

# Carlo Salvato

Full Professor



**Knowledge Group:** Strategy and Operations

**Research Domains:** Corporate Strategy

**Teaching Domains:**

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## Articles in Scholarly Journals

### **Middle managers matter! Unpacking the deployment and adaptation of organization-level dynamic capabilities**

GULLMARK, P., C. SALVATO, T. H. CLAUSEN, "Middle managers matter! Unpacking the deployment and adaptation of organization-level dynamic capabilities", *Public Management Review*, 2025, pp. 1-28

### **Country-level analysis of the relationships between sustainability and the textile–clothing–leather–footwear industries**

KHATAMI, F., F. R. RINALDI, C. SALVATO, A. FERRARIS, "Country-level analysis of the relationships between sustainability and the textile–clothing–leather–footwear industries", *Business Strategy and the Environment*, 2024, vol. 33, no. 8, pp. 8668-8678

### **Routine regulation as a source for managing conflict within alliances: an integrative framework**

SPENCER, B., C. SALVATO, C. RERUP, "Routine regulation as a source for managing conflict within alliances: an integrative framework", *Industrial and Corporate Change*, 2023, vol. 32, no. 6, pp. 1333-1351

### **Natural disasters as a source of entrepreneurial opportunity: Family business resilience after an earthquake**

SALVATO, C., M. SARGIACOMO, M. D. AMORE, A. MINICHILLI, "Natural disasters as a source of entrepreneurial opportunity: Family business resilience after an earthquake", *Strategic Entrepreneurship Journal*, 2020, vol. 14, no. 4, pp. 594-615

### **Coupling Family Business Research with Organization Studies: Interpretations, Issues and Insights**

SALVATO, C., F. CHIRICO, L. MELIN, D. SEIDL, "Coupling Family Business Research with Organization Studies: Interpretations, Issues and Insights", *Organization Studies*, 2019, vol. 40, no. 6, pp. 775-791

### **The sources of dynamism in dynamic capabilities**

SALVATO, C., R. VASSOLO, "The sources of dynamism in dynamic capabilities", *Strategic Management Journal*, 2018, vol. 39, no. 6 - Special Issue "New Theory in Strategic Management", pp. 1728-1752

### **Commitment Escalation to a Failing Family Business**

CHIRICO, F., C. SALVATO, B. BYRNE, N. AKHTER, J. ARRIAGA MÚZQUIZ, "Commitment Escalation to a Failing Family Business", *Journal of Small Business Management*, 2018, vol. 56, no. 3, pp. 494-512

### **Culminating events and time working together in top management teams: Insights from private equity**

CASTELLANETA, F., C. SALVATO, "Culminating events and time working together in top management teams: Insights from private equity", *Long Range Planning*, 2018, vol. 51, no. 6, pp. 865-880

### **Routine Regulation: Balancing Conflicting Goals in Organizational Routines**

SALVATO, C., C. RERUP, "Routine Regulation: Balancing Conflicting Goals in Organizational Routines", *Administrative Science Quarterly*, 2018, vol. 63, no. 1, pp. 170-209

### **Knowledge internalization and product development in family firms: When relational and affective factors matter**

CHIRICO, F., C. SALVATO, "Knowledge internalization and product development in family firms: When relational and affective factors matter", *Entrepreneurship Theory and Practice*, 2016, vol. 40, no. 1, pp. 201-229

### **From the Guest Editors: Learning Patterns and Approaches to Family Business Education Around the World—Issues, Insights, and Research Agenda**

SALVATO, C., P. SHARMA, M. WRIGHT, "From the Guest Editors: Learning Patterns and Approaches to Family Business Education Around the World—Issues, Insights, and Research Agenda", *Academy of Management Learning & Education*, 2015, vol. 14, no. 3, pp. 307-320

### **Transitional Leadership of Advisors as a Facilitator of Successors' Leadership Construction**

SALVATO, C., G. CORBETTA, "Transitional Leadership of Advisors as a Facilitator of Successors' Leadership Construction", *Family Business Review*, 2013, vol. 26, no. 3, pp. 235-255

### **Faster Route to the CEO Suite: Nepotism or Managerial Proficiency?**

SALVATO, C., A. MINICHILLI, R. PICCARRETA, "Faster Route to the CEO Suite: Nepotism or Managerial Proficiency?", *Family Business Review*, 2012, vol. 25, no. 2, pp. 206-224

