweden (strategy in family firms).
- 2014: Main advisor: Wei-Jun Hsueh, Bocconi U. PhD program in Management (CSR in family firms).
- 2013: External examiner: Annelies Stockmans, Hasselt University, Belgium (accounting in family firm).
- 2012: External examiner: Kajsa Haag, Jönköping International Business School, Sweden (strategy in family firms).
- 2012: External examiner: Eric Clinton, UCB Dublin, Smurfit School of Management (entrepreneurship in family firms).
- 2011: PhD dissertation committee: Francesco Castellaneta, Bocconi U. PhD in Management (private equity).
- 2010 & 2012: Member of Bocconi U. PhD in Management final exam committees.

12. Editorial board membership

- 2008-2014. **Associate Editor**, *Family Business Review* (i.f. 2014: 4.23).
- 2015-... Member of the Editorial Board, *Strategic Entrepreneurship Journal* (i.f. 2014: 2.05)
- 2009- ... **Member** of the Editorial Board, *Journal of Business Venturing* (i.f. 2014: 3.27).
- 2009: shortlisted by Elsevier (with one other international candidate) for the position of Editor-in-chief of the international journal *Long Range Planning*.
- **Ad-hoc reviewer** for Italian and international academic journals such as *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Journal of Family Business Strategy*, *Journal of Management Studies*, *Entrepreneurship Theory & Practice*, *Long Range Planning*, *Organizations Science*.

13. Institutional roles and service at Bocconi University

- 2013- ... Director, *Bachelor of Business Administration and Management (CLEAM)*; 9 classes, 900 new students enrolled every year.
- 2013- ... Member, "Commissione Paritetica" assessment committee for M.Sc. programs.
- 2013- ... Board member and Fellow, *Center for Research on Innovation, Organization and Strategy (CRIOS)* Research Center.
- 2005- ... Faculty member, Ph.D. Faculty Board.
- 2004-... Collaboration with AldAF-EY Chair in Strategic Management of Family Business.
- 2014-15: Steering Committee member, *Bocconi Startup Day*.
- 2010-2013: Member of the Department of Management & Technology "Teaching Committee".
- 2010-2013: Member of "Bocconi Knowledge" Scientific Board.
- 2008-2012: Deputy Director, Entrepreneurship Research Center – EntER, Bocconi University.
- 2005-2010: Director, *Management M.Sc.*; 5 classes, 450 new students enrolled every year.
- 2005-2010: Coordinator of teaching assignments, Strategy area.

14. Other non-academic activities

- 2015- ... Faculty Chair, GEN Training Program, The Family Firm Institute (FFI).
- 2013- ... Main Instructor, GEN501 "Myths, Realities, and Trends in the Field of Family Enterprise", online course offered by the Family Firm Institute (FFI) as part of its advanced training curriculum targeting family business advisors and entrepreneurs.
- 2012 ... Instructor at "AldAF – Academy", the training initiative of the Italian Association of Family Firms - AldAF.
- 2012: Member of the assessment committee of Lombardy Regional Government "CTS Call for Competitive Bids" for the creation of firm networks in commerce, tourism and service industries.
- 2012: Member of the assessment committee of Lombardy Regional Government "Ergon, Action 1, Call for Competitive Bids" for the creation of firm networks in manufacturing.
- 2011- ... Instructor in the "Strategic management in the Energy sector" course, MEDEA Master for managers of oil companies, ENI Corporate University.
- 2011: Coordinator and instructor, Indian Oil Company executives' country visit, SDA Bocconi Business School.
- 2001-2004: "Lead-consultant" within strategic change processes organized by the Scuola di Alta Formazione of the Lombardy Regional Government.
- The World Bank 2004: Fostering the formation of industrial clusters and business associations in countries of Former Yugoslavia and Russia (Responsible, local Italian unit).
- 2001: Instructor within The World Bank initiative: "Training activities for regional competitiveness and industrial cluster development", Milan and Wien.

15. Other useful information: Awards

- Family Firm Institute (FFI), Best paper published in the Family Business Review in 2013, for the Salvato & Corbetta (2013) paper listed above.
- "Research Excellence" award, Bocconi University, 2009 and 2011.
- Awarded Bocconi University "Dedication to research" profile twice (50 hours teaching-load reduction): a.y. 2009/10-2010/11, a.y. 2011/12-2012/13.
- "Honorable Mention" recognition for the best paper published in the Family Business Review in 2010, for the Salvato & Moores (2010) paper, listed above.
- Family Enterprise Research Conference – FERC 2008: Best poster award.

- “Family Business Research and its State of Art” conference, Milan, June 2007: Best paper award.
- International Family Enterprise Research Academy – IFERA: Best paper award, 2006.
- SDA – Bocconi, second Best management paper 2005.
- Family Business Network Conference 2001, short-listed for Best paper award.
- Awarded “Teaching improvement project” funds 2014/15 by Bocconi Graduate School for innovative curriculum development for “Corporate Strategy” (20480), M.Sc. level. English class.
- Awarded “Teaching improvement project” funds 2011/12, by Bocconi Graduate School for innovative curriculum development for the course: “Strategic Management of Family Firms” (20341), Class 33 in English (CEMS).