

ERICA SALVAJ
Professor of Strategy and General Management
School of Business and Economics
Universidad del Desarrollo
Av. Plaza 680
Santiago – Chile
esalvaj@udd.cl

EDUCATION

IESE Business School. Barcelona. Spain (2002-2007)
Doctor of Philosophy (Ph. D.), 2007, Emphasis: Strategy, Social Networks, Power and Influence, Corporate Governance.
Masters of Science (M.Sc.), 2005

Universidad Carlos III. Madrid. Spain (1998-2000)
Master in Science and Technology Management.
Emphasis: Knowledge Management

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

ACADEMIC POSITIONS

Harvard Business School (09-2017/ 12-2017)
Visiting Professor
Alfred Chandler Fellow

Facultad de Economía y Negocios. Universidad del Desarrollo (01-2011/ Present)
Associate Professor of Strategy and General Management.

Escuela de Negocios. Universidad Torcuato Di Tella. Buenos Aires (2009/Present)
Visiting Professor

Babson College – Babson Global (08-2012/02-2013)
Visiting Professor
GCEE Fellow

ESE Business School. Universidad de los Andes. Santiago de Chile (09-2007/12-2010)
Assistant Professor of Strategy and General Management

ADDITIONAL TEACHING EXPERIENCE

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

ESCI-UPF. Escola de Comerç Internacional - Universitat Pompeu Fabra. Barcelona (2005-2007).

EADA. Business School. Barcelona (2004-2007).

IAE. Business School. Buenos Aires (07-2000/08-2002).

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

AREAS OF RESEARCH

- Leadership
- Social Networks
- Strategy
- Corporate Governance
- Organization Theory
- Power and Influence
- International Businesses
- Business History

PUBLICATIONS

ARTICLES ON ACADEMIC JOURNALS

Lluch, Andrea; Rinaldi, Alberto; Salvaj Erica and Vasta, Michelangelo (Forthcoming). “The evolution of corporate networks in Latin economies: Argentina and Italy compared (1913-1990)”. *Business History*.

Bucheli, Marcelo y Salvaj, Erica (Forthcoming). “Political Connections, the Liability of Foreignness, and Legitimacy: a Business Historical Analysis of Multinationals’ Strategies in Chile”. *Global Strategy Journal*.

García Henche, Blanca y Salvaj, Erica (Forthcoming). “Associations, networks and the transformation toward experiential tourism marketing. The case of the district Barrio de las Letras, Madrid”. *Cuadernos de Turismo*.

Salvaj, Erica and Couyoumdjian, Juan Pablo (2016) “Interlocked. Business Groups and the State in Chile (1970-2010)”. *Business History*.

Herrera, Mauricio; Armelini, Guillermo and Salvaj Erica (2015) "Understanding Social Contagion in Adoption Processes Using Dynamic Social Networks". PLoS ONE 10(10): e0140891. doi:10.1371/journal.pone.0140891

Bucheli, Marcelo; Salvaj, Erica and Kim, Min Young (2015). "Non-Market Strategies during transitions. The case of Chile". The Academy of Management Proceedings.

Lluch, Andrea; Salvaj, Erica and Barbero, María I. (2014) "Corporate Networks and Business Groups in Argentina (at the End of the Import Substitution Period)." Australian Economic History Review. Special Issue on Latin American Business and Economic History.

Bucheli, Marcelo and Salvaj, Erica (2014) "Adaptation Strategies of Multinational Corporations, State-Owned Enterprises, and Domestic Business Groups to Economic and Political Transitions: A Network Analysis of the Chilean Telecommunications Sector, 1958–2005". Enterprise and Society.

Bucheli, Marcelo and Salvaj, Erica (2013) "Multinational Corporations' Obsolescing Political Legitimacy: ITT in Chile, 1920-1972." Business History Review.

Salvaj, Erica and Lluch, Andrea (2012) "Redes Corporativas en Ambientes Turbulentos. Un estudio comparativo de redes de directorios entre Argentina y Chile (1970)". Revista REDES, Revista Hispana para el análisis de las redes sociales.

Lluch, Andrea and Salvaj, Erica (2012) "Fragmentación del empresariado en tiempos de la industrialización por sustitución de importaciones (ISI) en la Argentina: una aproximación desde el estudio de la red corporativa (1954 - 1970)". Apuntes, Revista de Ciencias Sociales, "Empresas y grupos económicos".