### **The Distinctiveness, Design, and Direction of Family Business Research**

CRAIG, J. B., C. SALVATO, "The Distinctiveness, Design, and Direction of Family Business Research", *Family Business Review*, 2012, vol. 25, no. 1, pp. 109-116

### **Exploiting and Exploring New Opportunities over Life Cycle Stages of Family Firms**

SHARMA, P., C. SALVATO, "Exploiting and Exploring New Opportunities over Life Cycle Stages of Family Firms", *Entrepreneurship Theory and Practice*, 2011, vol. 35, no. 6, pp. 1199-1205

### **Beyond Collective Entities: Multilevel Research on Organizational Routines and Capabilities**

SALVATO, C., C. RERUP, "Beyond Collective Entities: Multilevel Research on Organizational Routines and Capabilities", *Journal of Management*, 2011, vol. 37, no. 2, pp. 468-490

### **A farewell to the business: Championing exit and continuity in entrepreneurial family firms**

SALVATO, C., F. CHIRICO, P. SHARMA, "A farewell to the business: Championing exit and continuity in entrepreneurial family firms", *Entrepreneurship & Regional Development*, 2010, vol. 22, no. 3-4, pp. 321-348

### **Research on Accounting in Family Firms: Past Accomplishments and Future Challenges**

SALVATO, C., K. MOORES, "Research on Accounting in Family Firms: Past Accomplishments and Future Challenges", *Family Business Review*, 2010, vol. 23, no. 3, pp. 193-215

### **The Microfoundations of Corporate Entrepreneurship as an Organizational Capability**

SALVATO, C., S. SCIASCIA, F. G. ALBERTI, "The Microfoundations of Corporate Entrepreneurship as an Organizational Capability", *International Journal of Entrepreneurship and Innovation*, 2009, vol. 10, no. 4, pp. 279-289

### **Capabilities Unveiled: The Role of Ordinary Activities in the Evolution of Product Development Processes**

SALVATO, C., "Capabilities Unveiled: The Role of Ordinary Activities in the Evolution of Product Development Processes", *Organization Science*, 2009, vol. 20, no. 2, pp. 384-409

### **Creating Value Across Generations in Family-Controlled Businesses: The Role of Family Social Capital**

SALVATO, C., L. MELIN, "Creating Value Across Generations in Family-Controlled Businesses: The Role of Family Social Capital", *Family Business Review*, 2008, vol. 21, no. 3, pp. 259-276

### **Knowledge Integration and Dynamic Organizational Adaptation in Family Firms**

CHIRICO, F., C. SALVATO, "Knowledge Integration and Dynamic Organizational Adaptation in Family Firms", *Family Business Review*, 2008, vol. 21, no. 2, pp. 169-181

### **Dynamics of external growth in SMEs: A process model of acquisition capabilities emergence**

SALVATO, C., U. LASSINI, J. WIKLUND, "Dynamics of external growth in SMEs: A process model of acquisition capabilities emergence", *Schmalenbach Business Review*, 2007, vol. 59, no. 3, pp. 282-305

### **Entrepreneurship in Family vs. Non-Family Firms: A Resource-Based Analysis of the Effect of Organizational Culture**

ZAHRA, S. A., J. C. HAYTON, C. SALVATO, "Entrepreneurship in Family vs. Non-Family Firms: A Resource-Based Analysis of the Effect of Organizational Culture", *Entrepreneurship Theory and Practice*, 2004, vol. 28, no. 4, pp. 363-381

### **Self-Serving or Self-Actualizing? Models of Man and Agency Costs in Different Types of Family Firms: A Commentary on "Comparing the Agency Costs of Family and Non-family Firms: Conceptual Issues and Exploratory Evidence"**

CORBETTA, G., C. SALVATO, "Self-Serving or Self-Actualizing? Models of Man and Agency Costs in Different Types of Family Firms: A Commentary on "Comparing the Agency Costs of Family and Non-family Firms: Conceptual Issues and Exploratory Evidence"", *Entrepreneurship Theory and Practice*, 2004, vol. 28, no. 4, pp. 355-362

### **The Board of Directors in Family Firms: One Size Fits All?**

CORBETTA, G., C. SALVATO, "The Board of Directors in Family Firms: One Size Fits All?", Family Business Review, 2004, vol. 17, no. 2, pp. 119-134

### **The Role of Micro-Strategies in the Engineering of Firm Evolution\***

SALVATO, C., "The Role of Micro-Strategies in the Engineering of Firm Evolution\*", Journal of Management Studies, 2003, vol. 40, no. 1, pp. 83-108

