

ERICA H. SALVAJ

Assistant Professor of Strategy and General Management
ESE Business School
Universidad de los Andes
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EDUCATION

IESE Business School. Universidad de Navarra
Doctor of Philosophy (Ph. D.), 2007, Emphasis: Strategy, Organization Theory, Corporate Governance, Social Networks
Masters of Science (M.Sc.), 2005

Universidad Carlos III. Madrid. Spain. (1998-1999)
Master in Science and Technology Management.
Emphasis: Knowledge Management

Universidad Nacional del Litoral. Santa Fe. Argentina. (1992-1998)
Certified Public Accountant

ACADEMIC POSITIONS

ESE Business School. Universidad de los Andes. Santiago de Chile (09-2007/Present)
Assistant Professor of Strategy and General Management

Escuela de Negocios. Universidad Torcuato Di Tella. Buenos Aires. (2009/Present)
Visiting Professor of Strategy and General Management

IAE. Business School. Buenos Aires. (07-2000/09-2002)
Research Assistant - Department of Information and Control

RESEARCH INTEREST

- Strategy and Organizational Theory
- Corporate Governance
- Social networks
- Geographical Area: Latin America

PUBLICATIONS

BOOK CHAPTERS

Salvaj, E.; Ferraro, F.; Tapies, J. (2008)
"Family Firms and the Contingent Value of Board Interlocks: the Spanish Case"
In *"Family Values and Value Creation: How do Family Owned Businesses foster enduring values?"* Edited by Josep Tapies and John Ward. Palgrave 2008.

Salvaj, E.; Ferraro, F. (2005)

“Las Redes de Propiedad y de Consejos de Administración del IBEX 35”. In “*Los accionistas y el gobierno de la empresa. Análisis de la situación española*” Edited by Joan Enric Ricart, Jose Luis Alvarez and Julia Gifra. Ediciones Deusto 2005.

ARTICLES ON ACADEMIC JOURNALS

Salvaj, Erica; Ferraro, Fabrizio; (2006)

“*CEOs Constraint and the Dark Side of Social Capital*”

Best paper proceedings in the Corporate Governance Track at the European Academy of Management (EURAM) Annual Conference in Oslo, May 17th-May 20th

ARTICLES ON PRACTITIONER JOURNALS

Bucheli, Marcelo and Erica Salvaj, (May 2009), "Embrace Your Enemy," *Harvard Business Review*

Erica Salvaj; Fabrizio Ferraro (2006), “Rubbing Elbows: The Harm of CEOs’ Social Ties”, *IESE Insight*

Ferraro, Fabrizio; Salvaj, Erica (2005) “Under the Microscope: Networks of Corporate Power in Spain”, *IESE Insight*

Andreu, R.; Baiget, J; Almansa, A.; Salvaj, E.; (2005) “Gestión de conocimiento y competitividad en la empresa española. 2003” *Capital Intelectual*

Andreu, Rafael; Baiget, Joan; Salvaj, Erica (2004). Spotlight on Knowledge Management in Spain” *IESE Insight*

TEACHING CASES

Salvaj, E. (2009)

“*Central Frenos*”

Case Study, ESE Business School

Narayanan, V.G.; Ballvé, A.; Herrero, G.; Salvaj, E.; Brem L. (2002)

“*Andina Bottling*”.

Case Study. Harvard Business School.

Ballvé, A; Salvaj, E. (2001)

“*John Harvard. Brew House*”.

Case Study. IAE Business School.

TEACHING NOTES

Berasategui, L.; Salvaj, E.; Rodríguez Etchard, P. (2002)

“*Telecommunications in the firm*”. *Part I and II*. IAE. Business School.

Berasategui, L.; Salvaj, E.; Checchi, M. (2001)

“*Information System and Information Technology*”. *Part II*. IAE. Business School.

Berasategui, L.; Franicevich, A.; Salvaj, E.; Merlini, A.; Sánchez, M. (2001)

“*The executive perspective on knowledge Management in Argentina*” IAE. Business School.

Berasategui, L.; Salvaj, E. (2001)

“*Integral knowledge management*”. *Part I, II and III*. IAE. Business School.