Salvaj, Erica (2012) Book Review. "Global Boards: One Desire, Many Realities". Corporate Governance: An International Review.

Salvaj, Erica (2010) Book Review. "Latin American Telecommunications: Telefónica's Conquest". Enterprise & Society.

Salvaj, Erica and 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).

ARTICLES ON PRACTITIONER JOURNALS

Moschieri, Caterina, Salvaj, Erica and Blake, Daniel (February 2014) "Change is complex: The case of divestitures". Harvard Deusto Business Review.

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

Salvaj, Erica and Ferraro, Fabrizio (2006) "Rubbin g Elbows: The Harm of CEOs' Social Ties",

IESE Insight.

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

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

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

BOOK CHAPTERS

Salvaj, Erica; Lluch, Andrea and Gomez, Constanza (Forthcoming). “Chile’s business network in 1939: between the global crisis and the industrialization promoted by the State”. In *Firms and entrepreneurs in Chilean history*, editors Manuel Llorca-Jaña, Rory Miller and Diego Barría (Palgrave Macmillan).

Salvaj, Erica; Lluch, Andrea and Gomez, Constanza (Forthcoming). “La red empresarial chilena en 1939: entre la crisis global y la adaptación a la etapa de la industrialización promovida por el Estado”. In *Empresas y Empresarios en la Historia de Chile*, editors Manuel Llorca-Jaña and Diego Barría (Editorial Universitaria)

Herrera, Mauricio; Armelini, Guillermo and Salvaj, Erica (2017). “Diffusion of adoptions on dynamic social networks: A case study of a real – world community of consumers”. In *Applications of Analytics in Latin America and Emergent Economies*, editor Eduardo Rodriguez (CRC Press).

Lluch, Andrea and Salvaj, Erica (2017). “La red corporativa argentina y el rol de las empresas extranjeras: un estudio desde las redes de directorios (1923-2000)”, editors Norma Lanciotti and Andrea Lluch (Imago Mundi).

Lluch, Andrea and Salvaj, Erica (2014) “A longitudinal study of interlocking directories in Argentina and foreign firms’ integration into the local capitalism (1923-2000)”. In *The Power of Corporate Networks. A Comparative and Historical Perspective*, editors Prof. T. David and G. Westerhuis. Series International studies in business history (Routledge).

Salvaj, Erica (2013) “Cohesión y Homogeneidad. Evolución de la red de directorios de las grandes empresas en Chile, 1969-2005”. In “Adaptación. La empresa en Chile después de Friedman” Edited by José Ossandón and Eugenio Tironi (Ediciones Universidad Diego Portales)

Salvaj, Erica; Ferraro, Fabrizio; Tapies, Josep. (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)

Salvaj, Erica; Ferraro, Fabrizio (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)

TEACHING CASES

Salvaj, Erica (2013)
“Carenado- A Platform-Mediated Network Business”
Case study, UDD

Salvaj, Erica (2010)
“Leading change in Petrobras in Chile”
Case Study, ESE Business School

Salvaj, Erica (2009)
“Managing Growth at 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, Alberto; Salvaj, Erica (2001)
“John Harvard. Brew House”.
Case Study. IAE Business School.

HONORS AND DISTINCTIONS

Fellowship Alfred Chandler, International Visiting Scholar, Harvard Business School (August 2017 – December 2017).

Red de Mujeres para la Alta Dirección. Grant to study the barriers increase women participation in top executive positions in Chile (2016)

Fondo para la investigación Científica y Tecnológica del Gobierno Argentino, PICT-2015 Number 3273. Argentine government’s grant to study the Argentinean Capitalism from 1880 to 2010 (2016-2018).

Comisión Nacional de Investigación Científica y Tecnológica, Gobierno de Chile - Programa de Cooperación Internacional - Grant to participate in Horizonte 2020’s activities in Europe. SEFORIS PROJECT (December 2015)

Academy of Management Conference (AOM). Best paper in the Division of International Management. Vancouver (August 2015).

Finalist to the CGIO Award at the Academy of Management Conference. Vancouver (August 2015).

Universidad del Desarrollo. Concurso Interfacultades. Research Grant for the Project “Aplicación de grandes bases de datos (Big Data) para estudiar la difusión/adopción de nuevos productos y servicios en comunidades reales de potenciales consumidores. La importancia de las redes sociales y la publicidad” (2014-2015)

Universidad del Desarrollo. Best professor at the MBA Program (2010-2011, 2011-2012).

