

CV Carlo Salvato

May 2024

Carlo Salvato

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1. Degrees

- **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.

2. 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.

3. Articles in refereed journals

- Khatami, F., Rinaldi, F. R., Salvato, C., & Ferraris, A. (2024). Country-level analysis of the sustainability and circularity in the textile-clothing-leather-footwear (TCLF) industry. *Business Strategy and the Environment* (forthcoming).
- Spencer, B., Salvato, C., & Rerup, C. (2023). Routine regulation as a source for managing conflict within alliances: an integrative framework. *Industrial and Corporate Change*, 32(6): 1333-1351.
- Salvato, C., Sargiacomo, M., Amore, M., & Minichilli, A. (2020). Natural disasters as a source of entrepreneurial opportunity: Family business resilience after an earthquake. *Strategic Entrepreneurship Journal*, 14(4): 594-615 (DOI: 10.1002/sej.1368).

- Salvato, C., Chirico, F., Melin, L., & Seidl, D. (2019). Coupling family business research with organization studies: Interpretations, issues and insights. *Organization Studies*, 40(6): 775-791.
- Salvato, C., & Vassolo, R. (2018) The sources of dynamism in dynamic capabilities. *Strategic Management Journal* ("New theory in strategic management" Special Issue), 39(6): 1728-1752 (DOI: 10.1002/smj.2703).
- Castellaneta, F., & Salvato, C. (2018). Culminating events and time working together in top management teams: Insights from private equity. *Long Range Planning*, 51(6): 865-880 (DOI: 10.1016/j.lrp.2017.08.006).
- Chirico, F., Salvato, C., Byrne, B. M., Akhteer, N., & Múzquiz, J. A. (2018). Commitment escalation to a failing family business. *Journal of Small Business management*, 56(3): 494-512 (DOI: 10.1111/jsbm.12316).
- Salvato, C., & Rerup, C. (2017). Routine regulation: Balancing conflicting goals in organizational routines. *Administrative Science Quarterly*, 63(1): 170-209 (DOI: 10.1177/0001839217707738).
- Salvato, C., Reuer, J., Battigalli, P. (2017). Cooperation across disciplines: A multilevel perspective on cooperative behavior in governing interfirm relations. *Academy of Management Annals*, 11(2): 960–1004 (DOI: 10.5465/annals.2014.0001).
- Chirico, F., & Salvato, C. (2016). Knowledge internalization and product development in family firms: When relational and affective factors matter. *Entrepreneurship: Theory & Practice*, 40(1): 201-229 (DOI: 10.1111/etap.12114).
- Salvato, C., Sharma, P., & Wright, M. (2015). Learning patterns and approaches to family business education around the world—Issues, insights, and research agenda. *Academy of Management Learning & Education*, 14(3): 307-320 (DOI: 10.5465/amle.2015.0173).
- Sharma, P., Salvato, C., & Reay, T. (2014). Time matters: Expanding the temporal dimensions of family enterprise research (Editorial). *Family Business Review*, 27(1): 10-19.
- Salvato, C., & Corbetta, G. (2013). Transitional leadership of advisors as a facilitator of successors' leadership construction. *Family Business Review*, 26(3): 235-255.
- Corbetta, G., Minichilli, A., & Salvato, C. (2013). Entrepreneurship experience: A complex, multidimensional phenomenon within Europe and worldwide (Invited editorial). *Entrepreneurship Research Journal*, 3(1): 1-8.
- Salvato, C., & Aldrich, H. (2012). "That's Interesting!" in family business research (Editorial). *Family Business Review*, 25(2): 125-135.
- Craig, J., & Salvato, C. (2012). The distinctiveness, design, and direction of family business research: Insights from management luminaries. *Family Business Review*, 25(1): 109-116.
- Salvato, C. Minichilli, A., & Piccarreta, R. (2012). Faster Route to the CEO Suite: Nepotism or Managerial Proficiency? *Family Business Review*, 25(2): 206-224.
- Sharma, P., & Salvato, C. (2011). Exploiting and exploring new opportunities over life cycle stages of family firms. *Entrepreneurship Theory & Practice*, 35(6): 1199-1205.
- Salvato, C., & Rerup, C. (2011). Beyond collective entities: Multilevel research on organizational routines and capabilities. *Journal of Management*, 37(2): 468-490.
- Salvato, C., & Moores, K. (2010). Research on accounting in family firms: Past accomplishments and future challenges. *Family Business Review*, 23(3): 193-215.
- Salvato, C., Chirico, F., & Sharma, P. (2010). A Farewell to the business: Championing entrepreneurial exit in family firms. *Entrepreneurship and Regional Development*, 22(3–4): 321–348.