Berasategui, L.; Salvaj, E. (2001)

“*Business models in Internet. Portals.*” IAE. Business School.

WORKING PAPERS

Armellini, Guillermo; Salvaj, Erica and Villanueva, Julián (2010)

Who are the customer evangelists? How worthy are they?-A network model to measure customers' referral value.

Bucheli, Marcelo and Salvaj, Erica (2010)

Multinationals, Business Groups, and Politics in the Second Global Economy: Spanish Firms in Chile, 1980-2006.

Bucheli, Marcelo and Salvaj, Erica (2010)

Political transitions and Corporate Strategy in Emerging Countries: Evidence from Chile

Salvaj, Erica (2010)

Dynamics in the Chilean System of Corporate Governance. An empirical study on the evolution of corporate networks in Chile from 1988 to 2005. ESE Working paper

Salvaj, Erica and Lluch, Andrea (2010)

Institutions, Firms and Networks in turbulent environments, A comparative study of Corporate Networks of Argentina and Chile in the period 1969-1971

Salvaj, Erica and Ferraro, Fabrizio (2009)

Firm Performance and Structural Embeddedness in Controversial Corporate Decisions: Do Social Norms Really Strengthen Corporate Governance?, ESE Working paper

Salvaj, Erica (2008)

Interlocking Directorates and Corporate Behavior: a Literature Review. ESE Working paper

HONORS AND DISTINCTIONS

Comisión Nacional de Investigación Científica y Tecnológica, Gobierno de Chile - Fondo Nacional de Desarrollo Tecnológico y Científico - Concurso de Iniciación en Investigación (2008). Scholarship granted by Conicyt to study the evolution of Chilean corporate networks (174 projects awarded over 334 projects presented) (2008).

Academy of Management

Invited to participate in the OMT/ODC/MOC Doctoral Students' Consortium, Atlanta, August 2006

European Academy of Management (EURAM)

Best Paper Award in the Corporate Governance Track at the European Academy of Management (EURAM) Annual Conference in Oslo, May 17th-May 20th

Academy of Management

Invited to participate in the second annual OMT Pre-dissertation Workshop, New Orleans, 2004

IESE Business School

Scholarship granted by Universidad de Navarra to pursue PhD in Business. (2002-2006)

Universidad Carlos III de Madrid

Scholarship granted by Carlos III to study Master in Management of Science and Technology. (1998)

Facultad de Ciencias Económicas - Universidad Nacional del Litoral

Graduated with honors. Award for having the third cumulative GPA of 120 students. (1998)

Universidad Nacional del Litoral

Scholarship granted by UNL to research about the development of Social Science in the UNL. (30 projects awarded over 250 projects presented). (1996).

CONFERENCE PRESENTATIONS

“Dynamics in the Chilean System of Corporate Governance. An empirical study on the evolution of corporate networks in Chile from 1988 to 2005” 6th International Meeting of the Iberoamerican Academy of Management, Buenos Aires – December 2009

“Who are the customer evangelists? How worthy are they?-A network model to measure customers’ referral value” Academy of Management, Chicago, August 2009.

“Multinationals, Business Groups, and Politics in the Second Global Economy: Spanish Firms in Chile, 1980-2006” Academy of Management, Chicago, August 2009

“Multinationals, Business Groups, and Politics in the Second Global Economy: Spanish Firms in Chile, 1980-2006” 25th European Group for Organizational Studies (EGOS) Colloquium. Barcelona, July 2009

“Multinationals, Business Groups, and Politics in the Second Global Economy: Spanish Firms in Chile, 1980-2006” Academy of International Business, Annual Meeting San Diego, June 2009

“Dynamics in the Chilean System of Corporate Governance. An empirical study on the evolution of corporate networks in Chile from 1988 to 2005” 9th AIDEA Youth International Workshop. “Corporate Governance, Information and Control in an Evolutionary Context”. University of Naples “Federico II”, April 2009

“Corporate Political Activity of Multinationals in Emerging Economies” PDW - Business and Government relationship in turbulent environments. The case of Latin America. Academy of Management, Anaheim, August 2008.

“Ceo’s Incentives and Structural Embeddedness in Corporate Governance. Do Norms Really Prevent Corporate Irresponsibility?” Iberoamerican Academy of Management, Santo Domingo, December 2007.