ESE Business School. Best professor at the MBA Program (2009-2010).

Agencia de Promoción Científica y Tecnológica, Gobierno Argentino. Argentine government’s grant to study the role of multinationals and the corporate elite of the country (2011-2013).

Latin American and European Meeting on Organization Studies Colloquium (LAEMOS). Best Paper Award at LAEMOS, Buenos Aires, (April 2010).

Comisión Nacional de Investigación Científica y Tecnológica, Gobierno de Chile - Fondo Nacional de Desarrollo Tecnológico y Científico - Concurso de Iniciación en Investigación. Grant by Conicyt to study the evolution of Chilean corporate networks (174 projects awarded over 334 projects presented) (2008-2009).

Fundación Jesús Serra-Catalana Occidente and Family Business Chair at IESE Business School. Scholarship granted to study Corporate Governance of Spanish Family Firms (2006-2007)

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 2006).

Academy of Management. Invited to participate in the second annual OMT Pre-dissertation Workshop, New Orleans (August 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 (1998-1999)

Facultad de Ciencias Económicas - Universidad Nacional del Litoral. Graduated with honors (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

“Policy Risk, Distance and Private Participation Projects in Latin America”. BALAS Conference, Universidad de Chile, Santiago de Chile, April 2017.

“Corporate Political Strategies of MNEs and local firms in Chile” Strategic Management in Latin America Conference, Universidad Adolfo Ibañez, January 2017.

“Corporate Political Strategies of MNEs and local firms in Chile” International Corporate Governance Society Conference, Bentley University, October 2016.

“PhDs in Management in Latin America” Academy of Management Conference. Anaheim, August 2016.

“Asociacionismo, Redes y Marketing en la Transformación hacia el Turismo Experiencial. El caso del Barrio de las Letras” AEDEM - European Academy of Management and Business Economics. Palmas de Gran Canaria, June 2016.

“Better Together: Network Strategies during Economic and Political Transitions –Evidence from Chile” Academy of International Business. New Orleans, Louisiana, June 2016.

“Women and Corporate Power: A Historical and Comparative Study in Argentine & Chile (1901-2010)” LAEMOS - Latin American and European Meeting in Organization Studies. Viña del Mar, April 2016.

“Reinterpreting corporate change in Latin America from a social network perspective: Argentina and Chile, 1901-2000” Business History Conference. Portland, Oregon, April 2016.

“Women may be climbing on board, but not in first class: Female board participation in Chile and Argentina” International Corporate Governance Society Conference. Copenhagen, September 2015.

“Non-Market Strategies during transitions. The case of Chile” Academy of Management Conference (AOM). Vancouver, August 2015.

“Mujeres en directorios de empresas chilenas, 1939-2010” Business History in Chile and Latin America. CONICYT’S International Networks between Research Centres, Santiago de Chile, 6-7 July 2015.

“Women may be climbing on board, but not in first class: Female board participation in Chile and Argentina”. EGOS 2015. Sub-Theme 34 Inequality, Institutions and Organisations, Athens, Greece 2-4 July 2015.

“Women and Corporate Power: A Historical and Comparative Study in Argentine & Chile (1901-2010)”. Business History Conference (BHC) and the European Business History

Association, "The Inequalities: Winners and Losers in Business", Miami, Florida, June 24-27, 2015

"Women may be climbing on board, but not in first class: Female board participation in Chile and Argentina". VIII Coloquio del Grupo Iberoamericano de Estudios Empresariales e Historia Económica. Alicante, España; 4-5 June, 2015.

"Business Groups' Networks and Long Term Survival. The case of Chile". Strategic Management Conference. Santiago. March 2015.

"Business Groups' Corporate Networks and Long Term Performance". Strategic Management Conference. Madrid. September 2014.

"The evolution of corporate networks in Latin economies: Argentina and Italy compared (1913-1990). Asociación Española de Historia Económica. Madrid. September 2014.

"Understanding the dynamics of innovation adoption in a real community of potential adopters". Marketing Science Conference. Istanbul. August 2013.

"Multinational Corporations, Public Utilities, and Globalization: A Comparison of the Operations of US and Spanish Multinationals in the Chilean Telecommunications Sector, 1958-2005". Midwest Latin American History Conference: Loyola University – Chicago. January 26, 2013.

"Multinational Corporations, Public Utilities, and Globalization: A Comparison of the Operations of US and Spanish Multinationals in the Chilean Telecommunications Sector, 1958-2005". Translating Potential into Profits: Foreign Multinationals in Emerging Markets since the 19th Century. German Historical Institute - Washington DC. November 2-3, 2012.