- Salvato, C., Sciascia, S., & Alberti, F. (2009). The microfoundations of corporate entrepreneurship as an organizational capability. *International Journal of Entrepreneurship and Innovation*, 10(4): 279–289.
- Salvato, C. (2009). Capabilities unveiled. The role of ordinary activities in the evolution of product development processes. *Organization Science*, 20(2): 384–409.
- Salvato, C., & Melin, L. (2008). Creating value across generations in family-controlled businesses: The role of family social capital. *Family Business Review*, 21(3): 259-276.
- Chirico, F., & Salvato, C. (2008). Knowledge integration and dynamic organizational adaptation in family firms. *Family Business Review*, 21(2): 169-181.
- Salvato C., Lassini, U., & Wiklund, J. (2007). Dynamics of external growth in SMEs: A process model of acquisition capabilities emergence. *Schmalenbach Business Review*, 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. *Entrepreneurship Theory & Practice*, 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. *Entrepreneurship Theory & Practice*, 28(4): 355-362.
- Corbetta, G. & Salvato, C. (2004). The board of directors in family firms: One size fits all? *Family Business Review*, 17(2): 119-134.
- Salvato, C. (2004). Predictors of entrepreneurship in family firms. *Journal of Private Equity*, 7(3): 68-76.
- Salvato, C. (2003). The role of micro-strategies in the engineering of firm evolution. *Journal of Management Studies*, 40(1): 83-108.

4. Working papers

- Clausen, P., Gullmark, F., & Salvato, C. “Do lower-level managers really matter? Unpacking the function of the dynamic managerial capabilities of lower-level managers in strategic change.” *Journal of Management Studies* (R&R).
- Hsueh, W-J., & Salvato, C. “Opening the black box of family business corporate social responsibility strategy and corporate social performance: A multi-level model.” *Journal of Business Ethics* (under review).
- Salvato, C. “Out of darkness: Avoiding the dark side of resilience in facing organizational disruptions.” (under review).
- Salvato, C., Giordano, F. “What can prisons teach us about organizational life? Bridging research within management and across disciplines.” (under review).

5. Editorial activities

- Chirico, F., Melin, L., Salvato, C., & Seidl, M. (2019). Advancing Organization Studies in Family Business Research: Exploring the Multilevel Complexity of Family Organizations. *Special Issue of Organization Studies*, 40(6).

- 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).

6. Books

- Giordano, F., Salvato, C., & Sangiovanni, E. (2021). *Il carcere. Assetti istituzionali e organizzativi*. Milano: EGEA.
- Hayton, J., Salvato, C., & Manimala, M. (Editors) (2015). *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. (2023). "Qualitative research interviewing in family firms". In: *The Field Guide to Family Business Research*, K.H. Brigham and G.T. Payne (Eds.). Edward Elgar Publishing, Ch.10, pp.125-143.
- Salvato, C. (2020) *Dynamic Capabilities and Routine Dynamics*. In: Feldman, M., Pentland, B., D'Adderio, L., Dittrich, K., Rerup, C., Seidl, D. (eds.) Cambridge Handbook of Routine Dynamics. Cambridge, UK: Cambridge University Press (forthcoming).
- Salvato, C. (2016). *Carlo Masini: un esponente del moderno personalismo cristiano*. G. Invernizzi et al. (Eds.) Scienza, umanità e visione nel pensiero e nell'azione di Carlo Masini.
- 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.