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## **Articles in national/international newspapers**

### **Formare i giovani è la chiave del futuro**

SALVATO, C., "Formare i giovani è la chiave del futuro", La Repubblica - Affari&Finanza, 12 May 2025

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## **Proceedings/Presentations**

### **Measuring Sustainability and Circularity: A Systematic Literature Review**

KHATAMI, F., F. R. RINALDI, C. SALVATO, "Measuring Sustainability and Circularity: A Systematic Literature Review" in The 85th Annual Meeting of Academy of Management, July 25-29, 2025, Copenhagen, Denmark

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## **Contribution to Chapters, Books or Research Monographs**

### **Qualitative research interviewing in family firms**

SALVATO, C., G. CORBETTA, "Qualitative research interviewing in family firms" in Field Guide to Family Business Research., Keith H. Brigham, G. T. Payne (Eds.), Edward Elgar Publishing, chap. 10, pp. 125-143, 2023

### **Dynamic Capabilities and Routine Dynamics**

SALVATO, C., "Dynamic Capabilities and Routine Dynamics" in Cambridge Handbook of Routine Dynamics., Martha S. Feldman, Brian T. Pentland, Luciana D'Adderio, Katharina Dittrich, Claus Rerup, David Seidl (Eds.), Cambridge University Press, chap. 34, pp. 460-480, 2021

### **Carlo Masini: un esponente del moderno personalismo cristiano**

SALVATO, C., "Carlo Masini: un esponente del moderno personalismo cristiano" in Scienza, umanità e visione nel pensiero e nell'azione di Carlo Masini., E. Borgonovi, G. Invernizzi (Eds.), Egea, pp. 213-216, 2016

### **Strategic content and process in family business**

SALVATO, C., G. CORBETTA, "Strategic content and process in family business" in The Sage Handbook of Family Business., Leif Melin, Mattias Nordqvist, Pramodita Sharma (Eds.), SAGE Publications, chap. 15, pp. 295-320, 2014

### **Family Firm Longevity**

SHARMA, P., C. SALVATO, "Family Firm Longevity" in The Endurance of Family Businesses., Paloma Fernandez Perez, Andrea Colli (Eds.), Cambridge University Press, chap. 2, pp. 34-56, 2013

#### **Understanding Exit from the founder's business in family firms**

SALVATO, C., F. CHIRICO, P. SHARMA, "Understanding Exit from the founder's business in family firms" in Entrepreneurship and Family Business., Alex Stewart, G.T. Lumpkin, Jerome A. Katz (Eds.), Emerald Group Publishing Limited, pp. 31-85, 2010

#### **Balancing Familiness Resource Pools for Entrepreneurial Performance**

LASSINI, U., C. SALVATO, "Balancing Familiness Resource Pools for Entrepreneurial Performance" in Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms Across Generations., Mattias Nordqvist, Thomas Zellweger (Eds.), Edward Elgar Publishing, chap. 3, pp. 58-95, 2010

#### **Firm-level entrepreneurial contents for strategic renewal: A knowledge-based perspective**

SCIASCIA, S., F. G. ALBERTI, C. SALVATO, "Firm-level entrepreneurial contents for strategic renewal: A knowledge-based perspective" in Entrepreneurial Strategic Content., G.T. Lumpkin, Jerome A. Katz (Eds.), Emerald Group Publishing Limited, pp. 41-75, 2009

#### **The Contribution of Event-sequence Analysis to the Study of Organizational Routines**

SALVATO, C., "The Contribution of Event-sequence Analysis to the Study of Organizational Routines" in Organizational Routines: Advancing Empirical Research., Markus C. Becker, Nathalie Lazaric (Eds.), Edward Elgar Publishing, pp. 68-102, 2009

#### **Dynamics of External Growth in SME**

SALVATO, C., U. LASSINI, J. WIKLUND, "Dynamics of External Growth in SME" in Entrepreneurship: Frameworks And Empirical Investigations From Forthcoming Leaders Of European Research., Wiklund J., Dimov D., Katz J.A., Shepherd D.A. (Eds.), Emerald Group Publishing Limited, pp. 229-266, 2006

#### **Apprendere come acquisire: lo sviluppo di competenze nei processi di crescita esterna**

LASSINI, U., C. SALVATO, "Apprendere come acquisire: lo sviluppo di competenze nei processi di crescita esterna" in Capaci di crescere. L'impresa italiana e la sfida della dimensione., G. Corbetta (Ed.), Egea, pp. 141-167, 2005