“CEOs constraint and the Dark Side of Social Capital”. Strategic Management Conference, Viena, November 2006.

“CEOs` Social Position, Power Relations and Corporate Governance Practices”. Politics and Interlocking Directorates Conference, University of Barcelona, September 2006.

“CEOs constraint and the Dark Side of Social Capital”. Academy of Management, Atlanta, August 2006.

“CEOs constraint and the Dark Side of Social Capital”. European Academy Of Management (EURAM) Annual Conference in Oslo, May 17th-May 20th

Participation to the Doctoral Consortium at the European Academy of Management (EURAM), Oslo, Norway, May 2006.

Participation to the European Doctoral Research Conference, Tanaka Business School, Imperial College, London, UK, May 2006.

"Social capital of corporate elites and diversification strategy ". Iberoamerican Academy of Management, Lisbon, December 2005.

"Why do companies diversify? Theoretical and Comparative Perspectives on the Antecedents of Diversification" Iberoamerican Academy of Management, Lisbon, December 2005.

"Why do companies diversify? Theoretical and Comparative Perspectives on the Antecedents of Diversification" European Academy of Management, Munich, May 2005.

INVITED SEMINAR PRESENTATIONS

"Corporate Political Activity of Multinationals from Newly Developed Countries in Emerging Economies: Spanish Multinational Corporations in Chile, 1990-2005". Universidad Torcuato Di Tella, Research Seminar, Buenos Aires, September 2009.

"Dynamics in the Chilean System of Corporate Governance. An empirical study on the evolution of interlocking directorates in Chile from 1988 to 2005" Workshop "Innovación Distribuida. Negocios y redes sociales". Universidad Diego Portales, Instituto de Ciencias Sociales, Santiago, Chile. September 2009

"Corporate Political Activity of Multinationals from Newly Developed Countries in Emerging Economies: Spanish Multinational Corporations in Chile, 1990-2005". Tilburg University, Research Seminar, Netherlands, July 2009

"Family Firms and the Contingent Value of Board Interlocks: the Spanish Case". International Family-Owned Business Conference. IESE Business School, Barcelona, June, 2008.

"The New Conquistadores and Local Elites: Spanish Firms in Chile" Workshop on corporations and society: A new capitalism? The role of governance structure, elites, and stock market analysts. IESE Business School, Barcelona, February 2008

"Ceo's Incentives and Structural Embeddedness in Corporate Governance. Do Norms Really Prevent Corporate Irresponsibility?" presented at Universidad Adolfo Ibanez, Santiago de Chile, November 2007.

"Las Redes de Propiedad y de Consejos de Administración del IBEX 35" presented at ESE Business School -Universidad de los Andes, Santiago de Chile, December 2005.

"Las Redes de Propiedad y de Consejos de Administración del IBEX 35" presented at EADA Business School -Barcelona, May 2005.

TEACHING

Universidad Austral. Rosario. Argentina (07-2006/Present)
Professor of Strategy (MBA and Master of Agribusiness)

UPF. Universitat Pompeu Fabra. Barcelona. (09-2005/09-2006)

Associate Professor. Dirección Estratégica y Política de Empresa II (Undergraduate)

ESCI-UPF. Escola de Comerç Internacional. Barcelona (01-2005/01-2007)

Professor. Strategic Management II (Undergraduate) and Business Economics I (Undergraduate)

EADA. Business School. Barcelona. (03-2004/08-2007)

Professor. Knowledge management (MBA), Social Capital (MBA) and Decision Making & Power (MBA)

IAE. Business School. Buenos Aires. (03-2001/05-2001)

Mentor of MBA students.

Universidad Nacional del Litoral. Santa Fe. Argentina. (04-1996/07-1998)

Instructor: Marketing I

OTHER ACTIVITIES

Member and Reviewer Academy of Management (2004/Present)

Organization and Management Theory Division and Business Policy and Strategy Division

Member and Reviewer European Academy of Management (2004/Present)

Member and Reviewer Iberoamerican Academy of Management (2004/Present)

Reviewer Journal of Management Studies (2007/Present)

LANGUAGES

Fluent in Spanish, English, and Italian.