Book reviews

- Salvato, C. (2017). Review of: "Daniel M. G. Raff and Philip Scranton (eds.): The Emergence of Routines: Entrepreneurship, Organization, and Business History. Oxford: Oxford University Press, 2017." Administrative Science Quarterly (DOI: 10.1177/0001839217728908).

7. Major research grants

- (2022-2025) MUSA – Multilayered Urban Sustainability Action (PNRR – M. 4, C. 2, CUP B43D21011010006, Avviso n. 3277 del 30-12-2021). Responsible for Bocconi U. Spoke 5 "Sustainable Luxury, Fashion, and Design."
- FONDAZIONE CARIPILO 2017-2019: "Creare valore con la cultura negli istituti di pena" (Team member).
- 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)

8. Invited Lectures (selection)

- 22/04/2024: Confindustria Bergamo: "Il ricambio al vertice nelle imprese familiari italiane: Minaccia o opportunità?"

- 12/03/2024: EY: “Corporate e family governance professionali nelle società a controllo familiari”
- 08/03/2024: Politecnico di Milano: “Il ricambio al vertice nelle imprese familiari italiane: Minaccia o opportunità?”
- 06/03/2024: Brembo: “Osservatorio AUB: Focus sulle aziende familiari della Lombardia”
- 08/11/2023: AIDAF: “Osservatorio AUB: Focus sulle aziende dell’Emilia-Romagna”
- 28/09/2023: Politecnico di Milano: “Purpose e family office: Verso il paradigma della proprietà responsabile?”
- 22/09/2023: Confindustria Lombardia: “La diversity negli assetti di governance delle imprese familiari”.
- 19/09/2023: Aidaf-Pictet: “Apprendere e praticare la longevità nelle imprese familiari”.
- 13/05/2023: UCID: “Impresa familiare e passaggio generazionale”
- 04/03/2023: Ruling Companies: “Passaggio generazionale, resilienza e protezione dei patrimoni: Come progettare il futuro delle aziende familiari”.
- 06/12/2022: Russel Reynolds: “Governance tools and artifacts for entrepreneurial families’ continuity”.
- 07/10/2022: Italian Chamber of Commerce and Industry for the UK: “The resilience of the family business: Lessons learnt and challenges in a more sustainable world”.
- 26/04/2022: Confindustria Genova: “La capitalizzazione e l’apertura del capitale. La dimensione degli assetti proprietari e di governance”.

9. Scientific Committee membership / Affiliazione a comitati e associazioni scientifiche

- 2022-2024: elected Chair of the “Strategy Process” interest group of the Strategic Management Society (<https://www.strategicmanagement.net/group/strategy-process-interest-group/>)
- 2018-2023: Vice-Chair, Family Firm Institute (FFI), the premiere international body for research and advising in the family business field.
- 2019-2021: Member “Division and Interest Group Strategic Committee”, Academy of Management.
- 2018: Member of the PhD examination committee, PhD in “Comunicazione e mercati”, 29th Cycle, IULM University, Milan
- 2017-19: Member of the Advisory Board, Department of Economy and Enterprise, Università di Catania.
- 2017-2018: Family Business Review Committee for the selection of the 2017 Best paper Award.
- 2017-2018: Member of the selection committee for a position of Professor in Strategy and Entrepreneurship at USI – Università della Svizzera Italiana.
- 2017: Member of the Academy of Management Career Achievement Award Committee
- 2015: member of the Academy of Management Newman Award Committee
- 2014- ... Fellow, Family Firm Institute (FFI).
- 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).
- 2012-2015: 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.
- 2009-2015: 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:

- 2020: External member: Lauri Paavola, Aalto University, Finland (Dynamic capabilities; main supervisor: Nina Grandqvist)
- 2019: External member: Thorsten Reiter, University of St. Gallen (Dynamic capabilities; main supervisor: Christoph Lechner)
- 2017: Opponent: Emre Karali, Erasmus University Rotterdam (Routines and dynamic capabilities; main supervisor: H.W. Volberda)
- 2017: External member: Lauri Paavola, Aalto University Helsinki (Organizational routines; main supervisor: Liisa Välikangas)
- 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.

