

Carlo Salvato

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Knowledge Group: Strategy and Operations

Research Domains: Corporate Strategy

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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

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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

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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

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

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

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 Familiiness Resource Pools for Entrepreneurial Performance

LASSINI, U., C. SALVATO, "Balancing Familiiness 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

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

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

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

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

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

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. MINICHIILLI, 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

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