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Professor of Strategy and General Management  
School of Business and Economics  
Universidad del Desarrollo  
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## EDUCATION

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IESE Business School. Universidad de Navarra  
Doctor of Philosophy (Ph. D.), 2007, Emphasis: Strategy, Organizational Change, 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

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Facultad de Economía y Negocios. Universidad del Desarrollo (01-2011/ Present)  
Associate Professor of Strategy and General Management.  
Undergraduate Course: Strategy  
MBA Courses: Leading Change in Organizations and Managing Social Networks.  
Executive Program Course: Networks of power and influence in the Corporate arena.

Escuela de Negocios. Universidad Torcuato Di Tella. Buenos Aires (2009/Present)  
Visiting Professor of Strategy and General Management  
MBA and EXMBA Course: Leading Change in Organizations

Babson College – Babson Global (08-2012/02-2013)  
GCEE Fellow.  
MBA Courses: Change in Organizations and Social Networks

Universidad Austral. Rosario. Argentina (07-2006/12-2011)  
Visiting Professor of Strategy  
MBA and Master of Agribusiness Course: Leading Change in Organizations

ESE Business School. Universidad de los Andes. Santiago de Chile (09-2007/12-2010)  
Assistant Professor of Strategy and General Management  
MBA Courses: Power and Influence in Organizations and Strategic Human Resources.

## ADDITIONAL TEACHING EXPERIENCE

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

Undergraduate course: Strategy II

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

Undergraduate courses: Strategic Management II Business Economics I.

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

MBA courses: Strategy and Leading Change.

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

Research Assistant and Mentor of MBA students

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

Undergraduate course: Marketing I (Instructor).

## AREAS OF RESEARCH

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1. Social Networks
2. Strategy.
3. Corporate Governance
4. Organization Theory
5. International Businesses
6. Business History

## PUBLICATIONS

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### ARTICLES ON ACADEMIC JOURNALS

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

Salvaj, Erica and Couyoumdjian, Juan Pablo (2015) "Interlocked. Business Groups and the State in Chile (1970-2010)" Business History.

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, Nro. 23.

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", Nro. 70

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) Annual Conference in Oslo, May 17<sup>th</sup>-May 20<sup>th</sup>

#### ARTICLES ON PRACTITIONER JOURNALS

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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) "Rubbing 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

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Lluch, Andrea and Salvaj, Erica (2014) "A longitudinal study of interlocking directories in Argentina and foreign firms' integration into the local capitalism (1923-2000)". 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

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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.

#### TEACHING NOTES

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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.

#### WORKING PAPERS

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Bucheli, Marcelo; Salvaj, Erica and Kim, Minyoung. "Better Together: Network Strategies in Times of Economic and Political Transitions, Evidence from Chile".

Armellini, Guillermo; Herrero, Mauricio and Salvaj, Erica. "Understanding the dynamics of

innovation adoption in a real community of potential adopters”.

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

Salvaj, Erica; Sepulveda, Jean and Couyoumdjian, Juan Pablo. “Business Groups’ Corporate Networks and Long Term Performance”.

Salvaj, Erica; Lluch, Andrea and Vidal, Vanessa. “Women and corporate power: a historical and comparative study in Argentina & Chile (1901-2010)”.

## HONORS AND DISTINCTIONS

Academy of Management Conference (AOM). Nominated for best paper in the Division of International Corporate Governance and the CGIO Award at the Academy of Management Conference. Vancouver 2015.

Universidad del Desarrollo. Concurso Interfacultades. 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 and 2011-2012.

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

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

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 (2008). Grant by Conicyt to study the evolution of Chilean corporate networks (174 projects awarded over 334 projects presented).

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, 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.

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

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"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 20<sup>th</sup> 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" 3<sup>rd</sup> 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 17<sup>th</sup>-May 20<sup>th</sup>.

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

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

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

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

"Interlocking Directories 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

"Ceos' 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.

## OTHER ACTIVITIES

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Columnist at El Mercurio Inversiones and Estrategia.

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

Member and Reviewer at the Iberoamerican Academy of Management

Member and reviewer at Academy of International Business Reviewer Journal of Management Studies.

Reviewer at Corporate Governance: an International Review.

## PROFESSIONAL EXPERIENCE

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Consulting services on leadership, strategic planning, organizational change and power and

influence on diverse sectors and companies in Argentina and Chile. Among the companies advised were Electrica Guacolda, MSG Group, Watts, Nutrir-Parental nutrition, 3M and Sixbell.