10. Editorial membership

- 2017- ... Member of the Editorial Review Board, Academy of Management Review (A+)
- 2015-... Member of the Editorial Board, Strategic Entrepreneurship Journal (A)
- 2009-2021. Member of the Editorial Board, Journal of Business Venturing (A)
- 2008-2014. Associate Editor, Family Business Review (B)

- 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, Organization Science.

11. Main Bocconi teaching activities

- 2021-... 11946: (DBA) *Qualitative Methods*
- 2021-... 10731: (DBA) *Entrepreneurship*
- 2018- ... 30521: (Summer School for Int. University Students) *Entrepreneurship and Innovation Management* (course coordinator)
- 2014- ... 30276: *Family Business Strategies* (course coordinator)
- 2014-... 40048: *Entrepreneurship*, PhD (course coordinator)
- 2014-... 20480: *Corporate Strategy* (class coordinator)
- 2014-19 30492: *Entrepreneurship and New Business Startup* (course coordinator)
- 2014-18 20481: *Business Game* (class coordinator)
- 2014-17 30314: *Entrepreneurial Economics and Entrepreneurship* (class instructor)
- 2014-15 20335: *Entrepreneurship and Business Planning: English, Italian, Online*
- 2008-11 20344: *Management e Settori* (course coordinator)

12. Institutional roles and services in Bocconi

- 2023-... Coordinator of “AIDAF-Unicredit-Bocconi (AUB)” Observatory of Italian family firms.
- 2022-... Dean of the Graduate School (responsible for 15 MSc and Specialized Master programs; member of 17 related Committees)
- 2022-... Deputy Rector (relationships with CRUI, CRUL, delegated member of several regional- and national-level academic Committees)
- 2022-... Member of Bocconi Alumni Community Board (BAC)
- 2019-... Member of the “Hiring and Promotion Committee”, Department of Management & Technology
- 2018-... Visits to Bocconi Alumni Community Chapters (Berlin, Brussels, London, New York, Paris, Miami, Wien)
- 2016-... Coordinator of the “CLEAM in Opera” project aimed at offering Bocconi’s CLEAM BSc to inmates of the Opera and Bollate penitentiaries in Milan.
- 2013- ... Board member and Fellow, Center for Research on Innovation, Organization and Strategy (CRIOS) Research Center.
- 2004-... Collaboration with AIDAF-EY Chair in Strategic Management of Family Business (research and dissemination activities).
- 2020-2021 Academic coordinator “Phoenix” project (Bocconi-CITI Foundation)
- 2020-2021 Academic coordinator “1stGEN@Uni” project (Bocconi-CITI Foundation)
- 2018-2020 Collaboration with Bocconi Media Relations on several articles, interviews, podcasts (e.g., Sarfatti 25, Bocconi Podcast, Il Sole 24 Ore TV, Il Foglio, “Snack News” Corriere della Sera)

- 2013-2017 Member/Chair, “Commissione Paritetica” assessment committee for M.Sc. programs
- 2017-2018 Coordinator of the Undergraduate School Committee for the development of training tools to support students in developing their undergraduate thesis
- 2013- ... **Director, Bachelor of Business Administration and Management (CLEAM);** 9 classes, 900 new students enrolled every year.
- 2005- ... Faculty member, Ph.D. Faculty Board.
- 2014-2021 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.