"A longitudinal study of interlocking directories in Argentina and foreign firms' integration into the local capitalism (1923-2000)" Corporate networks in the 20th Century: development and structural changes. University of Lausanne-Switzerland. 27-28 August 2012.

"The effects of Collaboration on Research Productivity: the case of Chile", Academy of Management, Boston, August 2012.

"Corporate Networks in turbulent environments – A comparative study of Interlocking Directorates in Argentina and Chile (1954-1990)" EBHA (European Business History Association) 15th Annual Conference Athens, 24-26 August 2011.

"Corporate Networks in turbulent environments – A comparative study of Interlocking Directorates in Argentina and Chile (1954-1990)" Academy of Management, San Antonio, August 2011.

"Corporate Political Strategy, Multinational Corporations, and Business Groups during Political and Economic transitions: evidence from Chile". Strategic Management Conference, Rio de Janeiro, March 2011.

“Corporate Political Strategy, Multinational Corporations, and Business Groups during Political and Economic transitions: evidence from Chile” Academy of Management, Montreal, August 2010.

“Corporate Political Strategy, Multinational Corporations, and Business Groups during Political and Economic transitions: evidence from Chile” Academy of International Business, 2010 Annual Meeting, Rio de Janeiro, Brazil, June 2010.

“Institutions, Firms and Networks in Turbulent Environments: A comparative study of Corporate Networks in Argentina and Chile in the period 1969-1971” 3rd Latin American and European Meeting on Organization Studies Colloquium, Buenos Aires – April 2010.

“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 2006.

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

“Como los líderes de negocios gestionan su poder e influencia. El caso de América Latina”. Workshop ¿Estudios organizacionales en Chile? Oportunidades, perspectivas y proyecciones". Organized by MINGA at Universidad Diego Portales, Santiago de Chile. May 2017.

“Participación femenina en las redes de directorios de Chile y Argentina (1923-2010). History Department, Universidad Torcuato Di Tella, Buenos Aires. May 2017.

“Social Innovation in Chile” SEFORIS Project, Aston University, Birmingham, UK. December 2015.

“Better Together: Network Strategies in Times of Economic and Political Transitions, Evidence from Chile”. Universidad Torcuato Di Tella, Buenos Aires. June 2015.

“Better Together: Network Strategies in Times of Economic and Political Transitions, Evidence from Chile”. IE, Madrid. June 2015.

“Better Together: Network Strategies in Times of Economic and Political Transitions, Evidence from Chile” Universidad Diego Portales. Santiago de Chile. May 2015.

“Interlocking Directorates in Argentina and Foreign Firms’ Integration into the Local Capitalism (1923-2000)”. Northeastern University - Center for Emerging Markets, Seminar Series.

December, 2012.

“Challenging the influentials hypothesis: A network model of customer social influence value”. Babson College. October, 2012

“Challenging the influentials hypothesis: A network model of customer social influence value”. Insper, São Paulo, July, 2011

“Corporate Political Strategy, Multinational Corporations, and Business Groups during Political and Economic transitions: evidence from Chile”. Universidade Católica Portuguesa. Faculdade de Ciências Económicas e Empresariais, June 2010

“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 Ibáñez, 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.

ACADEMIC ACTIVITIES

VP and Board member of the Iberoamerican Academy of Management (2016-present).

Chair of the PDWs of the Iberoamerican Academy of Management at the AOM 2017 Atlanta.

Member of the Evaluation Committee of the Advanced Program of Human Capital Development of the Chilean National Commission for Science and Technology (CONICYT).

Member and Reviewer at the Iberoamerican Academy of Management

Member of the Academy of Management. Organization and Management Theory Division and Business Policy and Strategy Division.

Member and reviewer at Academy of International Business.

Reviewer at several journals such as Corporate Governance: an International Review, Business History, Management Research, Journal of Management Studies, Journal of World Business among others.

PROFESSIONAL EXPERIENCE

Consulting services on social networks, leadership, strategic planning and organizational change on diverse sectors and companies in Latin America. Among the companies and organizations were Natura, Electrica Guacolda, MSG Group, Watts, Nutrir-Parental nutrition, 3M, Red de Mujeres para la Alta Dirección and Sixbell.

Columnist at El Mercurio Inversiones, Diario Financiero, El Pulso and Estrategia