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## **Research Monographs**

#### **Il carcere. Assetti istituzionali e organizzativi**

SALVATO, C., F. GIORDANO, E. SANGIOVANNI - "Il carcere. Assetti istituzionali e organizzativi" - 2021, Egea, Milano, Italy

#### **Strategies for longevity in family firms. A European perspective.**

CORBETTA, G., C. SALVATO - "Strategies for longevity in family firms. A European perspective." - 2012, Palgrave Macmillan, Great Britain

### **La Dinamica delle Competenze Aziendali**

SALVATO, C. - "La Dinamica delle Competenze Aziendali" - 2007, Egea, Milano, Italy

### **Le piccole imprese. Struttura, gestione, percorsi evolutivi**

ALBERTI, F. G., A. CORTESI, C. SALVATO - "Le piccole imprese. Struttura, gestione, percorsi evolutivi" - 2004, Carocci Editore, Roma, Italy

### **Le opportunità imprenditoriali. Come nascono, come si individuano, come si concretizzano**

SALVATO, C. - "Le opportunità imprenditoriali. Come nascono, come si individuano, come si concretizzano" - 2003, Edizioni Angelo Guerini e Associati, Italy

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## **Research Notes or short Articles in Journals**

### **Elementi essenziali di management per gli istituti penitenziari - Elements of Management for Penal Institutions**

GIORDANO, F., C. SALVATO, E. SANGIOVANNI, "Elementi essenziali di management per gli istituti penitenziari - Elements of Management for Penal Institutions", *Economia & Management*, 2020, no. 4, pp. 108-111

### **Imparare ad acquisire: L'esperienza del Gruppo Campari**

CORBETTA, G., C. SALVATO, "Imparare ad acquisire: L'esperienza del Gruppo Campari", *Economia & Management*, 2014, no. 5, pp. 23-30

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## **Other in Journals**

### **Daniel M. G. Raff and Philip Scranton (eds.): The Emergence of Routines: Entrepreneurship, Organization, and Business History**

SALVATO, C., "Daniel M. G. Raff and Philip Scranton (eds.): The Emergence of Routines: Entrepreneurship, Organization, and Business History", *Administrative Science Quarterly*, 2018, vol. 63, no. 1, pp. NP8-NP10

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## **Edited Books**

### **Global Entrepreneurship: Case Studies of Entrepreneurial Firms Operating around the World**

HAYTON, J., C. SALVATO, M. J. MANIMALA (Eds.), "Global Entrepreneurship: Case Studies of Entrepreneurial Firms Operating around the World" - 2015, Routledge

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## **Cases in International Case Collections**

## **Red Passion: The Expansion Strategy of The Campari Group**

CORBETTA, G., C. SALVATO - "Red Passion: The Expansion Strategy of The Campari Group" - 2014, The Case Centre, Great Britain

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## **Editorials in Journal**

### **Temporal Dimensions of Family Enterprise Research**

SHARMA, P., C. SALVATO, T. REAY, "Temporal Dimensions of Family Enterprise Research", Family Business Review, 2014, vol. 27, no. 1, pp. 10-19

### **Entrepreneurship Experience: A Complex, Multidimensional Phenomenon within Europe and Worldwide**

CORBETTA, G., A. MINICHILLI, C. SALVATO, "Entrepreneurship Experience: A Complex, Multidimensional Phenomenon within Europe and Worldwide", Entrepreneurship Research Journal, 2013, vol. 3, no. 1, pp. 1-8

### **"That's Interesting!" in Family Business Research**

SALVATO, C., H. E. ALDRICH, "'That's Interesting!' in Family Business Research", Family Business Review, 2012, vol. 25, no. 2, pp. 125-135

### **Research on Accounting in Family Firms: Past Accomplishments and Future Challenges**

SALVATO, C., K. MOORES, "Research on Accounting in Family Firms: Past Accomplishments and Future Challenges", Family Business Review, 2010, vol. 23, no. 3, pp. 193-215

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## **Entry (in Dictionary or Encyclopedia)**

### **Role of Attention Triangulation in Organizational Learning Processes**

RERUP, C., C. SALVATO, "Role of Attention Triangulation in Organizational Learning Processes" in Encyclopedia of the Sciences of Learning., Norbert M. Seel (Ed.), Springer US, pp. 2882-2886, 2012